Leading sustainability, shaping tomorrow



Annual Report 2025

NCC Bank
with you always

Annual Report 2025



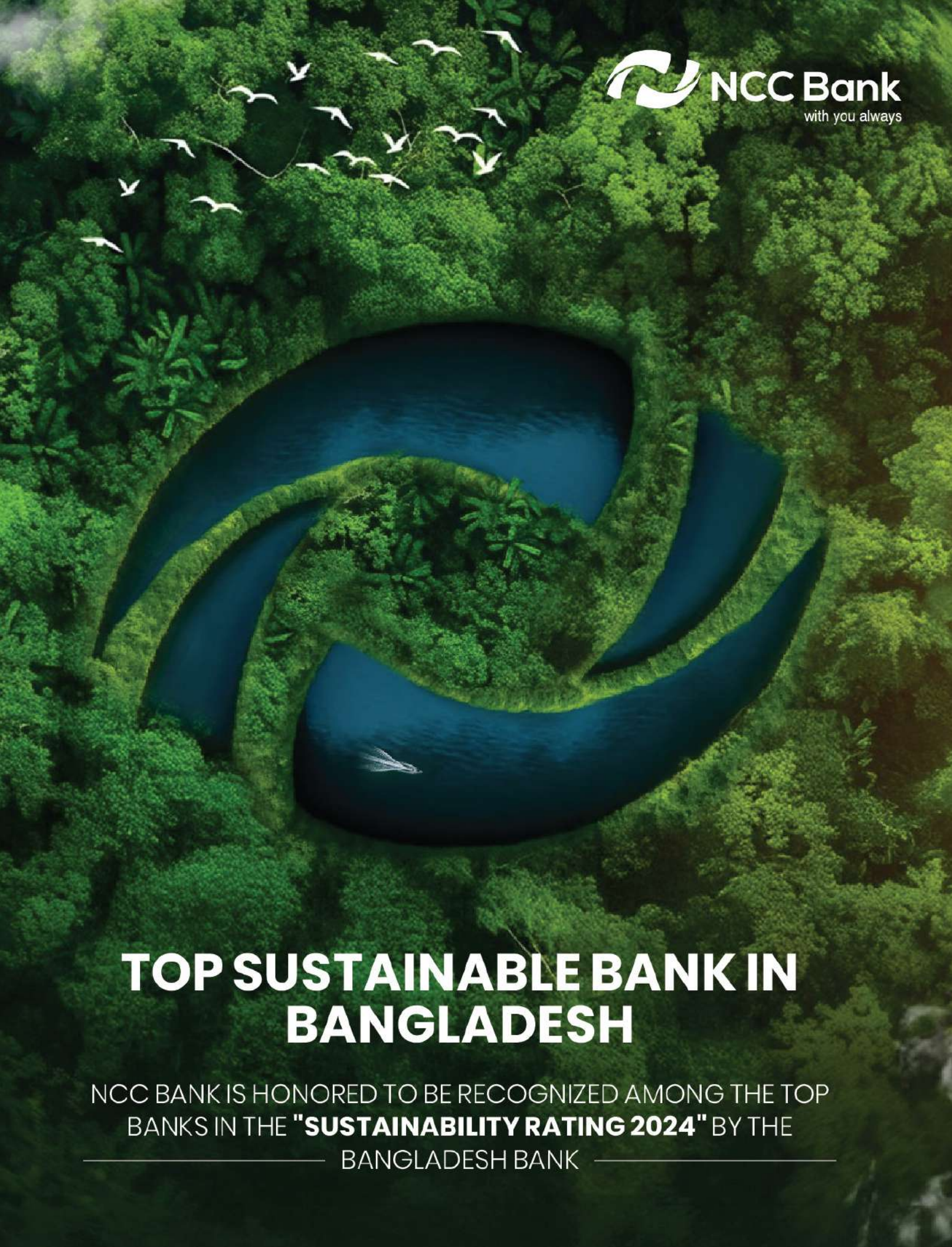
Leading sustainability, shaping tomorrow

We are excited to present the NCC Bank Annual Report for 2025 centered around the theme "Leading sustainability, shaping tomorrow". This theme reflects our strategic commitment to embedding sustainable finance and Environmental, Social and Governance (ESG) principles at the core of our operations while fostering innovation in green products and services. In alignment with the guidelines of the regulatory bodies, we actively integrate environmental, social, and governance considerations into our credit operations, risk management practices and corporate governance framework.

By prioritizing responsible financing, supporting green and inclusive projects, and strengthening stakeholder engagement, we contribute to a more resilient and equitable economic future for Bangladesh.

Our approach extends beyond compliance, promoting innovation in sustainable products and long-term value creation for clients, communities, and the environment. Through disciplined implementation of sustainability, environmental and social governance, climate disclosures and CSR initiatives targeting climate and the social welfare, we mitigate risks while unlocking opportunities in emerging green sectors.

As a forward-looking financial institution, we continue to lead by example—aligning profitability with purpose and shaping a sustainable tomorrow for generations to come. We thank you for your continued support and partnership.


NCC Bank
with you always
TOP SUSTAINABLE BANK IN BANGLADESH
NCC BANK IS HONORED TO BE RECOGNIZED AMONG THE TOP BANKS IN THE "SUSTAINABILITY RATING 2024" BY THE BANGLADESH BANK

40th Annual General Meeting

Digital Platform | 2nd July 2025



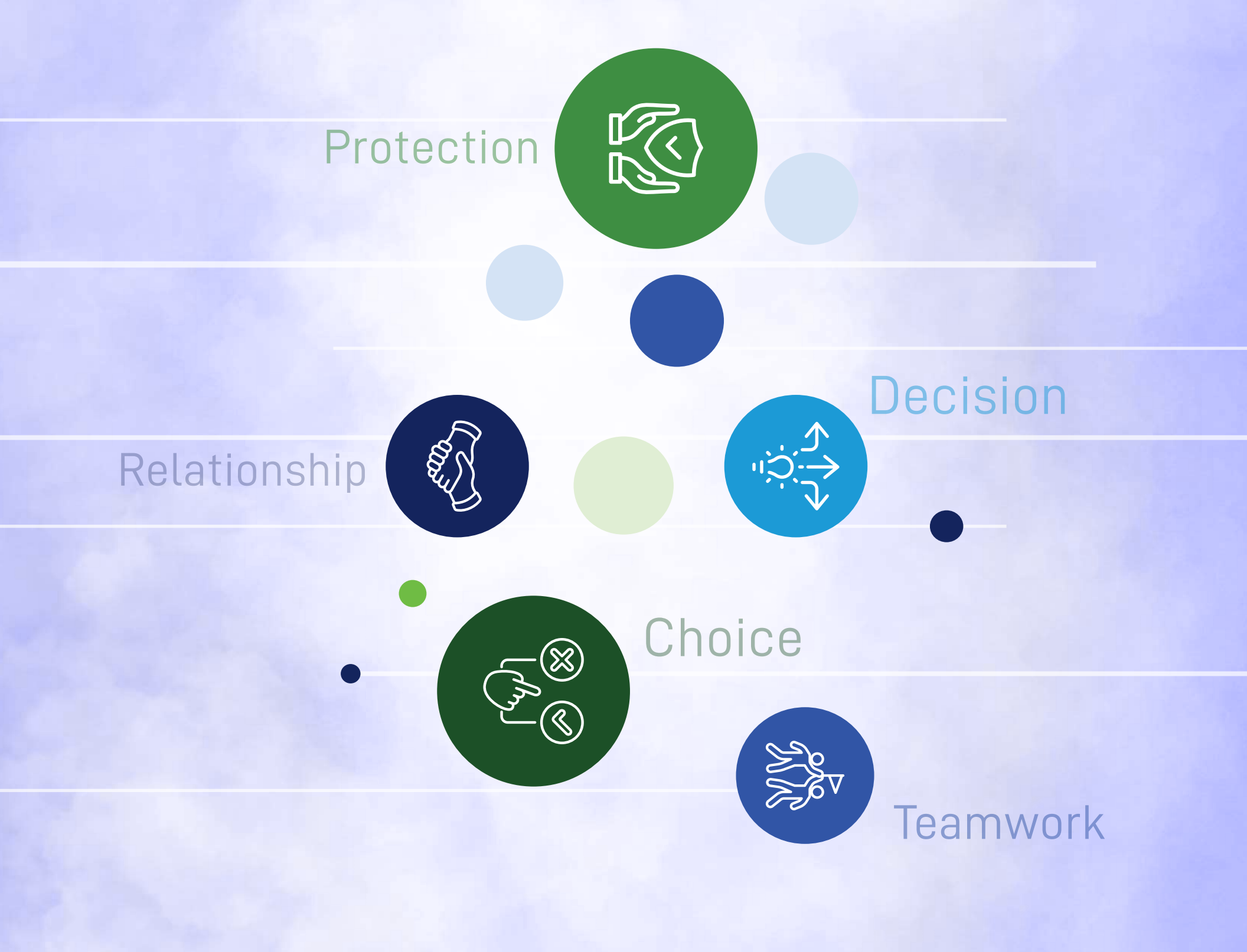
The 40th Annual General Meeting (AGM) of National Credit and Commerce Bank PLC. was held on a virtual platform on 02 July, 2025.

The Chairman of NCC Bank Mr. Mohammed Nurun Newaz and Directors of NCC Bank Mr. Abdus Salam, Mr. Amjadul Ferdous Chowdhury, Mr. Khairul Alam Chaklader, Mr. Mohammed Moinuddin, Mr. Mohammed Sazzad Un Newaz, Mr. Syed Asif Nizamuddin, Independent Director Mr. Meer Sajed-Ul-Basher, FCA, Independent Director Mr. Md. Amirul Islam, FCS, FCA, Managing Director Mr. M. Shamsul Arefin and DMD & Company Secretary Mr. Md. Monirul Alam along with a large number of Shareholders joined the AGM virtually. The Audited Financial Statements of the Bank for the year ended on December 31, 2024, along with the Auditors' report thereon and Directors' report were placed before the Shareholders at the AGM and duly approved by them with majority votes.

Our **Ethos**

As we step into the 33rd year of dedicated service, we remain humble reiterating our commitment ensuring an uninterrupted customer service not driven by profit only adage but perpetual values. Hence our aims focus on maximising return of shareholders wealth by mitigating risks and applying prudent technology. We strive for a sustainable business growth for our valued customers, satisfying their evolving and demanding needs. For us, our beliefs remain to be customer-centricity, as we remain with them. Always. At NCC Bank, our customers are at the forefront of our service delivery, and we take utmost care to adhere to the highest principles and standards of integrity and trustworthiness, while rendering our unique service excellence.




Protection
Decision
Relationship
Choice
Teamwork

Cont

01 02 03 04

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Letter of **Transmittal**

To

All Hon'ble Shareholders of NCC Bank
Bangladesh Bank
Bangladesh Securities and Exchange Commission
Financial Reporting Council
Registrar of Joint Stock Companies & Firms
Dhaka Stock Exchange PLC.
Chittagong Stock Exchange PLC.
Central Depository Bangladesh Limited
All other stakeholders of NCC Bank

Dear Sirs,

Annual Report of National Credit and Commerce Bank PLC. for the year 2025

We are pleased to present the Annual Report 2025 of National Credit and Commerce Bank PLC., together with the Audited Financial Statements (consolidated and solo basis) as on December 31, 2025 of the Bank. Among others, this report comprises a detailed overview of the Bank's financial performance, operational highlights, strategic initiatives and stakeholder's engagement efforts.

Financial Statements (solo) of the Bank comprise those of NCC Bank Main operations and Off-Shore Banking Unit, whereas Consolidated Financial Statements comprise Financial Statements of the Bank and those of its subsidiary companies i.e. NCCB Securities and Financial Services Limited and NCCB Capital Limited presented separately.

With best regards,

Sincerely yours,

Sd/-
Md. Nazrul Islam Chowdhury FCS
Company Secretary (Acting)

Notice of the
41st Annual General Meeting

Notice is hereby given that the **41st Annual General Meeting (AGM)** of the Hon'ble Members of National Credit and Commerce Bank PLC. (the Bank/the Company) will be held on **Wednesday, June 24, 2026 at 12:00 Noon (BST)** virtually using digital platform **(https://nccbank.bdvirtualagm.com)** which will be conducted via live webcast to transact the following business:

AGENDA

1. To receive, consider and adopt the annual Audited Financial Statements of the Company for the year ended on December 31, 2025 together with the Reports of the Auditors' and the Directors' thereon.
2. To declare dividend for the year ended on December 31, 2025 as recommended by the Board of Directors.
3. To elect/re-elect Directors/Independent Director as per laws and Articles of Association of the Company.
4. To approve the appointment of M/s. Mahfel Huq & Co., Chartered Accountants for the year 2025, along with their remuneration.
   [M/s. Mahfel Huq & Co., Chartered Accountants was appointed by the Board on October 29, 2025 in place of M/s. ACNABIN, Chartered Accountants due to regulatory requirement]
5. To appoint/re-appoint the Statutory/External Auditors of the Bank for the year 2026 until holding of the next Annual General Meeting of the Bank, and to fix their remuneration.
6. To appoint a practicing professional (Corporate Governance Auditor) for the year 2026 in accordance with the Corporate Governance Code of Bangladesh Securities and Exchange Commission (BSEC), and to fix their remuneration.
7. To authorize the Management/Board of Directors to sanction/approve financial transactions in the name of Bank-related Persons or Institutions of the Bank for the year 2026 complying the rules and regulations in force, and to approve the financial transactions conducted with them in 2025 (Ref: BRPD Circular No. 03 dated 08 May, 2025).

By order of the Board of Directors
Sd/-
Md. Nazrul Islam Chowdhury FCS
Company Secretary (Acting)

Dated: June 01, 2026
Dhaka, Bangladesh

Notes:

- The **'Record Date'** for the **41st Annual General Meeting (AGM)** scheduled on **Thursday, May 21, 2026**. The members whose names appear in the Members' Register or the Depository Register of the Bank on the **'Record Date' i.e. May 21, 2026** shall be eligible to join in the Annual General Meeting (AGM) and be entitled to receive dividend.
- The Board of Directors of the Bank has recommended **Total 21.00% dividend (Comprising of 17.00% cash and 4.00% stock)** for the year ended on December 31, 2025.
- All Hon'ble Members/Shareholders are requested to submit their written option to the Company regarding the way of receiving their dividend within June 09, 2026, otherwise, the dividend will be paid through BEFTN or any other mode as may be deemed appropriate by the Company.
- Tax will be deducted as per the Income Tax Act, 2023.
- A Member eligible to attend/join and vote at the Annual General Meeting may appoint a proxy to join and vote on his/her behalf. The proxy form duly filled in, signed and stamped must be submitted to the Registered Office of the Company not later than 48 hours prior to the scheduled time for the Annual General Meeting.
- The Shareholders under the category of company are requested to send their representatives to participate/attend in the AGM complying with the Section 86 of the Company Act, 1994.
- The Members are requested to submit their questions/comments on the Directors' Report and the audited financial statements through email at share@nccbank.com.bd or in writing to Regulatory Affairs & Shareholders' Relations (Share Department) at least 72 hours before commencement of the AGM.
- The online (real time) or e-voting option will be opened before 24 hours from the time of AGM and shall remain open up to the closure of the meeting.
- The member/proxy who wants to cast vote virtually will have to login to the meeting link and thereafter an OTP (One Time Password) will be sent to his/her registered mobile number/email address and by using that OTP, he/she will be able to cast vote virtually within the specified time period.
- The detailed schedule for appointment/re-appointment of the Statutory/External Auditors and Corporate Governance Auditor for the year 2026 is available in the Notice Board of the Registered Office of the Bank.
- A link for downloading the PDF of the Annual Report 2025 along with the Notice of the 41st AGM and Proxy Form will be duly sent to the email addresses of the Members available in their BO accounts maintained with Depository Participants (DP). Soft copy of the same will also be available on the Bank's website (www.nccbank.com.bd). It will also be available at Share Department of the Bank for collection.
- The concerned Depository Participants (DP)/Stock Brokers are requested to send their list of Margin Account Holders as on the Record Date within June 09, 2026 for facilitating the payment of dividend.

QR Code for joining the AGM virtually

QR Code to download the Annual Report 2025

QR Code to download the Proxy Form of 41st AGM

Mission

Ensuring customers delight by upgrading Process, Product and People for a long- lasting relationship.

Maximizing stakeholder value.

We will continuously explore gap in the market, process and product features to ensure our products and process suit all segments of our target customer.

Focusing on financial inclusion, SME, Retail and Women's segments for sustainable growth. Ensure respect for the community, good governance and compliance in everything we do.

Expanding Islamic Banking to meet the needs of a broader customer base.

Prioritizing people and planet in our every decision to ensure sustainability for all.

Accelerating innovation through digital footprint.

Vision

To be a leading commercial bank in Bangladesh, dedicated to delivering long-term stakeholder value by driving sustainable growth of the bank and contributing to the nation's broader development goals.



Core Values

- Confidentiality
- Integrity
- Respect for Nature
- Commitment
- Professionalism
- Respect for Individual
- Accountability

Group Corporate Structure

- National Credit and Commerce Bank PLC
- NCCB Securities & Financial Services Limited
- NCCB Capital Limited



Milestones Towards **Development**

1985

November 18

Incorporation of the company as Investment Company/ Certificate of Commencement of Business as Investment Company

1988

March 10

Membership of Dhaka Stock Exchange Limited with National Credit Limited

1993

May 15

Converted and newly incorporated from Investment Company to Banking Company

May 17

License issued by Bangladesh Bank

1997

December 09

Membership of Dhaka Stock Exchange Limited with NCCBL

1999

November 30

Initial Public Offering: Prospectus date

December 12

Subscription Opened

December 26

Subscription Closed

2000

May 16

Listed with Chittagong Stock Exchange

May 28

Listed with Dhaka Stock Exchange

2005

December 21

First Time Issuance of Right Shares: Prospectus Date

2006

January 04

First Time Issuance of Right Shares: Subscription Closes

2007

October 11

Membership of Chittagong Stock Exchange Limited

2010

April 01

Incorporation of NCCB Capital Limited

April 04

Incorporation of NCCB Securities and Financial Services Limited

April 11

Second Time Issuance of Rights Share

May 06

Second Time Issuance of Rights Share: Subscription Closes



2011

June 14

Incorporation of NCCB Exchange House (UK) Limited

2013

May 19

NCCB Mobile Banking "SURE CASH" Launching

December 29

Hundred Branch Coverage of NCC Bank Limited

2014

December

Shifting of Corporate Head Office of the Bank at its own 22 storied Building NCC Bank Bhaban at Motijheel. Unveiling our New Face: Change of logo of the Bank

2015

Certificate of appreciation from Bangladesh Bank for achieving the distribution target of (Agricultural) a Rural Credit for the year 2013-2014

2017

November 25

The Bank has launched state-of-the-art Data Centre at its Head Office NCCB Bhaban

December 26

The Bank has launched modern Cafeteria Fitness Centre and Medical Services for its employees

2018

May 17

Celebrated 25th year anniversary

2022

February 01

Inauguration of country's first Innovation Centre & Digital on boarding service for banking services

November 20

Launching Islamic Banking Operations

2024

February 25

Launched Women Banking 'NCC Parama'

2025

August 20

Awarded by Bangladesh Bank as one of the Top 10 Sustainable Banks in Bangladesh

Board of Directors



Standing from Left to Right

Mr. Meer Sajed-Ul-Basher, FCA
Independent Director

Mrs. Nahid Banu
Director

Mr. Morshedul Alam Chaklader
Director

Mr. Syed Asif Nizamuddin
Director

Mr. Mohammed Sazzad Un Newaz
Director

Mr. Khairul Alam Chaklader
Director

Mr. Mohammed Nurun Newaz
Chairman



Standing from Left to Right

Mr. Abdus Salam
Vice-Chairman

Mr. Amjadul Ferdous Chowdhury
Director

Mr. Mohammed Moinuddin
Director

Ms. Tanzina Ali
Director

Ms. Shamima Newaz
Nominee Director

Mr. Md. Amirul Islam, FCS, FCA
Independent Director

Mr. M. Shamsul Arefin
Managing Director

Corporate Information

CHAIRMAN

Mr. Mohammed Nurun Newaz

VICE CHAIRMAN

Mr. Abdus Salam

CHAIRMAN
EXECUTIVE COMMITTEE OF THE BOARD

Mr. Khairul Alam Chaklader

CHAIRMAN
RISK MANAGEMENT COMMITTEE OF THE BOARD

Mr. Mohammed Nurun Newaz

CHAIRMAN
AUDIT COMMITTEE OF THE BOARD

Mr. Md. Amirul Islam, FCS, FCA

MANAGING DIRECTOR

Mr. M. Shamsul Arefin

HEAD OF INTERNAL CONTROL & COMPLIANCE

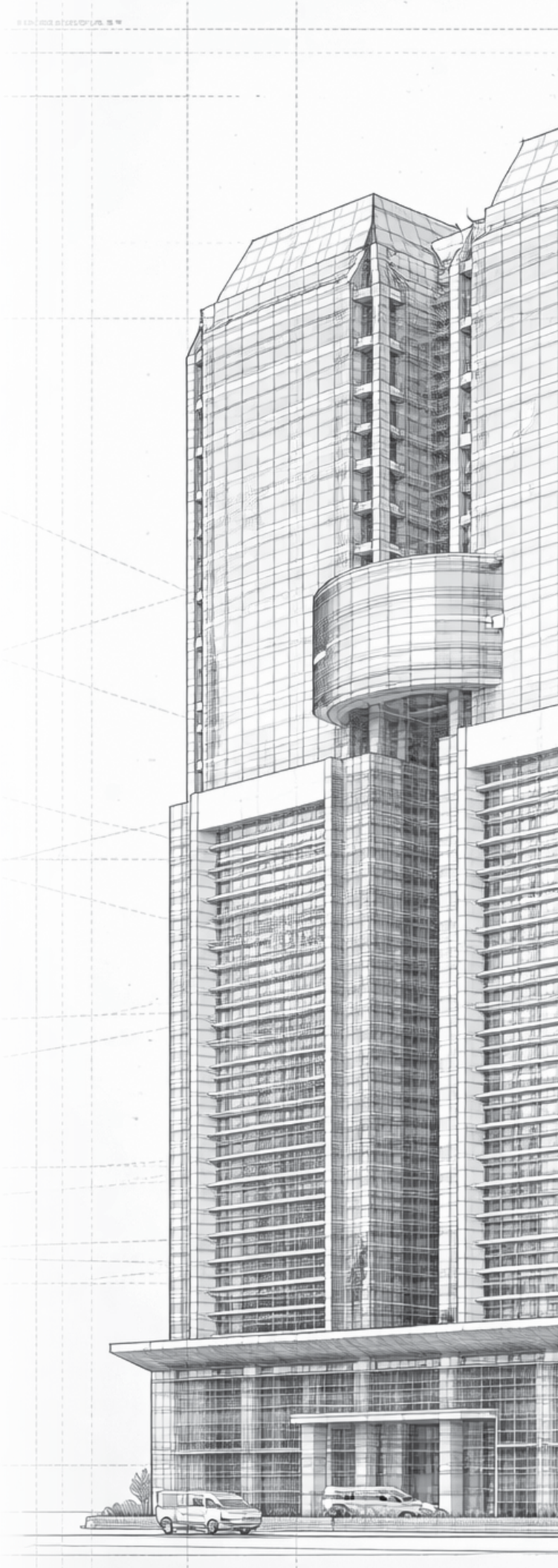
Mr. Mohammed Morshedul Quader Khalili

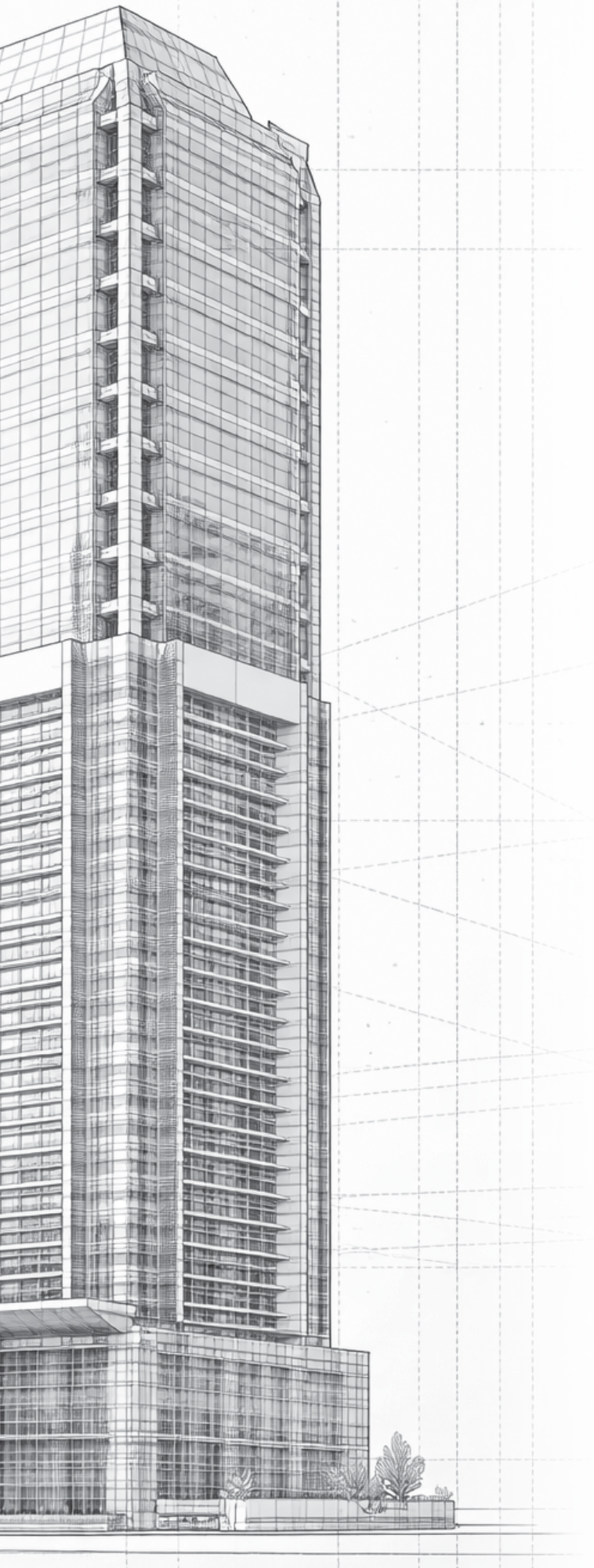
CHIEF FINANCIAL OFFICER (CFO)

Mr. Mohammed Mizanur Rahman FCA

COMPANY SECRETARY

Mr. Md. Nazrul Islam Chowdhury FCS





STATUTORY AUDITORS

M/s. Mahfel Huq & Co.
Chartered Accountants, of BGIC Tower (4th Floor), 34, Topkhana Road, Dhaka-1000, Bangladesh

LEGAL ADVISOR

Barrister Md. Nuruzzaman
Head of Capital Law Chamber
Gulshan Chamber: Unit-202 (1st Floor), House-15, Road-128, Gulshan-01, Dhaka-1212, Bangladesh

CREDIT RATING AGENCY

Credit Rating Information & Services Ltd.
Nokshi Homes (4th Floor), 6/1/A, Segun Bagicha
Dhaka-1000, Bangladesh

CORPORATE GOVERNANCE CERTIFICATE ISSUER

M/s. Ahsan Manzur & Co.
Chartered Accountants
House-373 (2nd Floor), Road-28, DOHS, Mohakhali
Dhaka-1206, Bangladesh

INDEPENDENT SCRUTINIZER OF AGM

Mohammad Sanaullah & Associates
Chartered Secretaries & Management Consultants

INVESTORS' ENQUIRY

Regulatory Affairs & Shareholders' Relations (Share Department)
NCC Bank Bhaban (5th Floor)
13/1-2, Toyenbee Circular Road Motijheel C/A
Dhaka – 1000, Bangladesh
Phone: +8802 226640664

REGISTERED OFFICE

NCC Bank Bhaban
13/1-2, Toyenbee Circular Road, Motjheel C/A
Dhaka-1000, Bangladesh
PABX: +880 2 226640664, 226640666, 226640667
Fax: +880 2 226640684
e-mail: info@nccbank.com.bd
Web: www.nccbank.com.bd



Corporate **Strategy**

Our strategy is centered on achieving sustainable long-term business growth by optimizing the deposit mix, enhancing asset quality, and maintaining disciplined cost management. We aim to improve operational efficiency and maximize resource productivity while ensuring prompt and high-quality customer service. Strengthening our risk management framework and corporate governance standards also remains a key priority. NCC Bank PLC, as a fully compliant organization, remains dedicated to achieving steady and sustainable profitability by upholding the highest standards of accountability, integrity, ethics, and transparency across all areas of operation.

Stewardship



CHAIRMAN

Mr. Mohammed Nurun Newaz

Mr. Mohammed Nurun Newaz is the Chairman of the Board of Directors of National Credit and Commerce Bank PLC. and also one of the Sponsor Directors of the Bank. Mr. Newaz is an iconic industrialist and eminent entrepreneur of the country. Through his prolific leadership and un-relented efforts, he has achieved an elite position in electronics & home appliances sector of the country with global reputation for reliability, experience and professionalism.

Mr. Newaz has been recognized as a Commercially Important Person (CIP) of the country for the year 2023–2024. Mr. Newaz served as a Director of the Federation of Bangladesh Chambers of Commerce & Industry (FBCCI), the apex trade organization of Bangladesh, and previously held the position of Director of the Bangladesh-Malaysia Chamber of Commerce & Industry. He also served as the Senior Vice President of the Chittagong Chamber of Commerce & Industry (CCCI). He is a Life Member of the SAARC Chamber of Commerce & Industry and a member of Dhaka Club Ltd., Gulshan Club Ltd., and Purbachal Club Ltd., Dhaka. He also served as the Chairman of Central Insurance Co. Ltd., one of the renowned insurance companies in the country.

Mr. Newaz is engaged himself with the various business entities among others Chairman of Electro Mart Ltd., Trade International Industries Ltd. (leading manufacturer of consumer electronics & HVAC marketing organizations in Bangladesh), Newaz Overseas Services Ltd. and Orchid Energy Ltd. Managing Director of Newaz International Ltd. and proprietor of Royal International and The Royal Bengal Agency.

Being a philanthropist and a sincere patron of education, he has established many educational and social institutions like primary school, boys and girls high school, madrasha, college and university (he is now a member of Board of Trustees of a private university in Bangladesh) and associated with many other social and philanthropic activities.



VICE-CHAIRMAN

Mr. Abdus Salam

Mr. Abdus Salam, the Vice Chairman of the Board of Directors of National Credit and Commerce Bank PLC, is an Electrical Engineer graduated from BUET in 1965. He developed himself as an expert in electromechanical installations in Bangladesh. During the last many decades Engr. Salam had opportunity to work with renowned engineers of different countries like USA, UK, France, Russia, India, China etc. whereby his technical knowledge and experience expanded to a great horizon. He is the pioneer to undertake first Combined Cycle Power Plant as well as first Optical Fibre Cables installation in Bangladesh.

With the help of his expertise, about a dozen of Power Stations ranging from 50 to 400 MW were installed in the country. By dint of his vast knowledge and technical expertise, Engr. Salam has become a leading entrepreneur of the country. His most remarkable contribution to the country are construction of extra heavy rail trolleys of capacity 350 tons and construction of three nos. floating cranes of capacity 200 tons, 600 tons & 1000 tons (last two nos. are the highest capacity floating cranes of the country).

He has expanded his business entities in different sectors among others namely, The Bengal Electric Ltd., Multiple Equipment & Engineering Ltd., Gangatia Fisheries Ltd., Bengal Shipyard Ltd. etc. He has praiseworthy pioneer role in social services and benevolent works to the society. Being a philanthropist, he has founded an educational institution established in a six storied modern building in a remote unknown village of Kishoregonj to ensure proper education to the poor children in that neglected and backward society. His helping attitude towards the poor meritorious students is also remarkable.

He was also the Chairman of the building committee and under his prudent guidance construction of the 22 storied NCC Bank Bhaban building was completed in record time with flawless finishing. This monumental and majestic building stands as pride of NCC Bank in the heart of Motijheel Commercial Area. Last but not the least NCC Bank will not forget his remarkable contributions during his short stay as Chairman of the Bank.



DIRECTOR

Mr. Amjadul Ferdous Chowdhury

Mr. Amjadul Ferdous Chowdhury is a well-known Industrialist of the county and one of the pioneers in establishing the garments industry in Bangladesh. With more than 42 years of experience in the RMG industry, he is considered as one of the very few visionary leaders in RMG business in Bangladesh.

His business interests span a diverse range of sectors including Shipping, Cement, Share and securities, and Healthcare. With dynamic leadership and strategic foresight, he has made a remarkable impact on the RMG sector of Bangladesh, enhancing its global reputation and attracting substantial foreign investment in the country.

The Government of Bangladesh recognized Mr. Chowdhury with the prestigious Commercially Important Person (CIP) award for the years 1998-1999 in recognition of his outstanding work in RMG sector. For his exemplary leadership BSA Group of Industries earned the "Bugle Boy Award" for Vendor of the Year in 1992, "International Supplier of the Year" from Wal-Mart in 2003 and 2004, and the "Best RMG Exporters" award from the Honorable Prime Minister of Bangladesh in 2002. The National Board of Revenue (NBR) also honored him with the Long-Term Income Taxpayer Award on National Income Tax Day in 2019, in recognition of his consistent tax compliance and valuable contribution to the national exchequer.

Mr. Chowdhury is a senior business leader associated with Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and owns many well-known companies, such as Vanguard Garments Ltd., B.S.A. Apparels Limited, Vanguard Dresses Limited, B.S.A. Fashions Limited, B.S.A. Garments Industries (Pvt.) Limited, Afrah Washing Industries Ltd., Vanguard Packages Ltd., B.S.A. Shipping Limited, Vanguard Maritime Limited, Brave Royal Shipping Ltd., and Royal P.P. Bags Ltd.

Since 2009, Mr. Chowdhury has also been involved in Bangladesh's growing maritime sector through his engagement in the shipping business. Under his leadership, B.S.A. is now operating a fleet of seven ocean-going vessels that provide international transportation services, connecting ports around the world. He also serves as the Chairman of Royal Cement Ltd., one of the leading cement companies in the country.

Beyond his industrial endeavors, Mr. Amjadul Ferdous Chowdhury is widely acknowledged for his commitment to social development. His philanthropic initiatives encompass education, healthcare, and rural entrepreneurship, aiming to uplift and empower underprivileged communities.



DIRECTOR

Mr. Khairul Alam Chaklader

Mr. Khairul Alam Chaklader is the Chairman of the Executive Committee of the Board of National Credit and Commerce Bank PLC. He was also the Vice Chairman of the Board of Directors of the Bank. Mr. Chaklader is an eminent Industrialist of the country and his vision towards humanity is unparalleled.

He is actively involved as the Chairman of Maxwell Group a top-line conglomerate in Bangladesh with a motto to peruse excellence in the world. The group is involved in multiple business under his leadership among them some to be named as Maxwell Electronics, Eastern Logistics Limited, Eastern Deport Services Ltd., AutoKap Bricks Limited, Gulshan Point Pvt. Ltd. etc.

Mr. Chaklader's participation in social and philanthropic activities is remarkable. He is the Founder of MM Chaklader Mohila College, Founder of KNC Foundation, Chairman of Shere-Bangla School and College, Former president of Rotary club of Jahangir Nagar Dhaka, Member of children's Cancer shelter home, and many other Madrasahs and Orphanages.



DIRECTOR

Mr. Mohammed Moinuddin

Mr. Mohammed Moinuddin has been serving as the Hon'ble Director of National Credit and Commerce Bank PLC. since December 2004.

An accomplished global entrepreneur, Mr. Moinuddin brings over two decades of leadership experience spanning aviation, investment and finance, real estate, hospitality, construction, and international trade. He currently serves as Captain with a reputed international airline while simultaneously leading and overseeing diversified business ventures across the Middle East, Europe, and the Caribbean.

He is the Chief Executive of Vyne Global Fortunes Investment Co. L.L.C., Dubai, Vyne Global Solutions sp.z o. o, Poland, and Dar Al Yaqut Property Management L.L.C., Dubai. In addition, he serves as General Manager of Janata General Contracting L.L.C., Abu Dhabi, and Central Paris Hotel, Dubai, and has held directorships and senior leadership roles in various international enterprises.

Mr. Moinuddin is a Certified AML Specialist and a Certified Trader (Stock Market Institutions of India, 2022). He possesses in-depth expertise in corporate governance, AML/CFT compliance, financial management, risk oversight, and fiduciary responsibilities.

Combining the discipline and precision of aviation with strategic business insight, Mr. Moinuddin exemplifies a forward-looking and results-oriented leader. His multifaceted expertise and visionary approach continue to foster innovation, sustainable growth, and strong governance across his diverse ventures, positioning him as a prominent figure among the new generation of global business leaders.



DIRECTOR

Mr. Mohammed Sazzad Un Newaz

Mr. Mohammed Sazzad Un Newaz, born in a respected Muslim family of Chattogram, is a young and energetic business entrepreneur of the country.

Presently, Mr. Sazzad is the member of Bank's Audit Committee and Risk Management Committee of the Board. After completing MBA degree with good academic record, Mr. Sazzad engaged himself in family business house shouldering its responsibilities in key position. With the help of his academic knowledge, he is contributing a lot for the growth of his business entities. He is a successful young entrepreneur and associated with a number of companies in the electronics and petroleum sectors. Among others, he is also Director of Electro Mart Limited and Trade International Industries Limited, Managing Director of Orchid Energy Limited, Newaz Overseas Services Limited and CEO of Orchid Corporation, Blueberry Corporation and 3i Services.



DIRECTOR

Ms. Tanzina Ali

Ms. Tanzina Ali, former vice-chairman of the Board and present Director of National Credit and Commerce Bank PLC., is also the Chairman of NCCB Securities and Financial Services Limited, a subsidiary of NCC Bank.

Ms. Tanzina Ali is the member of the Executive Committee of the Board. She was born in a respected Muslim family in Chattogram. She completed her graduation in Finance from Bryant University, USA. She engaged herself in various training and workshops in abroad to enhance professional competency. Coming back from USA, she started her career with different foreign and local companies shouldering responsibilities as a key position. With the help of her academic knowledge gathered from abroad, she is contributing a lot for the growth of this organization.



DIRECTOR

Mr. Syed Asif Nizamuddin

Mr. Syed Asif Nizamuddin, born in a distinguished Muslim family in Chittagong, is a young energetic Director of NCC Bank. He is also the Chairman of NCCB Capital Limited, a subsidiary of NCC Bank.

Mr. Asif holds a Bachelor's (Hons) degree in Chemical Engineering from Curtin University of Technology, Australia and brings an extensive experience in the Offshore Oil & Gas industry, deep-sea Fishing and Petroleum energy sector.

Mr. Asif's blend of international academic credentials, broad experience in the shipping and energy sector, and global outlook highlights his dynamic and visionary leadership, establishing him as a leading young business executive in the country.



NOMINEE DIRECTOR

Ms. Shamima Newaz

Ms. Shamima Newaz is a distinguished Bangladeshi entrepreneur and serves as a Nominee Director of National Credit and Commerce Bank PLC., representing Newaz International Ltd.

Born into a respected Muslim family in Chattogram, Bangladesh, Ms. Newaz holds a Master of Business Administration (MBA). She has enriched her professional competence by participating in various local and international training programs and seminars.

With over two decades of hands-on experience in business operations and management, she has been actively involved in diverse commercial ventures. She currently serves as:

- Director of Newaz International Ltd., a company engaged in import and trading activities.
- Shareholder of Orchid Energy Ltd., a company involved in LPG bottling, marketing, and distribution.

Through her extensive experience in commercial operations, strategic management, and corporate governance, Ms. Shamima Newaz brings valuable business acumen and leadership insight to her role on the Board of the Bank.



DIRECTOR

Mr. Morshedul Alam Chaklader

Mr. Morshedul Alam Chaklader is a prominent business leader and a member of the Board of Directors at National Credit and Commerce Bank PLC. He enriches the Board with a global perspective, drawn from his multifaceted career as an entrepreneur, a key figure in international aviation, and a diplomat.

His distinguished role as the Honorary Consul of the Kingdom of Eswatini to the People's Republic of Bangladesh reflects his commitment to fostering bilateral relations and international trade, a perspective that greatly benefits the Bank's strategic outlook.

A dynamic entrepreneur, Mr. Chaklader is the Managing Director & CEO of Total Air Services Ltd, serving as the General Sales Agent (GSA) for Air Asia, Kuwait Airways, and Maldivian Air in Bangladesh. His leadership in aviation and logistics is extensive, encompassing companies like Eastern Logistics Limited (a private ICD), TAS Aviation Ltd. (tourism & charters), and Bakkah Aviation Ltd., where he oversees airline operations and flight management.

His diversified business portfolio across sectors such as real estate (Bakkah Holdings Ltd), fintech and IoT (DigiBox Pvt Ltd., Digi IOT Solutions), and asset management (BMSL Asset Management Ltd.) provides him with a comprehensive understanding of market dynamics, risk assessment, and corporate governance. This multi-sector expertise is instrumental in his contributions to the Bank's Board, Audit Committee and overall strategic direction.

Mr. Chaklader holds an MBA and is a BBA graduate from Taylor's University, Malaysia. Guided by a business philosophy rooted in honesty and trust, he is also deeply engaged in philanthropy, supporting educational institutions and community welfare initiatives. His vision aligns with building profitable institutions that create lasting, positive value for the economy and society.



DIRECTOR

Mrs. Nahid Banu

Mrs. Nahid Banu is a distinguished industrialist with extensive experience across diverse industries. She currently serves as a Director of National Credit and Commerce Bank PLC. Mrs. Nahid Banu also sits on the Board of NCCB Capital Limited, a subsidiary of NCC Bank.

Mrs. Banu earned her Master's degree from the University of Chittagong. She began her professional career as academia, teaching at the college while simultaneously engaging into the business, where she successfully ventured into multiple industries.

Over the years, she has established herself as a prominent business leader with exposure in Shipping, Ready-Made Garments (RMG), Packaging, Washing, and Cement manufacturing industry. She serves as the Managing Director of Vanguard Maritime Ltd. and the Chairman of B.S.A. Shipping Ltd., playing a visionary role in strengthening Bangladesh's presence in the international maritime sector.

Mrs. Banu also holds directorship positions in several reputed companies, including B.S.A. Fashions Ltd., Vanguard Dresses Ltd., Harrods Garments Ltd., Afrah Washing Industries Ltd., Vanguard Packages Ltd., MF Packages Ltd., Brave Royal Shipping Ltd., Royal Cement Ltd., and Royal P.P. Bags Ltd. Through her strategic leadership, governance expertise, and operational insight, she has significantly contributed to the long-term growth and excellence of these organizations.

In recognition of her financial integrity and consistent contribution to the national exchequer, Mrs. Banu was honored with the prestigious Long-Term Taxpayer Award by the National Board of Revenue (NBR) on National Income Tax Day in 2012.

Beyond her corporate achievements, Mrs. Nahid Banu is widely recognized for her commitment to ethical business practices and social responsibility. Her leadership embodies a balanced vision that integrates sustainable economic progress with meaningful community development.

Mrs. Nahid Banu is an accomplished and versatile writer whose diverse literary portfolio spans multiple genres, ranging from historical non-fiction books like Moghal Prasad-er Alor Pakhira to engaging travelogues and features published in prominent national magazine supplements.



INDEPENDENT DIRECTOR

Mr. Meer Sajed-Ul-Basher, FCA

Mr. Meer Sajed-Ul-Basher, FCA, is an Independent Director of National Credit and Commerce Bank PLC. and member of the Audit Committee of the Board of the Bank. He is a visionary finance professional and entrepreneur with over two decades of experience in various multinational and local companies (Motorola, IDLC Finance, etc.).

Mr. Sajed is actively involved in the academic community and enjoys imparting his knowledge to the younger generation. In academia, he is a fellow member of the Institute of Chartered Accountants of Bangladesh, trained by KPMG-Bangladesh. Mr. Sajed has completed sustainable investment course from Harvard University.

Mr. Sajed is the Chairman of SAJ ImpactBLiss Limited, a consulting firm mainly focused on sustainable investing, and also principal & CEO of Sajed Meer, Chartered Accountants. He is also the managing partner of Sustain & Partners.



INDEPENDENT DIRECTOR

Mr. Md. Amirul Islam, FCS, FCA

Mr. Md. Amirul Islam, FCS, FCA is an Independent Director and Chairman of the Audit Committee of the Board of National Credit and Commerce Bank PLC. He was the Chairman of the Audit Committee of the Board of the Bank for 02 (two) terms from 07.06.2013 to 26.05.2016 and 27.05.2016 to 26.05.2019.

Mr. Islam has completed his B. Com (Hons) in Management from University of Dhaka, Diploma in Banking from the Institute of Bankers' Bangladesh (IBB). He is a fellow member of the Institute of Chartered Accountants of Bangladesh (ICAB) and the Institute of Chartered Secretaries of Bangladesh (ICSB).

Mr. Islam served in erstwhile BSRS & BDBL for 29 years and retired as General Manager. He is presently a senior partner of K.M. Hasan & Co., Chartered Accountants. Mr. Islam also discharged his responsibilities as Nominated Director & Independent Director of a number of listed and non-listed companies.

He was also a senior faculty member of the Institute of Chartered Accountants of Bangladesh (ICAB). Mr. Islam participated in different training courses and seminars in local and abroad.



MANAGING DIRECTOR

Mr. M. Shamsul Arefin

Mr. M. Shamsul Arefin was appointed the Managing Director of National Credit and Commerce Bank PLC. (NCC Bank) in May 2024. Before this role, he held several key positions at the same institution, including Additional Managing Director, Deputy Managing Director, and Senior Executive Vice President. During his tenure, he effectively managed critical responsibilities such as serving as the Chief Anti-Money Laundering Compliance Officer (CAMLCO), Chief Risk Officer (CRO), Head of Credit Risk Management, and Head of Corporate Business. He also demonstrated exemplary leadership by guiding high-performing teams across diverse business segments and operational divisions.

Mr. Arefin embarked on his banking career 1994 as a Management Trainee at Eastern Bank. Over the years, he accumulated extensive experience through leadership roles at different banks, such as ONE Bank, Shahjalal Islami Bank, Jamuna Bank, Premier Bank, and SBAC Bank. His career highlights include serving as Divisional Head at the Head Office and managing various categories of branches, underscoring his versatility and strategic acumen.

Academically, Mr. Arefin holds a Bachelor of Commerce (Honors) from Aligarh Muslim University, India, and a Master of Commerce (Finance) from the University of Dhaka, achieving first-class distinctions throughout his studies. He further enhanced his expertise with an MBA in Finance from North-South University.

A lifelong learner, Mr. Arefin has actively participated in numerous banking-related seminars and workshops, both domestically and internationally, reflecting his commitment to staying abreast of global financial trends and best practices. His blend of academic excellence, professional experience, and dynamic leadership continues to drive innovation and growth in the different banks he served.

Executive **Committee**



Standing from Left to Right

Ms. Tanzina Ali
Member

Mr. Mohammed Nurun Newaz
Member

Mr. Khairul Alam Chaklader
Chairman

Mr. Abdus Salam
Member

Mr. Amjadul Ferdous Chowdhury
Member

Audit **Committee**



Standing from Left to Right

Mr. Meer Sajed-Ul-Basher, FCA
Member

Mr. Syed Asif Nizamuddin
Member

Mr. Md. Amirul Islam, FCS, FCA
Chairman

Mr. Mohammed Sazzad Un Newaz
Member

Mr. Morshedul Alam Chaklader
Member

Risk Management **Committee**



Standing from Left to Right

Mr. Syed Asif Nizamuddin
Member

Mr. Khairul Alam Chaklader
Member

Mr. Mohammed Nurun Newaz
Chairman

Mr. Abdus Salam
Member

Mr. Mohammed Sazzad Un Newaz
Member

Shariah Supervisory **Committee**



Prof. Dr. H. M. Shahidul Islam Barakati
Chairman



Dr. Md. Anwar Hossain Molla
Member



Dr. Muhammad Shahjahan Madani
Member

Senior **Management Team**



Standing from Left to Right

Mr. Mohammed Mizanur Rahman, FCA
DMD & CFO

Mr. M. Khurshed Alam
AMD

Mr. M. Shamsul Arefin
MD

Mr. Md. Zakir Anam
DMD

Mr. Md. Habibur Rahman
DMD

Management **Committee**



Standing from Left to Right

FRONT ROW

Ms. Nighat Mumtaz
EVP

Mr. Md. Habibur Rahman
DMD

Mr. M. Khurshed Alam
AMD

Mr. M. Shamsul Arefin
MD

Mr. Md. Zakir Anam
DMD

Mr. Mohammed Mizanur Rahman, FCA
DMD & CFO

Mr. Mohammad Tariqul Amin
EVP

BACK ROW

Mr. Rishad Hossain
EVP

Mr. M. M. Emranul Hoque
SEVP

Mr. Md. Shafiqure Rahman
SEVP

Mr. Saif Uddin Ahmed
EVP

Mr. Sharif Mohammad Mahsin
SVP

Mr. Bidhan Barua
SEVP

Mr. Mohammed Morshedul Quader Khalili
SEVP

Mr. Md. Sajjadul Islam
SVP

Mr. Abul Quasem Md. Safiullah
EVP

NOT IN PICTURE

Mr. Ali Tarek Parvez
EVP

Extended **Management Team (EMT)**



Standing from Left to Right

FRONT ROW

Mr. Md. Shahriar Imran
VP (Corporate Banking)

Mr. Md. Mahmudur Rahman
VP (Cards)

Mr. Sukumar Barua
SAVP (CRM-Retail)

Ms. Sultana Yasmin
SVP (Corporate Banking)

Mr. M. Khurshed Alam
Additional Managing Director

Ms. Shahin Akter Nuha
SVP (Transaction Banking & Cash Management)

Ms. Zarin Sultana
FAVP (CS & CM)

Mr. Khaled Mahmud
SVP (Credit Monitoring)

Mr. S. N. Shariful Alam
FAVP (CMSME)

MIDDLE ROW

Mr. S. M. Tanvir Hasan
SAVP (Retail Banking)

Mr. Muhammad Mostafigur Rahman
SVP (CAD)

Mr. Muhammed Atiqul Islam
VP (CRM-Corporate)

Mr. Mahtab Ibna Mannan Sarker
EVP (CRM)

Mr. Muhammed Sazzad Hossain
FAVP (Offshore Banking)

Mr. Abdullah Al Mamun
AVP (CRM-CMSME)

Mr. Shadakur Rahman Khan
VP (ICT)

Mr. Md. Sahidul Alam
AVP (FAD)

Mr. Md. Mustafizur Rahman
AVP (CRM-CMSME)

Mr. Faisal Rahman
VP (Stressed Loan Management)

Mr. Khandaker Saiful Alam
SVP (Security and Logistics)

LAST ROW

Mr. Md. Faruk Hosain Patwary
SAVP (Corporate Banking)

Mr. Md. Zakir Hossain
SVP (International Banking)

Md. Zakir Hossain
FAVP (Business Finance Unit)

Mr. Rashedul Hoque
VP (Human Resources Division)

Mr. Mohammad Mahe Alam
SVP (NITS)

Mr. Md. Akram Hossain
VP (SAMD)

Mr. Md. Razib Ul Halim
AVP (CUGB)

NOT IN PICTURE

Mr. Ahsan Tariq
EVP (RMG & Export Cell)

Mr. Mangal Chandra Falia
SAVP (Treasury Front Office)

শুধু আপনার জন্য

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আপনার সাথেই সবসময়

এনসিসি কার লোন

স্বপ্ন হোক সত্যি, সহজেই!



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www.nccbank.com.bd



Mohammed Nurun Newaz
Chairman

Message from **the Chairman**

Bismillahir Rahmanir Rahim

Dear Shareholders,

Assalamualikum

I am pleased to welcome you all to the 41st Annual General Meeting (AGM) of National Credit and Commerce Bank PLC and present the Bank's Annual Report for 2025.

In 2025, NCC Bank continued its successful journey in a complex landscape of global and domestic challenges while advancing towards becoming a leading commercial bank. The Bank consistently delivered superior value by leveraging innovation, upholding a strong commitment to sustainability, and maintaining a customer-centric approach.

17.05%
ROE

15.54%
CRAR

BDT 4.38
EPS

The global economy exhibited notable resilience in 2025 despite ongoing geopolitical tensions, elevated interest rates, and gradually easing inflationary pressures. According to the International Monetary Fund (IMF), global real GDP growth in 2025 is 3.3%. Growth across major economies remained stable, although divergent monetary policy paths and supply-side adjustments continued to influence global financial conditions.

Bangladesh has undergone a period of economic adjustment in 2025 following the macroeconomic pressures experienced in 2024. Based on IMF data, the country's real GDP growth is 3.5% in FY2025, with a recovery expected to around 4.7% in FY2026, supported by policy reforms, improved external balances, and easing supply-side constraints. Inflation, which remained elevated at around 10% in FY2025, is expected to gradually decline to near 9.2% in FY2026 and 6% in FY2027, subject to monetary tightening and improved food and energy supply conditions.

The banking sector continues to face numerous challenges, including elevated non-performing loans (NPLs), which reached BDT 5.45 trillion at the end of 2025, reflecting legacy asset quality issues and economic disruptions. Liquidity conditions experienced a paradoxical situation, characterized by a buildup of idle funds amidst weak credit demand. The exchange rate experienced modest depreciation pressures, with the

Bangladeshi Taka weakening by 3% against the US Dollar in 2025. The foreign exchange reserves have shown signs of stabilization in 2025. Encouragingly, remittance inflows remained robust, reaching USD 33 billion, while export earnings growth demonstrated resilience, at 13% in 2025, driven primarily by continued growth in the ready-made garments (RMG) sector.

The capital market experienced downward pressure, with the DSEX index declining by approximately 6.7% in 2025; however, ongoing regulatory reforms and macroeconomic stabilization measures are expected to support a gradual recovery.

In 2025, NCC Bank made a landmark achievement as it has been recognized among the Top 10 Sustainable Banks in Bangladesh in the Sustainability Rating 2024 by Bangladesh Bank. This emphasizes the Bank's strong commitment to ESG principles. NCC Bank demonstrated excellence in sustainable finance by supporting CMSMEs and sustainable agriculture, alongside robust environmental and social risk management. Internally, the Bank promotes gender equality, green practices, and digital transformation, supported by transparent climate disclosures and strong governance. The Bank maintains solid financial resilience and continues advancing inclusive, environmentally responsible banking through CSR initiatives and green refinance participation.

The Bank has undertaken strategic initiatives to centralize key functions, including Credit Administration, NCCB International Trade Services (NITS), Corporate Banking, and the Centralized Unit for General Banking (CUGB). This transformation will streamline operations, enhance service quality, and ensure faster turnaround times with improved accuracy and consistency.

As part of digital transformation process, the Bank successfully launched a 24/7 automated cash management solution by partnering with Mobile Financial Services (MFS), enabling real-time e-money transfer and "Add Money" facilities for customers, distributors, agents, and merchants—ensuring uninterrupted business continuity.

A landmark MoU was signed with the National Pension Authority (NPA) as NCC Bank now serves as a key intermediary for the registration and collection of contributions for the national Universal Pension Scheme. The Bank also signed an MoU with Sonali Bank PLC to enhance collaboration in digital payments. Through this partnership, NCC Bank can now collect government challans, utility bills, universal pension installments, and other service-related fees via its internet banking portal using the Sonali Payment Gateway (SPG), delivering a faster, secure, and fully digital payment experience.

In 2025, NCC Bank launched "A-Challan", a digital platform enabling customers to pay 206 types of government fees. The Bank also launched D-Toll using "NCC Always" app through which customers can pay Padma Bridge toll digitally. NCC Bank is establishing ATM booths at every metro rail station to facilitate seamless financial transactions for passengers and ensure uninterrupted banking services for cardholders. This initiative will further support local businesses and commuters by making banking services more accessible and secure.

International trade remains a key driver of our revenue stream. Despite pressures on foreign exchange reserves due to external shocks and repayment obligations for large-scale infrastructure projects, the Bank has maintained stable margins in trade finance operations. Our extensive correspondent banking network, comprising of 363 global offices, provides a strong foundation for expanding trade activities and accessing competitive international financing.

Remittance inflows continue to play a critical role in strengthening our foreign currency base. Through strategic partnerships with global Money Transfer Operators (MTOs) and competitive exchange offerings, we actively encourage expatriates to remit funds through formal channels, thereby supporting national economic stability. Our widespread distribution network ensures efficient delivery of remittance services to beneficiaries across the country.

The Bank continues to maintain strong credit ratings from Bangladesh Bank and reputed rating agencies, reflecting our sound financial fundamentals, prudent risk management, and positive growth outlook. We remain committed to enhancing customer experience through personalized, technology-driven services while expanding our customer base in an increasingly competitive environment.

Our branch network continues to expand in line with business growth and customer demand. As of December 31, 2025, the Bank operates 132 branches and 10 sub-branches, supported by an extensive ATM network, ensuring comprehensive nationwide coverage.

Our employees remain the cornerstone of our success. Their professionalism, dedication, and resilience have enabled the Bank to navigate a challenging operating environment effectively. We continue to invest in human capital development through structured training programs, KPI based performance management systems, and policies aligned with regulatory standards, ensuring a motivated and future-ready workforce.

We are equally committed to our role as a responsible corporate citizen. Through targeted Corporate Social Responsibility (CSR) initiatives, we support key sectors including education, healthcare, agriculture, environment & climate and others. Our efforts to promote financial inclusion, particularly among women and underserved communities, align with national priorities and regulatory directives. Initiatives such as agricultural support programs, scholarships for underprivileged students, and contributions to protecting the environmental and climate related challenges reflect our commitment to inclusive and sustainable development.

Looking ahead, while the macroeconomic outlook for 2026 remains cautiously optimistic, it is imperative that we maintain vigilance, adaptability, and discipline in our operations. The Board and Management remain committed to balancing growth opportunities with robust risk management practices to ensure long-term sustainability and value creation.

I would like to express my sincere appreciation to my fellow Board members for their strategic guidance and support. I also extend my gratitude to Bangladesh Bank, the Bangladesh Securities and Exchange Commission, the Stock Exchanges, RJSC and all regulatory authorities for their continued cooperation. I thank our valued shareholders, customers, and all stakeholders for their trust and cooperation. Finally, I would also like to thank our Management Team and employees for their dedication and contributions to the Bank's continued success.

Sd/-
Mohammed Nurun Newaz
Chairman



M. Shamsul Arefin
Managing Director

Message from **the Managing Director**

Bismillahir Rahmanir Rahim

Respected Valued Shareholders, Customers, and Stakeholders,

Assalamuaalikum Wa Rahmatullah

As we proudly unveil the Annual Report 2025, I am exhilarated to illuminate a year of unparalleled resilience, strategic breakthroughs, and transformative momentum at NCC Bank amidst Bangladesh's vibrant economic resurgence. In 2025, NCC Bank not only adeptly navigated a labyrinth of global and domestic challenges but propelled our trajectory toward becoming a premier commercial bank, delivering exceptional value through cutting-edge innovation, unwavering sustainability, and profound customer empowerment. Our stellar performance—surpassing industry benchmarks in key arenas—establishes us as a luminous pillar of growth in Bangladesh's dynamic financial ecosystem, catalyzing national prosperity and stakeholder affluence with unyielding vigor. This achievement reinforces our commitment to excellence, as we continue to inspire through our renewed energy and dedication to being "Innovate to Evolve, Transform to Lead," aligning with the spirit of our Annual Business Conference 2026.

AA+, ST-1
Credit Rating

BDT 4,766 million
Profit After Tax (Consolidated)

34.88%
Cost to Income Ratio

Global Economy & Domestic Economic and Banking Landscape in 2025:

In 2025, the global economy charted a path of moderated expansion, registering approximately 3.3% growth as per IMF estimates, amid persistent geopolitical frictions, supply chain volatilities, and inflationary undercurrents in major economies. Emerging markets, including Bangladesh, contended with forex fluctuations and trade ambiguities, yet exhibited remarkable adaptability, leveraging digital transformations and export-driven strategies to mitigate risks. Key highlights included signals of stabilization in trade logistics for sectors like automotives and retail, as noted in Dun & Bradstreet's Q1 2026 Global Business Optimism Insights, despite fresh tensions such as U.S. tariff threats on Europe and Canada, and Arctic disputes over Greenland. At the World Economic Forum in Davos in January 2026, leaders emphasized AI-driven productivity, public debt burdens, and shifting trade patterns as pivotal forces reshaping global stability. Oil markets saw supply increases balanced against moderated demand growth, with non-OPEC+ and OPEC+ contributing evenly to output expansions. In the U.S., economic rebound was evident with projected growth at 2.2% in 2026, supported by fiscal easing, though federal deficits remained high. Overall, the global outlook for 2026 anticipates resilience at around

3.1% growth, tempered by trade tensions, technology deployment, and asset bubble risks.

Domestically, Bangladesh's economy demonstrated extraordinary fortitude, achieving a real GDP growth of 3.97% in FY2025 (July 2024–June 2025), a resilient rebound from political transitions and external pressures, as reported by the Centre for Policy Dialogue and corroborated by IMF and World Bank projections around 4%. Quarterly trajectories painted a picture of accelerating recovery: growth dipped modestly in Q1 due to unrest and floods but surged progressively in subsequent quarters, propelled by robust industrial output in manufacturing and services. Agriculture faced weather-related headwinds but contributed steadily. Inflation, a formidable adversary, averaged around 10% but moderated progressively, easing from double-digit peaks to 8.48% by June 2025, driven by tight monetary policies, reduced food import duties, and bountiful harvests. Food inflation lingered elevated for staples like rice, but overall headline inflation dipped further by early 2026. Bangladesh Bank's market-oriented interest rate regime and crawling peg forex system stabilized reserves, which recovered to between USD 25-30 billion by year-end, bolstered by record remittance inflows soaring to USD 32.8 billion—a historic 22% increase—and export earnings climbing 8.6% to USD 51.6 billion, led by ready-made garments.

The banking sector, while resilient and adaptive, grappled with liquidity strains and escalating non-performing loans, which reached historic highs by September 2025, stemming from legacy directed lending, governance lapses, and economic slowdowns. This prompted interim government reforms including enhanced oversight, mergers, and asset quality reviews. Stock market dynamics reflected caution, with rebounds amid reforms, while FDI inflows grew nearly 20% to signal investor optimism. Initiatives like the Labour Reform Commission, BIDA's One-Stop Service enhancements, and the April 2025 Investment Summit invigorated the ease-of-doing-business landscape, positioning Bangladesh for accelerated growth in SME stimulus and digital inclusion. As of February 18, 2026, following the February 12 national elections and the formation of the new BNP-led government, economic priorities focus on stabilizing growth, reducing inflation to around 7-8 % in FY2026, and addressing structural challenges through governance, skills investment, and diversification beyond garments. Projections for FY2026 GDP growth range from 4.6% (UN) to 5% (government estimates), with sustained remittance highs (USD 3.17 billion in January 2026) and export momentum supporting recovery. Amid these dynamics, NCC Bank excelled by prioritizing asset quality, digital agility, and inclusive finance, outpacing peers and contributing to national stability.

Financial Performance & Strategic Growth of NCC Bank In this electrifying milieu:

NCC Bank orchestrated a symphony of financial triumphs, eclipsing competitors and fortifying our market stronghold with unassailable customer trust. We achieved robust expansion in deposits, reflecting enhanced customer loyalty and success in mobilizing low-cost funds amid national liquidity dynamics. Loans and advances grew steadily, with a laser focus on SME, retail, and risk-optimized segments, aligning seamlessly with the industry's overall loan expansion. Trade finance performed strongly, with exports aligning with Bangladesh's boom and imports managed prudently amid global commodity volatility. Remittances showed resilience, poised for resurgence via digital channels, echoing national records. Profitability remained strong, propelled by diversified fee-based revenues, operational efficiencies, and non-funded ventures. Over the five-year horizon, our consistent trajectory highlighted resilience in key areas like deposits, loans, trade, and profits. Asset quality stayed resilient, far above industry averages due to intensive recovery efforts, fortified provisions, and vigilant credit oversight. These feats underscore our strategic prowess in judicious lending, revenue diversification, and expansive outreach in financial inclusion, SME, retail, women's empowerment, and Islamic banking, all while navigating the sector's challenges with proactive governance.

Accelerating Digital Banking & Transaction Services:

Igniting Bangladesh's fintech revolution, we turbocharged our digital ecosystem, delivering seamless, fortified experiences that redefine banking convenience. The NCC Always mobile app enchanted numerous new users, processing substantial transactions with significant increases. NCC Icon Internet Banking orchestrated considerable corporate flows, showing strong growth. Card transactions blazed ahead with notable surges, while A-Challan handled extensive government collections, and payroll expanded to additional corporates, synergizing with national digital payment drives. Investments in AI-driven fraud fortresses, QR-enabled feedback loops, D-Toll integrations, Metrorail recharges, and paperless banking and Islamic windows dovetail with Bangladesh Bank's fintech mandates, propelling cashless societies and elevating customer delight. Our Shariah-compliant digital expansions ensure inclusive access, positioning NCC as the vanguard of Bangladesh's digital banking renaissance, where innovation meets security to unlock boundless potential.

Commitment to Sustainable & Inclusive Banking:

Championing Bangladesh's green renaissance, our sustainable finance portfolio expanded significantly,

channeling funds into renewables, circular economies, blue economy ventures, and eco-brick productions—aligning with global ESG imperatives and national SDGs. NCC Parama, our flagship women's empowerment beacon, amassed considerable deposits from new entrants, disbursing bespoke loans at concessional rates, advancing gender parity and entrepreneurial vibrancy in line with Bangladesh's inclusive growth agenda. The Financial Inclusion Cell pioneered access for underserved realms, inaugurating numerous No-Frill Accounts and School Banking Accounts, accruing substantial deposits. We orchestrated multiple literacy programs and school campaigns, engaging thousands of participants, and disbursed micro-loans for grassroots innovators. SME dynamos, fortified by dedicated RMs across branches, delivered notable expansions in loans and deposits, achieving high targets in agricultural lending, fueling Bangladesh's SME sector—vital for informal employment and youth job creation. These endeavors not only broaden financial horizons but cultivate sustainable prosperity, mirroring national reforms in labor and investment.

Initiatives for Customers' Delight We mesmerized clientele with bespoke innovations:

Amplifying Shariah-compliant branches and windows for ethical products; metamorphosing Digital Financial Services into an omnipresent hub for round-the-clock transactions; and augmenting NCC Always and NCC Icon for fingertip mastery over transfers, bills, investments, and more. Personalized Relationship Managers, QR feedback mechanisms, and streamlined digital onboarding—echoing BIDA's ease-of-business reforms—forge indissoluble alliances, skyrocketing satisfaction in Bangladesh's fiercely competitive arena. In alignment with our core business strategies for 2026, we emphasized non-funded businesses like L/C and L/G, fee-based income, CASA growth, export/import expansion, remittance, and card issuance. We grew low-cost deposits via CASA, remittance, and trade finance, enhanced cash management and payroll services, promoted financial inclusion through women's banking, student banking, and services via NCC Always, Bangla QR, NCC Icon, and cards—targeting higher cashless banking. We prioritized Islamic banking windows, green and sustainable finance, digital delivery, asset quality maintenance, and increased exposure in SME, retail, and cards, while exploring new opportunities.

Risk Management & Compliance Excellence:

Fortressing against volatility, our NPL Task Force reclaimed significant amounts from write-offs; the Asset Liability Committee masterminded liquidity for unshakeable funding; rigorous due diligence, on-site vigilances, and monitoring upheld asset quality far above the sector's average heights. Compliance transcended checklists into cultural ethos, impeccably adhering to Bangladesh Bank's AML, forex, and capital edicts, balancing expansion with safeguarding in the reforming financial tapestry. This approach addresses the banking sector's ongoing challenges, including high NPLs and the need for reforms under the new government.

Empowering Our People & Leadership Development:

Our talented team flourished through KPI-centric incentives, extensive trainings in digital acumen, compliance mastery, and leadership prowess, and structural centralization: Corporate hubs under DMD (Corporate), and SME/Retail clusters under DMD (SME & Retail). HR evolutions—robust policies, ownership ethos, and sustainability integration—sculpt a dynamic, inclusive cadre, primed to harness Bangladesh's employment surge and reform wave. We advise continuous competitor analysis for market leadership, proactive RM services for customer advocacy, targeted business through mutual relationships, new market exploration, close customer contact for compliance and asset quality, growth mindset demonstration, and strong determination via KPI performance.

Roadmap – 2026 & Beyond:

2026 heralds' ambitious aspirations, leveraging reforms to conquer digital frontiers, green realms, Islamic banking expansions, and inclusion odysseys, clinching top notch eminence in asset quality, productivity, and service amid Bangladesh's projected 4.6-5% FY2026 growth. Expected outcomes include enhanced asset quality, increased SME/retail/card shares, improved deposit mix, modernized digital efficiency, superior customer experience, aligned risk-growth-compliance, enhanced profitability via diversified streams, and upheld top-ranking sustainable bank status. Let us embrace teamwork, ownership, growth mindset, and determination to achieve accelerated growth and top-ranking aspiration.

Let's Innovate to Evolve, Transform to Lead.

A Heartfelt Thank You for unwavering trust that fuels our odyssey—shareholders, customers, Board, team, regulators. Together, we ignite transcendent success.

Sd/-
M. Shamsul Arefin
Managing Director

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Risk Management
& Directors' Report



Message from **the Chief Risk Officer**



M Khurshed Alam
AMD & Chief Risk Officer
NCC Bank PLC

Dear Shareholders,

The year 2025 marked a period of cautious stabilization and structural re-alignment for Bangladesh's banking sector. Following the turbulence of 2024, the financial sector transitioned into a period of stabilization marked by a slow revival of public trust and increasing government oversight. Even as the banking industry attempts to steady itself, it continues to grapple with significant economic hurdles, including high inflation, volatile exchange rates, and a slowdown in private sector lending.

Throughout 2025, the Bangladesh's banking sector transitioned into a pivotal consolidation phase, defined by a rigorous drive to restore systemic stability and depositor trust following the structural reforms of the previous year. While the industry saw a gradual return of confidence due to the implementation of the Bank Resolution Ordinance and enhanced deposit insurance protections, it remained constrained by persistent macroeconomic headwinds, including elevated inflation and a market-based exchange rate regime. The sector navigated an era of unprecedented regulatory tightening, characterized by stricter loan classification standards that brought non-performing loans into sharper focus, alongside a fundamental shift toward risk-based supervision. Consequently, while the central bank's contractionary monetary policy successfully bolstered foreign reserves, it also resulted in higher borrowing costs and a strategic slowdown in private sector credit growth as banks prioritized balance sheet cleanup and asset quality over aggressive expansion.

Despite continued sector-wide challenges, NCC Bank PLC sustained operational continuity, strengthened asset quality oversight and enhanced risk governance frameworks. Our resilience in 2025 reflects disciplined execution, conservative risk appetite and strong institutional coordination.

As the Chief Risk Officer of NCC Bank PLC, I am pleased to report that our bank has successfully navigated these challenges through a proactive and dynamic risk management framework.

Before presenting my assessment of the Bank's specific risk profile, I have outlined a macro-level overview of developments in the external environment, along with the key measures undertaken by the Bank to safeguard business sustainability and strengthen oversight of internal risks.

Major Global Risk Issues in 2025	Impacts	Management
Global Monetary Policy & Capital Flows Volatility	Policy stance of the Federal Reserve and Decisions by the European Central Bank: • Dollar strength and local currency depreciation pressures • Higher external borrowing costs • Capital outflow risks and reserve management challenges	• Focused on strong liquidity discipline and conservative funding structure. • Closed monitoring of capital flows and foreign exchange exposure. • Preserved adequate liquidity buffers. • Strengthening sector-wise credit monitoring. • Conducted stress testing under high inflation scenarios. • Pricing strategies reviewed when required. • Remained vigilant on trade-based exposures and export-oriented sectors. • Enhanced monitoring of import payment obligations along with sensitive industries. • Placed regular macro-economic assessments before Senior Management for proactive decision. • Maintained strict compliance with Net Open Position and dealer limits. • Closely monitored export proceeds and remittance inflows. • Strengthened IT governance and cybersecurity controls. • Enhanced real-time monitoring of digital transactions. • Conducted periodic system audits and vulnerability assessments. • Built cybersecurity awareness training for the employee. • Integrated ESG and sectoral exposure considerations during credit appraisal processes.
Continued Russia–Ukraine Conflict	• Elevated fuel, fertilizer and food grain prices • Pressure on import bills and inflation • Strain on trade balance and foreign exchange reserves	
Middle East Instability & Energy Market Risk	• Oil price volatility affecting energy-importing countries • Increased shipping and freight costs • Remittance uncertainty from Gulf economies	
China's Economic Slowdown & Export Strategy	• Surge of low-cost imports affecting local manufacturing • Competitive pressure on export sectors (e.g. RMG, Textile) • Supply chain price adjustments	
US Trade, Reciprocal Tariff & Geopolitical Policy Shifts	• Implications for Bangladesh's export access • Constrain in LDC facilities in US market • Threats imposed in export sectors, especially RMG & Textiles • Changes in global sourcing strategies • Heightened compliance and ESG expectations in trade	
Persistent Global Inflation	• Price hike in imported commodities • Trigger high inflation in Bangladesh • Reduced consumer purchasing power • Increased credit stress in SME and retail segments	
Emerging Market Debt & IMF Programs	Debt vulnerabilities in developing economies engagement with multilateral institutions like the International Monetary Fund: • Policy tightening and fiscal reforms • Exchange rate flexibility measures • Banking sector supervision strengthening • Reformation of existing Bank's reporting system	
Climate Change & Extreme Weather Events	• Agricultural disruption due to floods, cyclones and heatwaves in South Asia • Increased credit risk in climate-sensitive sectors • Greater focus on green finance and ESG compliance	
Digital & Cybersecurity Risks	• Operational risk exposure • Need for stronger IT governance and fraud controls • Supply Chain & Third-Party Vulnerabilities • Credential & Identity Theft • AI-Driven threats (e.g., for fraudulent fund authorization)	

Risk Management in NCC Bank PLC

Sound Risk Management System

The Risk Management System in NCC Bank includes policies, procedures, limits and controls that provide adequate, timely and continuous identification, assessment, evaluation, treatment, monitoring, reviewing and reporting of risks arising from operational activities as well as business expansion.

Board and Senior Management Overview

The Board of Directors (BoD) provides strategic directions and approves the overall business strategies and significant policies of the Bank, including those related

to managing and taking risks in line with the regulatory guidelines. The Board also sets the Risk Appetite of the Bank at the beginning of the year. Policies, Procedures and Limits approved by the Board of Directors are tailored by Senior Management according to the types of risks that arise from the activities of the Bank.

Adequate Organizational Policies and Procedures

A Board-approved framework of policies and principles ensures that the Bank operates within its defined Risk Appetite. These policies and procedures are continuously refined and benchmarked against international best practices to enhance resilience and effectiveness.

Comprehensive Internal Controls and Limits

The Bank's Internal Control System reviews effectiveness of risk management practices confirms level of compliance and recommends improvements and enforces corrective actions where necessary.

Ensure Appropriate Management Information System (MIS)

NCC Bank ensures effectiveness of risk measurement by monitoring and management of reporting system and escalates the inherent and potential risk to the Board and Senior Management of the Bank. Our effective management of appropriate MIS focuses:

A. Utilization of well-integrated core banking system (CBS)
B. Providing real-time analysis and reporting
C. Synchronized report management for regulatory bodies and stakeholders
D. Implementation of automated reporting for online and other digital transaction monitoring

Bank's Major Risk Indicators and Status in 2025:

Strong Risk Governance

Risk oversight remained firmly anchored in Board-approved Risk Appetite principles. The Board of Directors provided strategic guidance, while Senior Management ensured policy implementation aligned with regulatory expectations and evolving risk realities.

Reporting to the Executive Risk Management Committee (ERMC) was further enhanced, with improved data-driven dashboards and forward-looking analysis.

Capital Adequacy & Resilience

Capital strength remained a core strategic pillar.

- Capital Adequacy Ratio maintained comfortably above regulatory requirement
- Forward-looking stress testing conducted under adverse macroeconomic scenarios
- Internal capital generation prioritized through disciplined asset growth

Our capital base continues to provide adequate shock absorption capacity under stressed conditions.

Credit Risk Management

In 2025, emphasis shifted from crisis containment to asset quality consolidation.

Key initiatives included:

- Strengthened Credit Monitoring Division oversight
- Intensive recovery drive for classified and slow-moving loans
- Enhanced collateral review and security coverage verification
- Tighter underwriting standards to minimize fresh slippage

The Special Asset Management function continued proactive resolution and recovery efforts. Continuous monitoring and early intervention mechanisms significantly improved portfolio discipline.

Asset-Liability Management (ALM) Risk Management

Liquidity and balance sheet stability remained strategic priorities.

- Compliance maintained in CRR, SLR, LCR and NSFR ratios
- Active interest rate risk monitoring through duration and repricing gap analysis
- Updated Contingency Funding Plan reflecting revised stress scenarios

Our liquidity profile remained stable throughout the year, supporting uninterrupted operations and depositor confidence.

Foreign Exchange Risk Management

Foreign exchange volatility continued to require careful oversight.

- Strict monitoring of dealing limits and thresholds
- Oversight of overdue export bills and nostro reconciliation
- Balanced management of import and export flows

The Bank's conservative FX risk strategy minimized exposure to market fluctuations.

Operational Risk Management

Operational resilience was strengthened through:

- Expansion of Key Risk Indicator (KRI) framework
- Enhanced complaint management system
- Automation of AML monitoring and regulatory reporting

Regular review of manuals, segregation of duties, IT audit processes and multi-tier approval structures ensured robust internal control integrity.

AML, Compliance & Conduct Risk

NCC Bank maintained zero tolerance for regulatory non-compliance.

- Active Central Compliance Committee oversight
- Strengthened branch-level AML inspection
- Increased compliance training programs
- Improved digital reporting accuracy and timeliness

Compliance culture remains deeply embedded across the organization.

Our approach towards challenges during 2025

Throughout the year, we have undertaken several initiatives to enhance our risk management framework:

- We took initiative for Data Automation project and successfully completed several meetings to expedite the data automation process.
- We successfully conducted gap analysis of the bank and prepared a self-assessment report on bank which will be helpful for future data analysis of the bank.
- We ensured strict adherence to regulatory directives, reinforcing our commitment to compliance and ethical banking practices
- Regular training sessions were organized to equip our staff with the necessary skills and knowledge to manage emerging risks effectively.
- Performed comprehensive stress tests to assess our resilience against macroeconomic uncertainties.
- Incorporated Environmental, Social, and Governance (ESG) risk considerations into our decision-making processes.

These initiatives further strengthened our forward-looking risk management capability.

Way forward

Bangladesh's economy is progressing through a structural transformation phase. While near-term challenges persist including inflation control, exchange rate stabilization, reserve rebuilding and confidence restoration the reform momentum provides a constructive medium-term outlook.

Going forward, NCC Bank will focus on:

- Further reduction of Non-Performing Loans
- Strengthening capital and liquidity buffers
- Enhancing digital risk surveillance
- Expanding ESG-aligned financing
- Maintaining sustainable credit growth
- Continuous alignment with regulatory reforms

Our objective remains clear to safeguard financial stability while supporting sustainable economic growth.

I extend my sincere gratitude to the Board of Directors, Senior Management and all colleagues for their unwavering commitment to strengthening the Bank's risk governance framework. Through collective discipline, transparency and prudence, NCC Bank PLC remains well-positioned to navigate evolving challenges and pursue resilient growth.

Sincerely,

Sd/-
Mr. M. Khurshed Alam
AMD & Chief Risk Officer
NCC Bank PLC

Risk Management Report

Risk Management in NCC Bank PLC

NCC Bank embraces risk management as an integral part of its business, operations, and decision-making processes. In order to ensure that NCC Bank achieves optimum returns whilst operating within a sound business environment, the risk management teams are involved at the early stage of the risk-taking process by providing independent inputs, including relevant valuations, investment evaluations, new product assessments, and quantification of capital requirements. This commitment to rigorous risk management not only safeguards the bank's assets but also underpins its capacity for enduring growth and value creation.

Bangladesh's economy in 2025 was under moderate growth pressure with inflation still above target, while the banking sector faced major structural stress (high bad loans, low capital buffers, idle liquidity) — prompting central bank reforms and consolidation efforts to stabilize the financial system. Like all other Financial Institutions, our bank had also faced the same multifaceted economic landscapes, volatile foreign exchange market, inflationary pressure, trade uncertainties continue to roil commodity markets, exacerbated by growing rivalries among vital global powers.

Nevertheless, our bank has carried out business and operations towards achieving the target of budget according to the plans and strategies set at the beginning of the calendar year of 2025. Despite severe instability in the Banking sector followed by the August political changes, our Bank has proven itself to be one of the few resilient banks of the country by continuing uninterrupted business operation and satisfactory customer services at time of crisis. Our Bank has been successful in achieving the profit target in this ongoing unrest and uncertain political turmoil and economic distress.

No business is immune from the possibility of risk. Though bank risk management programs cannot always ensure that problems do not arise, they can help businesses to survive crisis through careful contingency planning. Moreover, the practice of risk management can help customers to gain a sense of trust with the bank, which in turn may engender customer loyalty. The core objective of Risk management is to help reinforce our resilience by encouraging a holistic approach to the management of risk and risk adjusted return throughout our organization.

Our honorable Board Directors and Senior Management frequently communicate the importance of a strong risk culture to support a consistent tone from the top. Our employees exhibit behaviors that support a strong risk culture in line with our Code of Business Conduct and Ethics; thus, NCC Bank promotes a strong risk culture where employees at all levels are responsible for the management and escalation of risks. Our policies also assure that risk-related behavior is taken into account during performance assessment and compensation processes.

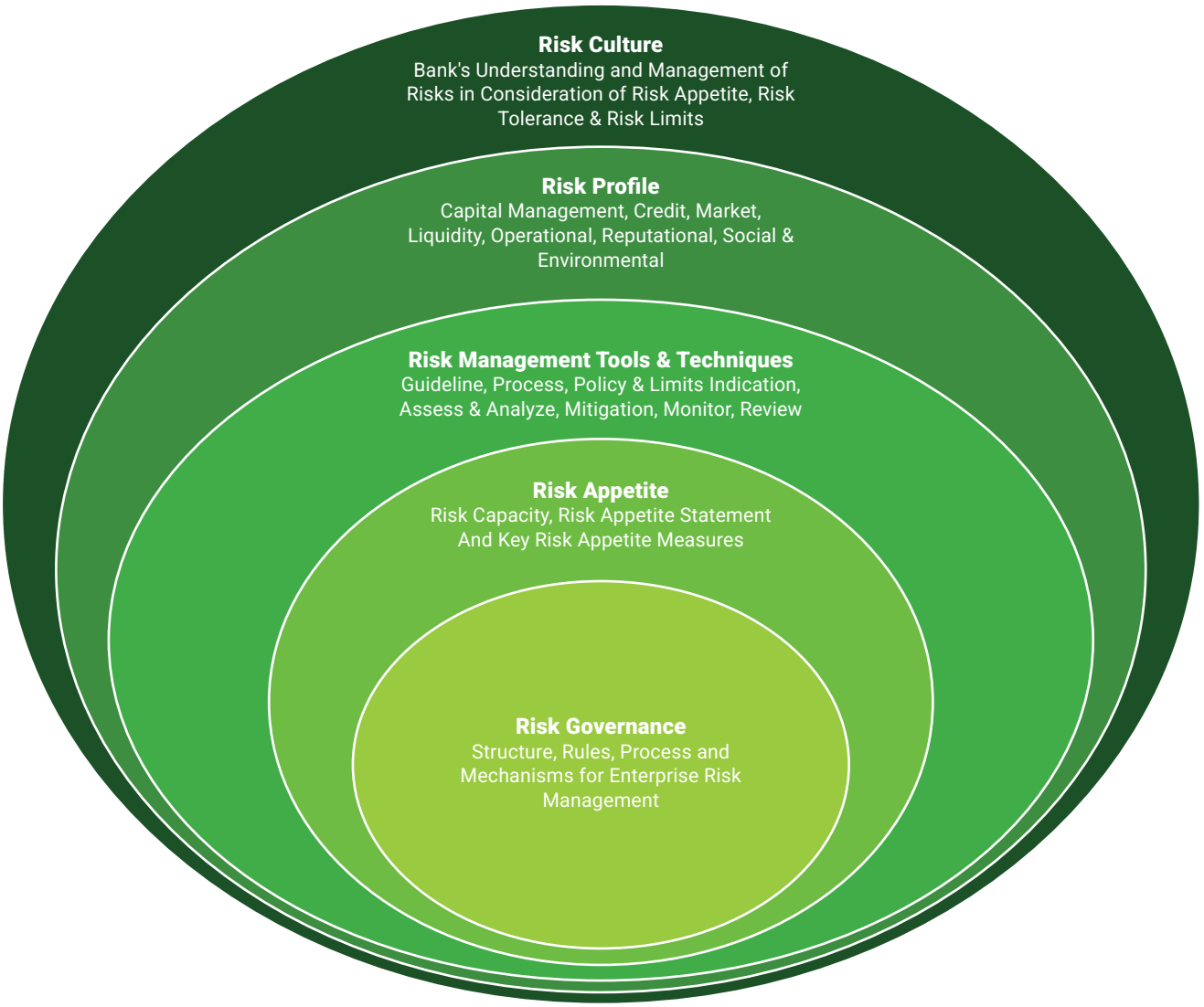
Risk Management framework

Risk Management Framework (RMF) is a set of components that provide the foundations and organizational arrangements for designing, implementing, monitoring, reviewing and continually improving risk management throughout the organization. The notion of a risk management framework is essentially equivalent to the concept of Enterprise Risk Management (ERM).

The key purpose of risk management is to ensure that the outcomes of risk-taking activities are consistent with the Bank's strategies and risk appetite, and that there is an appropriate balance between risk and reward to maximize Shareholders' value. NCC Bank's Enterprise-Wide Risk Management Framework articulates the foundation for achieving these purposes. This Framework is subject to constant evaluation in order to meet the challenges and requirements including regulatory standards and industry best practices.

NCC Bank Risk Management Framework is designed to protect the capital base, reputation, revenue and earnings of the bank without compromising the growth of the Bank.

The Bank has a well-established risk governance structure, with an active and engaged Board of Directors supported by an experienced Senior Management Team and a dedicated Risk Management Team that is independent from the business lines. For sound risk management, NCC Bank manages risk at Strategic level, Managerial level, and Operational level; which operates under following structure:



Risk Governance at NCC Bank

Risk governance at NCC Bank primarily follows three-lines-of-defense-model, which is described below:

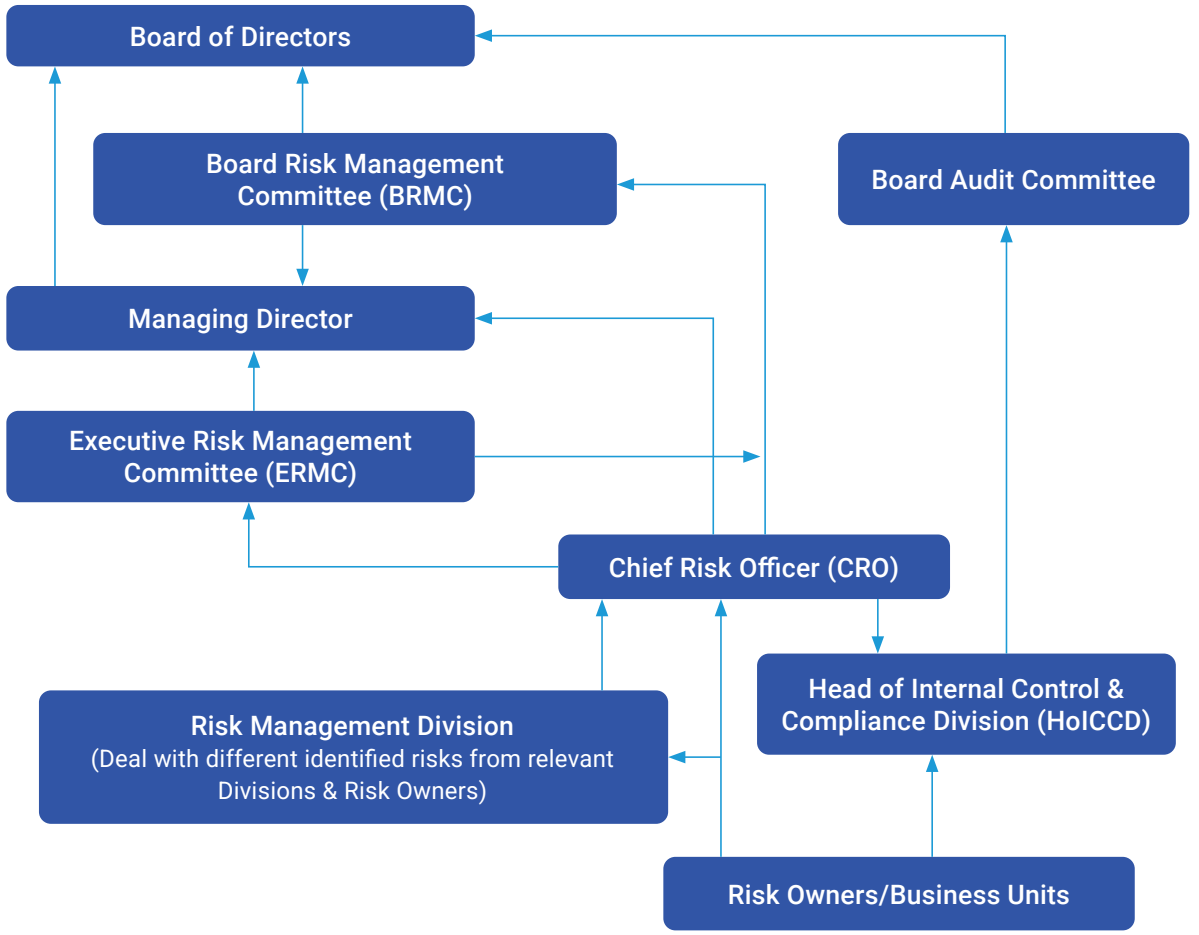
Lines of defense	Definition	Key Responsibilities
The First Line of Defense (Business & Operational Line)	Refers to those roles in the Bank whose activities generate risks, whether financial or non-financial, and who own and are accountable for these risks. Management control is the 1st Line of Defense,	• Embeds risk management framework and sound risk management practices into standard operation procedures. • Monitors risk management performance in operation. • Accountable for effectiveness of risk management in operation.
The Second Line of Defense (Risk Management & Other Control Functions)	Refers to the roles in the Bank which define the risk management framework for specific risk types. Risk control and compliance oversight functions established by NCC Bank management are the 2nd Line of Defense.	• Develops and implements risk management framework: policies, processes, systems, and tools • Identify, monitor and escalate risks and issues to the Chief Risk Officer, Senior Management and the Board to promote a healthy risk culture and good conduct. • Oversee and challenge first-line risk-taking activities and review first-line risk proposals. • Propose Risk Appetite to the Board; monitor and report adherence to Risk Appetite and intervene to curtail business if it is not in line with existing or adjusted Risk Appetite. • Ensure that there are appropriate controls to comply with applicable laws and regulations.

Lines of defense	Definition	Key Responsibilities
The Third Line of Defense (Internal Audit)	Refers to the Independent Internal Audit and Assurance, which is accountable for providing independent and objective assurance on the adequacy of the design, operating effectiveness and efficiency of the risk management system and systems of internal control.	• Reviews effectiveness of risk management practices, • Confirm level of compliance • Recommend improvements and enforces corrective action where necessary

Risk management outline in NCC Bank

- Each of the three lines of defense plays distinct roles in NCC Bank's broader governance framework.
- Every employee of NCC Bank is to act consistently in line with our risk appetite, risk management standards and values.
- The Management approved risk appetite is cascaded and adhered to across all dimensions of the Bank, with appropriate consequences in the event of a breach.
- Within NCC Bank's Risk Management Framework, Risks are first identified and assessed and then actively managed via appropriate risk mitigation and effective internal control systems.
- Risks are measured and escalated with accurate, complete and timely data using approved models.
- Regular stress tests are carried out against adverse scenarios and appropriate crisis response planning are thus established.

There is a clear risk management structure in NCC Bank that shows a well-defined reporting line:



Different Risk Management Committees of NCC Bank

Committee	Key Objectives
Board Risk Management Committee (BRMC)	Ensure management of Bank-wide risks within the risk appetite set by the Board of Directors.
Asset Liability Committee	Review the asset-liability position of the bank, ensure that all liquidity ratios are within permissible ceiling, and manage market risks.
Executive Risk Management Committee (ERMC)	Review the risk reports produced by different risk owners and Risk Management Division; and ensure all limits are within the Risk Appetite Limit.
Head Office Credit Committee	Review Bank's credit risk appetite, tolerance and strategy considering current and prospective macroeconomic and financial environment.
BASEL III Committee	Implementation of BASEL Accords as per the requirement of regulatory.
Internal Control & Compliance Committee	Review the findings of ICCD reports, external audit and BB inspection team and ensure compliance of the same within the shortest time.
Central Compliance Committee	Review Anti-money Laundering – Combating Financing of Terrorism (AML-CFT) guidelines and enforcing the strategies and activities regarding AML/CFT issues in all areas of the bank.
ICT Steering Committee	Provides guidelines related to risks, monitor and evaluates ICT projects implementation and achievements against ICT strategic plan.
Sustainable Finance Committee	Formulate, Review and update policies and guidelines related to Sustainable Finance, Environmental & Social Risk Management.
Customer Service & Complaint Management Committee	To deal and settle, maintain correspondence and respond duly and timely with the complaints received directly from customers and through Bangladesh Bank.
Task Force	"Task Force to Recovery Classified and Slow-Moving Advances" is a dedicated committee formed to reduce Non-performing Loans, decrease requirement of specific provision and interest suspense.

Risk Management Culture in NCC Bank

The bank has established an integrated and institution-wide risk culture, based on a full understanding of the risks it faces and how they are managed, considering risk tolerance and appetite. There are risks that pose greater threats to business objectives and must be addressed proactively. Therefore, it is imperative to implement effective policies and action plans to ensure sound risk management. In the banking sector with inherent risk, risk management is crucial for financial stability. To adhere to regulatory standards and global best practices, NCC Bank has developed its risk management culture through policies, examples, communication, and training of staff regarding their responsibilities for risk. Every member of the bank is fully aware of his or her responsibility regarding risk management. Risk-taking and risk management activities across NCC Bank are guided by the following ideas:

- **Balancing Risk and Reward:** Business and risk decisions are consistent with strategies and risk appetite.
- **Tone from the top:** Clear and consistent communication from leaders on risk behavior expectations and the importance of NCC Bank's values.
- **Understanding the Risks:** Material risks to which the Bank is exposed, including both financial and non-financial, are identified and managed.
- **Risk Reporting and Mitigation:** Emerging risks and potential vulnerabilities are proactively identified and reported to the authority concerned for sustainable mitigation.
- **Monitoring mitigation measures:** Monitoring expedites tracking of inherited risks and possibilities of repetition and ensures Bank's capacity to tolerate those risks.
- **Shared Accountability:** Every employee is responsible for managing risks relating to their field of work.
- **Performance and compensation structures:** Programs are designed to discourage and punish behavior that is inconsistent with the bank's values, policies and Code of Conduct.

- **Customer Focus:** Understanding our customers and their needs is essential to all business and risk related decision making.
- **Protection and retention of reputation:** All risk-taking activities must be in line with the Bank's risk appetite, NCC Bank's Code of Conduct, values and policy principles.
- **Control & Resiliency:** Maintaining a robust and resilient control environment to protect our stakeholders and control on Business, Service and Work Environment. Being prepared operationally and financially to respond to adverse events.

Risk Management Process in NCC Bank

Risk management function of NCC Bank strives to proactively anticipate vulnerabilities at the transaction as well as at the portfolio level, through quantitative and qualitative examination of the embedded risks. Risk is managed through a framework of policies and principles approved by the Board of Directors which ensures that the Bank operates within its Risk Appetite. The policies and procedures established for this purpose are continuously benchmarked with international best practices. Furthermore, the Internal Capital Adequacy Assessment Process (ICAAP) of the Bank assesses all the significant risks other than the risks under Pillar-1 of Basel III and calculates the adequate capital requirement.

As the objective of risk management process is to **identify the risk, assess & manage consequences of those,** NCC Bank follows holistic approach towards an inclusive risk management process that starts with identification of risk.

Risk Identification: Beginning of understanding and managing risks and/or crucial activities; NCC Bank promotes proactive identification of risk, that includes the nature of risk, domain of risk, areas of impacts, events, their causes and their potential consequences, in order to measure and manage risk i.e. either mitigate or transfer the risk.

Risk Assess & Analyze: Identified risks are assessed as per the Risk Grading Matrix. Risk analysis involves measuring risk by considering consequences of an unfavorable event and likelihood of such event occurring. Factors that affect consequences and likelihood should also be identified. Risk analysis has been undertaken with varying degrees of detail, depending on the nature of risk, severity of risk; and the information, data and resources available. Analysis should be quantitative and qualitative in nature and the assessment process should be consistent for successful risk management.



Risk Control: The business strategy is considered while planning and setting control for mitigating risk. As risk management is balancing between risk and return, NCC Bank always tries to manage the risk without hampering the business growth and stakeholders' return. Internal Capital Adequacy Assessment Process (ICAAP) is one of the largest parts of planning and controlling risk.

Risk Mitigation: NCC Bank chooses the best option to eliminate or mitigate unacceptable risks after evaluating the exposed risks. The options include the following and applied either individually or in combination:

- Avoid the risk by deciding not to start or continue with the activity that gives rise to the risk.
- Accept and retain the risk by making informed decision and having plans for managing and funding the consequences of the risk if it occurs.
- Reduce the likelihood of the risk through staff training, changing procedures, or reduce the impact through diversifying credit portfolio, setting up off-site data backup etc.
- Share the risk with another party or parties through insurance, consortium financing, etc.

Monitoring: Risk monitoring is the most important and challenging task in the entire risk management process as monitoring helps the Bank to identify a probable risk at an early stage. Monitoring expedites tracking of inherited risks and possibilities of repetition and ensures an institution's capacity to tolerate those risks.

Risk Review: Risks need to be reviewed periodically to ensure that risk priorities do not alter in changing

circumstances. Very few risks will remain static, therefore the risk management process needs to be regularly reviewed, so that new risks are captured in the process and effectively managed. Risk Management Plan at every business level should be reviewed at least on annual basis. Combined risk planning or risk review with annual business planning expedites the effectiveness of Risk Management Plan.

NCC Bank has undertaken the above process of risk management, which implies that if any risk(s) remains un-attended, that will be addressed through the review of the process which starts with identification of those risks and the process continues.

Risk Mitigation Methodology at NCC Bank

Success of business operation of NCC Bank mostly depends on balancing between risk and risk adjusted return. Ensuring sustainability among others is a basic requirement. Keeping the uncertainty in mind we have adopted a robust risk management framework to manage all material uncertainties in order to achieve the goal of the organization. Besides, bank identifies major risks that the bank is exposed to and takes necessary arrangement for managing and mitigating those on a continuous basis.

In managing investment, market, liquidity, and operational risks, the bank follows the latest six (6) Core Risk Management Guidelines, Stress Testing Guidelines, Recovery Plan and related circulars issued by Bangladesh Bank. Sound risk management includes different tools and models that are guided by the bank's risk appetite framework and integrated with the bank's strategies and business planning process.

Principal risk types at a glance:

Quantitative Risks	Qualitative Risks
• Credit Risk	• Operational Risk
• Liquidity Risk	• Reputational Risk
• Market Risk	• AML Risk
• Strategic Risk	• ICT Risk
	• Internal Control and Compliance (ICC) Risk
	• Environmental & Social Risk

Quantitative Risks	
Risk type: Credit Risk	Credit risk is the possibility of loss due to a borrower's defaulting on a loan or not meeting contractual obligations. Like on balance sheet claims such as loan and overdrafts and off balance sheet commitments such as guarantee, acceptance, letter of credit etc.
Governing documentation:	Credit Policies, Credit Risk Management Policies, Guidelines, Manuals, setting up of Credit Risk Appetite, Limit, Tolerance etc.

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- Formulation & review of credit risk management policies, guidelines, manuals, setting up of credit risk appetite, limit, tolerance etc. With due consideration for sector, industry, geographical location, regulatory limits, best practices, current business and economic conditions.
- Monitoring credit concentration and ensuring compliance of internal limit.
- Borrower evaluation through Internal Credit Risk Rating System (ICRRS) and Credit Rating Report from authenticated external agencies.
- Maintaining liaison with independent internal loan review desk as per revised CRM guidelines and ensuring its proper functioning.
- Monitoring and follow up loan portfolio to ensure good quality asset growth; overdue and stressed loans, SMA loans, NPL, law suit cases, written off loans, regular accounts with unsatisfactory repayment, loans having excess over limit, off-balance sheet exposures, forced loans, collateral against loans, credit rating of borrowers etc.
- Conducting and analyzing Stress Testing report, to understand shock resilience capacity of the bank, finding out the vulnerable areas that need to be addressed and accordingly advising the same to Senior Management and Board to ensure maintenance of adequate capital for absorbing unforeseen losses.

Risk type: Liquidity Risk	Potential for loss arising from an institution's inability to meet its payment obligations in full and on time when they become due.
Governing documentation:	Asset Liability Management Policy

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- Hold appropriate levels of unencumbered high quality liquid assets that can be readily sold or pledged.
- Ensuring that the treasury department prepares Structural Liquidity Profile, projected sources and uses of funds, statement of total time and demand liabilities and monitors all regulatory liquidity ratios such as CRR, SLR, ADR, LCR, NSFR, MCO, MTFR etc.
- Monitor liability concentration, growth of asset and liability including off-balance sheet items, asset-liability of off-shore banking unit etc. to manage liquidity risk.
- Set liquidity strategy; Assess opportunity loss resulted from improper liquidity management.
- Conducting and analyzing Stress Testing report to understand shock resilience capacity of the bank, finding out the vulnerable areas that are needed to be addressed and accordingly advising the same to Senior Management and Board to ensure maintenance of adequate capital for absorbing unforeseen losses.

Risk type: Market risk	Risk of losses on financial investments caused by adverse price movements; which may impact the Bank's earnings and capital. The underlying risk is also considered as non-diversifiable risk, i.e. risk that cannot be avoided.
Governing documentation:	Asset Liability Management Policy, Foreign Exchange Risk Management Policy, Standard Operating Policy & Procedure Guidelines on Foreign Exchange and International Trade, Standard Operating Policy & Procedure Guidelines on Off-Shore Banking Operation

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- Measuring interest rate risk of the Bank by applying various tools such as sensitivity analysis, duration gap analysis etc. for determining the impact of interest rate fluctuation on the profitability of the bank.
- Monitoring foreign exchange-related risk such as exchange rate risk, maintenance of FX related limits, repatriation of export proceeds, outstanding of overdue accepted bill, reconciliation of long pending, Nostro account transaction etc. through concerned departments.
- Measuring equity price risk and Fex trade risk by using various tools like VaR and monitoring the same to keep market exposure safe and sound.
- Conducting and analyzing Stress Testing report to understand shock resilience capacity of the Bank, find out the vulnerable areas that are needed to be addressed and accordingly advising the same to Senior Management and Board to ensure maintenance of adequate capital for absorbing unforeseen losses.

Risk type: Strategic risk	It is the risk that a bank's business strategies are ineffective, being poorly executed or insufficiently resilient to changes in the business environment. Strategic risk refers to the internal and external events that may make it difficult, or even impossible, for an organization to achieve their objectives and strategic goals.
Governing documentation:	Risk Appetite, Annual Budget, Strategic Planning

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- It links the Bank's risk appetite framework with the enterprise strategy, business line strategies and corporate function strategies.
- NCC Bank believes that a prudent and proactive approach in managing strategic risks would deliver results and outperform its peers in many aspects including profitability, customer loyalty and market share.
- NCC Bank is very much focused in Strategic Risk; as it possesses a significant space in the ICAAP of the banks, in consideration to the following aspects:
  - CAMELS rating – optimum level (satisfactory)
  - Operating expenses as % of operating income - optimum level up to 45%
  - Classified loans as % of total outstanding loans - optimum level up to 5%
  - Classified loan recovery as % of total classified loans - optimum level minimum 20%
  - Written-off loans as % of total classified loans - optimum level up to 15%
  - Interest waiver as % of total classified loans - optimum level up to 5%.

Qualitative Risks	
Risk type: Operational Risk	Operational risk summarizes the chances a company faces in the course of conducting its daily business activities, procedures, and systems. Operational risk is potential loss resulting from inadequate or failed internal process, people and system or from external events, including legal risk but excluding strategic and reputational risk.
Governing documentation:	HR Policies, Internal Control & Compliance Policy, Information Technology Policy, Policy & Procedure on General Banking Operations, Standard Operating Policy & Procedure on Finance & Accounts, social media Policy, Fund Transfer Policies.

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- Assisting in managing risks related to lapses in people, process and system.
- Identifying the vulnerable areas related to operational risk and suggesting Senior Management and the Board to review the existing policies to prevent recurrences of the unexpected incidents.
- Minimization of residual operational risk and
- Expressed quantitatively by an aggregate loss limit.

Third consultative paper of Basel-II recommended the following event-based classification of operational risks:

- Internal fraud.
- External fraud.
- Employment practices and workplace safety.
- Client, products and business practices.
- Damage to physical assets.
- Business disruption and system failure.
- Execution, delivery and process management.

NCC Bank follows the following control and measurement process for Operational Risk Management:

- Regular monitoring of Manuals and Standard Operating Procedures.
- Review of system and network by concerned divisions and related committees on regular interval.
- Self-Assessment of Anti-Fraud Internal Control is being carried out with due diligence under the purview of best practices in the banking industry.
- Risk Based Internal Audit (RBIA), Comprehensive Audit, Special Audit are being carried out by Internal Control and Compliance Division.
- IT Audit is being carried out on a regular basis by separate IT Audit units.
- Independent Anti Money Laundering (AML) Audit is being conducted at branch level by Internal Audit & Inspection Division.
- Segregation of duties and multi-tier approval procedure are in place.
- Operational risk at different levels of activities through combined effort are escalated & captured, evaluated and mitigated in Risk Forum (RF) by related stakeholders.

Risk type: Reputational Risk	Reputational risk is a threat or danger to the good name or standing of a business or entity. Reputational risk arises from the failure to meet stakeholders' reasonable expectation of bank's performance and behavior.
Governing documentation:	Customer Service & Complaint Management Policy

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- Low tolerance for reputational, legal, or taxation risk arising from business activities, initiatives, products, services, transactions or processes, or from lack of suitability of products for clients.
- NCC Bank assesses reputational risk in ICAAP document under Pillar-2 by considering the following key indicators and maintains additional capital for these risks in case of requirement:
  - Credit Rating of the Bank conducted by ECAIs
  - Internal fraud and External fraud
  - Non-payment or delayed payment of accepted bills (foreign & domestic)
  - Quality of customer service.

Risk type: Money Laundering & Terrorist Financing Risk	Money Laundering Risk arises from non-compliance of money laundering related instructions of the regulatory body. Its consequences are dire & far-reaching and may be in the form of financial penalty, reputation loss, legal harassment and even the risk of sustainability.
Governing documentation:	Money Laundering & Terrorist Financing Risk Management Guideline, Guidelines for Trade Based Money Laundering, Customer Acceptance Policy

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- To prevent money laundering and combat terrorist financing through our banking channel, Bank has developed own Program, Policy & Procedure and Bank has proper Customer Due Diligence (CDD) & Enhanced Due Diligence (EDD) in place as per regulatory requirement for customer on boarding & their life cycle management.
- NCC Bank ensures the identity, source of funds, purpose of Account Opening, Sanction Screening of Customers and monitor customer transactions/activities for the purpose of identifying the unusual transactions/activities.
- The Senior Management Role and their commitment towards prevention of money laundering and terrorist financing is one of the most significant strengths of our compliance structure.
- Anti-Money Laundering policy is reviewed at the beginning of every year; we have also developed the Guidelines for Trade Based Money Laundering,
- The Managing Director of the Bank conveys a special massage to all employees of the Bank which clearly sets forth the way forward for the present year and shares the initiatives taken in the previous year pertaining to combating Money Laundering & Terrorist Financing

Besides, NCC Bank performed the following mentionable tasks in 2025:

- Arranged awareness program on AML-CFT issues for the member of Board of directors in 2025.
- As a part of Senior Management, our MD circulates a special message to all employees of the Bank on AML/CFT Compliance.
- BFIU conducted AML system check on our O.R. Nizam Road Branch and rated as 'Satisfactory'
- As a part of ongoing Employee awareness program on AML-CFT issues, we have conducted 06(six) workshop on AML/CFT issues, where 310 participants participated during Jan-Dec 2025.
- We have submitted 123 STR/SAR to BFIU, Bangladesh Bank from January – December 2025.
- Branch has reviewed and updated TP, KYC of all customers on a regular interval.
- Correspondent Bank's KYC review completed for 363 banks through AML/CFT and Wolfsburg Questionnaire as a part of compliance in RMA relationship with different banks.
- AML-CFT division visited number of branches to check records, papers and documents related to AML-CFT and have taken necessary steps for strengthening the AML-CFT practices of branches.

Risk type: Information and Communication Technology (ICT) Risk	ICT risk is the risk of losses or potential losses related to the use of network information systems or communication technology, including breach of confidentiality, failure of systems, unavailability or lack of integrity of data and systems, and cyber security risk.

Governing documentation:	Cyber Security Policy, IT Security Policy

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

The purpose of managing ICT risk is to provide continuous assurance on NCC Bank's information system security specially on integrity, confidentiality and availability of Information by assuring appropriate security controls are being implemented in all sectors. Unlike other organizations, ICT risk management is rapidly developing into a more forward looking, enterprise-wide approach. To ensure effective ICT risk management, NCC Bank focuses on being proactive, rather than reactive; manages risk for both competitive advantages and sustains profitability & growth. To establish this goal, NCC Bank prioritized actions to address ICT Risks more proactively. A competent ICT Risk Management framework is developed to address ICT risk with greater efficiency and outcome.

- NCC Bank PLC is an ISO 27001 Certificate and PCI DSS Complied Bank.
- NCC Bank PLC has comprehensive documented policy developed by Information Technology (IT) Division in compliance with regulatory and Bangladesh Bank regulations & guidelines.
- IT is dedicated to provide information security services & expert security guidance to all employees of the Bank to ensure confidentiality, integrity, & availability of the information assets & resources.
- IT Division conducts Information Security Risk Assessment of various Applications, Systems & Business Processes on regular basis with consideration of latest vulnerabilities, threats and information security breaches.

The primary objective of ICT Risk Management is to safeguard the Bank's information assets, technology infrastructure, and digital services from operational, cyber, and systemic risks. The Bank remains committed to maintaining a secure, resilient, and compliant technology environment to ensure uninterrupted banking services and protection of customer information.

During the year 2025, the following key initiatives were undertaken to further strengthen the Bank's ICT governance, cyber resilience, and regulatory compliance framework:

- **Core Banking System Modernization – Successfully Completed:** The Core Banking System (CBS) upgradation project has been successfully completed and is fully operational across the Bank. The enhanced platform improves system performance, strengthens security controls, ensures regulatory alignment, and enables efficient service delivery to customers.
- **Implementation of Centralized Privileged Access Control:** A centralized privileged access control mechanism has been implemented to manage, monitor, and audit administrative and high-risk system access. This initiative strengthens segregation of duties, enhances accountability, reduces insider risk, and ensures better governance over critical systems.
- **Strengthened Endpoint Security and Advanced Threat Detection:** The Bank has enhanced its endpoint security framework through advanced threat detection and response capabilities across its network and branch infrastructure. This proactive approach improves real-time monitoring, accelerates incident response, and reduces cyber risk exposure.
- **Regular IT Risk Assessment and Governance Oversight:** Periodic IT risk assessments continue to be conducted to identify emerging threats, evaluate control effectiveness, and implement mitigation strategies. Significant risks are reported to management and relevant governance bodies to ensure appropriate oversight and timely action.
- **Disaster Recovery Infrastructure in Separate Seismic Zone:** The Disaster Recovery (DR) site has been implemented in a geographically separate seismic zone to enhance business continuity resilience. This strategic initiative significantly reduces environmental and geographic risk exposure and ensures continuity of critical banking operations in the event of major disruptions.
- **Maintenance of ISO/IEC 27001 Certification:** The Bank has maintained its ISO/IEC 27001 certification, demonstrating adherence to internationally recognized information security management standards. Continuous monitoring, internal audits, and management review processes ensure sustained effectiveness of the Information Security Management System (ISMS).
- **Continued PCI DSS Compliance:** The Bank remains compliant with PCI DSS requirements to ensure secure processing, transmission, and protection of payment card data. Regular assessments, vulnerability management, and control monitoring practices are maintained to safeguard cardholder information.
- **Enhanced Access Governance and Segregation of Duties:** Access control governance has been further strengthened through periodic access reviews, role-based access enforcement, and tighter segregation of duties across critical systems to minimize operational and fraud risks.

These initiatives collectively demonstrate the Bank's continued commitment to strengthening cyber resilience, ensuring regulatory compliance, protecting customer trust, and supporting sustainable digital growth.

Risk type: Internal Control and Compliance (ICC) Risk	Internal control is a process, rather than a structure, effected by a bank's board of directors, management, and other personnel, designed to provide reasonable assurance regarding the achievement of objectives relating to operations, reporting and compliance..
Governing documentation:	Internal Control and Compliance Policy, All Internal Policies, Guidelines and SOPs.

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

NCC Bank has a defined and comprehensive policy guideline for internal control and compliance, which precisely articulated the followings:

- Responsibilities of the Board of Directors.
- Responsibility of Senior Management.
- Risk Recognition and Assessment.
- Control Activities and Segregation of Duties
- Management Reporting System
- Monitoring Activities and Correcting Deficiencies
- Role of External Auditors in evaluating Internal Control System
- Regulatory Compliance
- Establishment of Compliance Culture.

Internal control is the process, affected by a company's board of directors, management and other personnel, designed to provide reasonable assurance regarding the achievement of objectives in the effectiveness and efficiency of operations, the reliability of financial reporting and compliance with applicable laws, regulations, and internal policies. Bank's senior management is responsible for establishing a compliance policy that contains the basic principles to be approved by the board and explains the main processes by which compliance risks are to be identified and managed through all levels of the organization.

Pillar 1 and Pillar 2 of Basel Accord also focuses on operational risk and supervisory review respectively attaching considerable importance to internal control & compliance and on supervision & monitoring. As prescribed in the Bangladesh Bank core risk guideline on Internal Control & Compliance, Senior Management Team (SMT) of NCC Bank reviews the overall effectiveness of internal control system.

Risk type: Environmental and Social Risk	Environmental and Social risk refers to the uncertainty or probability of losses that originates from any adverse environmental or Social change events (natural or manmade) and/or the non-compliance of the prevailing national environmental regulations.
Governing documentation:	Credit Policies and Manuals, Policy and Procedure Guideline on Sustainable Banking, Standard Operating Policy & Procedure on Environmental & Social Risk Management

Application to risk appetite limits/ tolerances and Risk Mitigation Methodology at NCC Bank:

- It is the risk that refers to possibility that environmental concerns might affect financial performance of the Bank.
- Ensuring that projects are developed in a socially responsible manner.
- How NCC Bank addresses the issue is more elaborately highlighted in the Sustainable Banking Report.
- NCC Bank follows Bangladesh Bank prescribed Environmental & Social Risk Management Manual (ESRM) to evaluate Customer Rating for all loan proposals (New / Renewal / Enhancement / Rescheduling / Restructuring).
    - In case the Environmental & Social Risk Rating (ESRR) is **High**, then the transactions are escalated to the Board/Executive Committee (as applicable) after review by the MD, for approval.
    - In Case ESRR is **"High"**, the credit risk management function is to **ensures an E&S Action Plan (ESAP)** and include additional covenants/conditions to be used to mitigate the identified problems.

Different Risk Management Tools of NCC Bank

Effective risk management includes tools that are guided by the Bank's Risk Appetite Framework and integrated with the Bank's strategies and business planning processes.

Policies

Industry best practices and regulatory requirements are also factored into the policies. Policies are guided by the Bank's risk appetite and set the limits and controls within which the Bank and its subsidiaries can operate.

Key risk policies are approved by the Board of Directors.

Management level risk policies/ instructions manuals associated with processes such as Credit Instruction Manual and new products initiation are approved by senior executive management and/or key risk committees.

Guidelines

Ensure the Bank has the appropriate knowledge of clients, products, and markets and that it fully understands the risks associated with the business it underwrites. Guidelines may change from time to time, due to market or other circumstances. Risk taking outside of guidelines usually requires approval of the Bank's Managing Director.

Process

The activities are associated with identifying, evaluating, documenting, reporting and controlling risk. Series of steps or actions that are taken to achieve the desirable outcome. We used processes to streamline operations and improve service to achieve better outcomes for customers.

Standards

Documents developed on an enterprise-wide basis in a series of policies, manuals and handbooks under the purview of Risk Management Division.

Limits

Control risk-taking activities within the tolerances established by the Board and senior executive management. Limits also establish accountability for key tasks in the risk-taking process and establish the level or conditions under which transactions may be approved or executed.

Key Risk Indicator (KRI)

The KRI is one of the effective tools for comprehensive risk management that should be maintained by each bank to identify the key business and financial risks, to define and implement respective controls/mitigating factors to reduce the risks faced by the bank and its subsidiaries. Business Line managers report the key risks issues to RMD as and when identified/detected. RMD reviews the KRI based on the reports provided by the line managers, RMD escalates the reported KRI risk issues to Executive Risk Management Committee (ERMC) for suggestions and mitigation measures, convey those to concerned units and submit the effectiveness of the mitigation measures with consultation of concerned units to Board Risk Management Committee (BRMC) on quarterly basis.

As part of effective risk monitoring activities RMD also review few regulatory KRIs against the specific assigned threshold for each KRI.

Stress testing

Allow the Bank to estimate the potential impact on income, capital and liquidity of significant changes in market conditions, credit environment, liquidity demands, or other risk factors. The development, approval and on-going review of the Bank's stress testing programs are subject to Bangladesh Bank's updated guidelines and instructions. Stress testing report is prepared on quarterly basis and presented to the Risk Management Committee of the Board and reports the same to Bangladesh Bank. Due to the efficient management of Risk Weighted Asset (RWA), bank's risk resilience capacity in different shock level has been stable during the year 2025.

Recovery Plan

Bank takes necessary and appropriate corrective action in timely manner in the deteriorated financial and operational situation i.e., to maintain its viability, as long as the bank has not yet reached the stage of non-viability as determined by Bangladesh Bank. Five stress events are assumed, and the stress scenarios included the hypotheses of devaluation of assets, reduction in borrowing capacity, reduced profitability, and deterioration in liquidity due to systemic or idiosyncratic instabilities of domestic or external origin. Bank identified a list of credible options that a bank could adopt to restore financial strength and viability for the bank to remain as a going concern

Different Risk Measurement Methods of NCC Bank

Risk Appetite, Risk Tolerance & Risk Limit

Risk Appetite refers to the amount and type of risk an organization is willing to accept in pursuit of its business objectives; Risk Tolerance is the specific maximum risk that an organization is willing to take regarding each relevant risk and Risk Limit is the thresholds to monitor that actual risk exposure does not deviate too much from the risk target and stays within an organization's risk tolerance/risk appetite. Exceeding risk limits typically act as a trigger for management action.

Setting up the risk appetite is an exercise where Bank's risk capital is allocated effectively and risk limits are set within

the risk strategy of the Bank. Considering the importance and regulatory requirement, Risk Management Division of NCC Bank develops Risk Appetite Statement every year. The Bank had set parameter wise risk appetite by taking consideration of the Bank's historical trend, Central Bank's benchmark, International best practice and insights of senior management of the Bank.

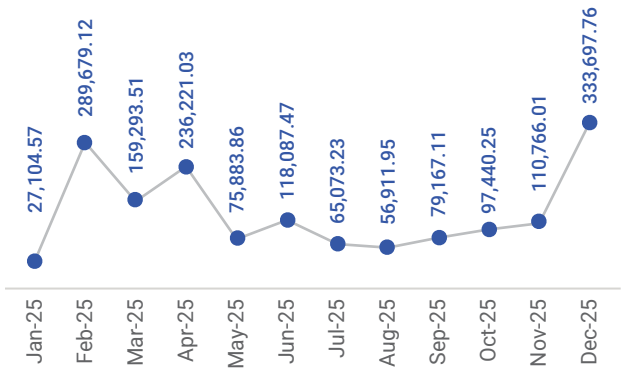
Value at Risk (VaR)

VaR is a statistical method of measuring potential loss due to market risk based on a common confidence interval and time horizon. The Bank calculates VaR daily using a 99% confidence level, and a one day holding period for its trading portfolios. This means that once in every 100 days, the trading positions are expected not to lose more than the VaR estimate. The Bank calculates general market risk VaR using historical simulation based on 12 months market data.

NCC Bank measures and monitors Foreign Exchange Risk through VaR under variance – covariance method. Value-at-Risk estimates in 2025 (Loss in domestic currency in actual value) is presented below:

Month wise (2025) Value at Risk (VaR) (at 99% confidence level)

Value at Risk (VaR) (at 99% confidence level) in BDT



Control of foreign exchange activities

a. Clear and effective segregation of duties between initiator of foreign exchange transactions and the operational units are ensured through organizational controls.

b. Procedural controls are in action to ensure the following:

   i. Compliance of Transactional record.

   ii. Settlement of Transactions in time and with accuracy.

   iii. Identification, MIS and Reporting of unauthorized dealing.

Gap Analysis

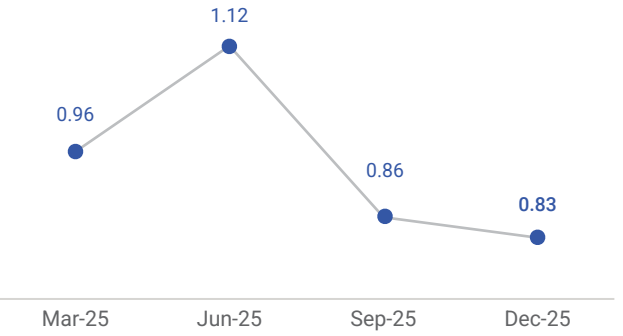
NCC Bank assesses the interest rate sensitivity of re-pricing mismatches in the Bank's non-trading operations. Interest rate sensitive assets, liabilities and off-balance sheet instruments of the Bank are assigned to define time periods based on expected re-pricing dates.

Duration Analysis

Duration GAP Analysis primarily aims to assess a bank's vulnerability to interest rate fluctuations by measuring the sensitivity of its Market Value of Equity (MVE). It evaluates how changes in interest rates affect the MVE and can be utilized to gauge the impact on the bank's equity value across various interest rate scenarios.

NCC Bank measures the relative sensitivity of the value of these instruments to changing interest rates (the average term to re-pricing) through duration analysis; and it reflects how changes in interest rates will affect the Bank's economic value, that is, the present value of equity.

Duration Gap 2025



Quarter wise changes in Market value of Equity due to an increase in interest rates in 2025:

(Amount in BDT Crore)

Quarter	1%	2%	3%
Mar-25	-295.89	-591.77	-887.66
Jun-25	-367.17	-734.34	-1101.51
Sep-25	-294.14	-588.29	-882.43
Dec-25	-297.33	-594.67	-891.99

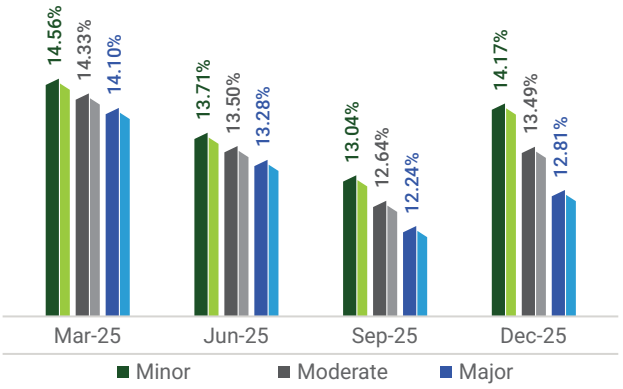
Interest rate shock

It is based on the assumption that the interest rate will change by 2 percent, 3 percent and 4 percent in minor, moderate and major levels of shock respectively, which represents the condition of the bank when interest rate

changes significantly. Capital Adequacy Ratio (CAR) of NCC Bank at the end of December Quarter, 2025 will be 14.17%, 13.49% and 12.81% in minor, moderate and major levels of shock when considering individual shock, which reflects the bank's strong resilience capacity in this aspect.

Quarter wise Interest Rate Shock 2025

in %

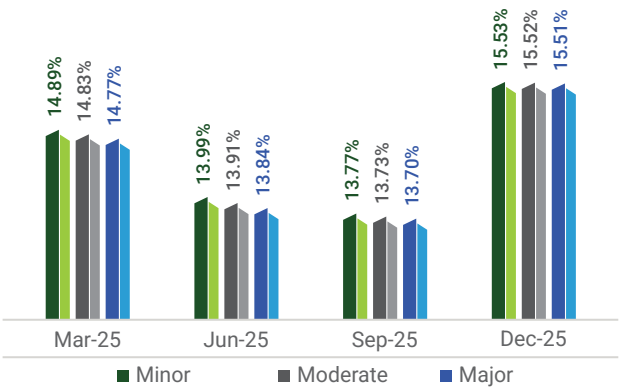


Foreign exchange shock

It is based on the assumption that exchange rate will change by 20 percent, 30 percent and 40 percent in minor, moderate and major levels of shock respectively; Significant changes in exchange rate is represented in this calculation. Capital Adequacy Ratio (CAR) of NCC Bank at the end of December Quarter, 2025 will be 15.53%, 15.52% and 15.51% in minor, moderate and major levels of shock respectively when considering individual shock.

Quarter wise Foreign Exchange Shock 2025

in %

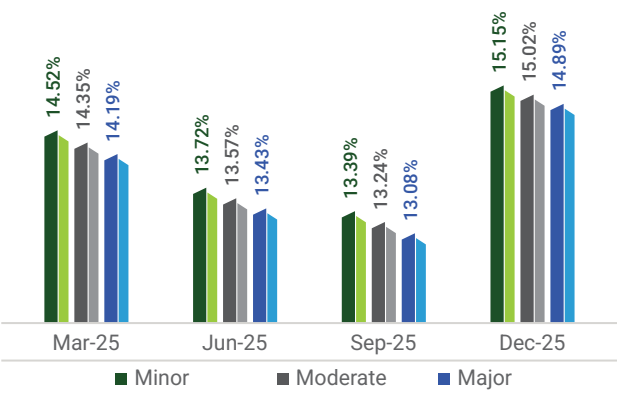


Equity shock

It is based on the assumption that share prices will change by 30 percent, 40 percent and 50 percent in minor, moderate and major levels of shock respectively; which represents the Bank's condition when market value of share falls sharply. Capital Adequacy Ratio (CAR) of NCC Bank at the end of December Quarter, 2025 will be 15.15%, 15.02% and 14.89% in minor, moderate and major levels of shock respectively when considering individual shock.

Quarter wise Equity Shock 2025

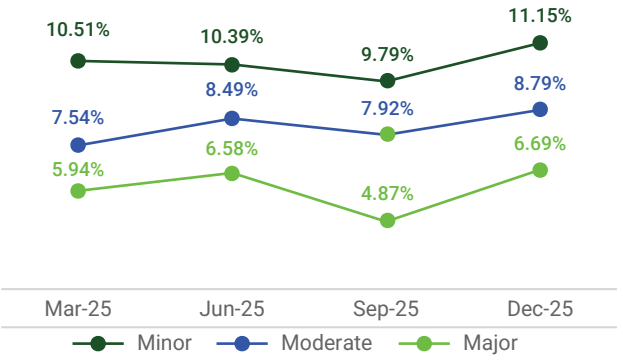
in %



Combined Shock

Stress Testing result of combination of all shock states that Capital Adequacy Ratio (CAR) of NCC Bank at the end of December Quarter, 2025 will be 11.15%, 8.79% and 6.69% in minor, moderate and major levels of shock respectively. From the results of Combined Shock Stress Testing, it is reflected that the Bank cannot absorb any levels of shock. The Bank may require additional capital and reserve for absorbing Minor, Moderate and Major levels of shock, which are very unlikely in the industry.

Quarter wise Combined Shock 2025



For absorbing different shocks under Stress Testing, NCC Bank took the following measures:

- Exposure on Large Loan and Stressed Loan customers are being monitored closely.
- Rescheduled Loans are being monitored closely in order to avoid further classification.
- Emphasize on enhancing collateral coverage against large loan exposure.
- Persuading Corporate and CMSME customers for new/renewal of ECAI's credit rating.
- Expedited focus on Pre-finance and Re-finance based CMSME business

- Consumer Loan lending through retail, women banking and cards and
- Concentrate in Islamic Banking Business.

DISCLOSURE ON RISK REPORTING OF NCC BANK PLC

Risk management report addresses the disclosure requirements of Basel III pillar 3, and materials risk that affect bank's earning, capital and shareholders' value and management action plan against the risks set out by Bangladesh Bank.

Risk Management Report of the Bank is being prepared on monthly basis considering the risk issues related to credit, market, liquidity, operational, reputational, money laundering, compliance, capital adequacy and submitted the same before management & Bangladesh Bank. Executive Risk Management Committee (ERMC) of our Bank reviews these risk papers on periodical intervals and recommend action plans to the concerned department for mitigating the identified risk issues and follow-up the implementation of previous decisions. Eleven ERMC meetings were held during the year 2025.

RISK REPORTS

Name of the Report	Frequency	Frequency Purpose
Monthly Risk Management Report (MRMR)	Monthly	Providing a comprehensive overview of the Bank's risk profile.
Comprehensive Risk Management Report (CRMR)	Half Yearly	Providing comprehensive overview of the Bank's risk profile with specific findings and recommendations to manage risk.
Internal Capital Adequacy Assessment Report (ICAAP)	Annually	Determining capital adequacy against the Bank's overall risk profile under Pillar II of Basel III.
Market Discipline	Annually	Disclosing key information of Bank's assets, risk exposures, risk assessment processes, and capital adequacy to meet the risks so that stakeholders can assess the position of the bank.
Stress Testing	Quarterly	Conducting scenario analysis under a set of exceptional, but plausible assumptions to assess the impact of capital base under different shock level.
Risk Appetite Statement	Annually	Determining the level and type of risk the Bank is able and willing to assume in its exposures and business activities, given its business objectives and obligations to stakeholders
Recovery Plan for the Bank	Annually	Five extreme stress events are assumed, and the stress scenarios included the hypotheses of devaluation of assets, reduction in borrowing capacity, reduced profitability, and deterioration in liquidity due to systemic or idiosyncratic instabilities of domestic or external origin.

Basel III Approach Adopted

Basel III, a Global Regulatory Framework for Resilient Banks and Banking Systems, is an evolution rather than a revolution for many banks. It was developed from the existing Basel II framework, and the most significant differences for banks are the introduction of a simple, transparent, non-risk based regulatory leverage ratio, enhanced minimum capital requirements and strengthen banks' transparency and disclosures instead of Crisis Management. Full, timely and consistent implementation of Basel III is fundamental to a sound and properly functioning banking system that is able to support economic recovery and growth on a sustainable basis.

Globally Basel III was introduced in 2010 as the previous version of capital standard, was felt inadequate to maintain financial stability during global financial crisis started in 2007 with the intention of gradual implementation starting from January 01, 2013 and full implementation starting from January 01, 2020. Key Features of Basel-III are:

i. Improve the banking sector's ability to absorb shocks arising from financial and economic stress;

ii. Reducing the risk of spillover from the financial sector to the real economy;

iii. Improve risk management and governance as well as strengthen banks' transparency and disclosures instead of Crisis Management.

In compliance with the 'Revised Guidelines on Risk Based Capital Adequacy (RBCA)' issued by Bangladesh Bank

in December 2014, banks in Bangladesh have formally entered into Basel III regime from January 01, 2015, which was fully implemented from January 2020. The new capital and liquidity standards have greater business implications for banks. NCC Bank has also adopted Basel III framework as part of its capital management strategy in line with the revised guidelines. These Market discipline disclosures under Basel III are made following the same guidelines in order to complement the minimum capital requirements and the supervisory review process. Establishing a transparent and disciplined financial market through providing accurate and timely information related to liquidity, solvency, performance and risk profile of a bank is another important objective of this disclosure.

Capital:

Regulatory capital base is quite different from accounting capital. As per Basel III guidelines, regulatory capital consists of Tier-1 (Common Equity Tier 1 and Additional Tier 1) and Tier 2 capital. Tier I Capital is known as going concern capital and Tier II Capital also known as gone concern capital.

- Common Equity Tier-1 (CET1) capital of NCC Bank consists of Fully Paid-up Capital, Statutory Reserve, General Reserve, Retained Earnings and Dividend Equalization Fund.
- Additional Tier 1 (AT1) Capital of NCC bank consists of Instruments issued by the Bank that meet the qualified criteria of AT1 (as specified in Annex 4 for Basel III Guidelines).
- Tier-2 capital of NCC Bank consists of general provision and subordinated debt.

Quantitative disclosures (Audited)

AMT in million BDT

Particulars	As on 31-12-2025	
	Solo	Consolidated
Common Equity Tier-1 (CET-1) Capital	29,169.52	29,209.14
Regulatory adjustments	2668.13	2669.43
Total Common Equity Tier -1 Capital	26,501.38	26,539.72
Total Admissible Additional Tier 1 Capital	5000	5000
Tier-2 Capital (after regulatory adjustment)	8,403.01	8,960.93
Total Regulatory Capital	**39,904.40**	**40,500.65**

Besides meeting regulatory capital requirement, the Bank maintains adequate capital to absorb material risks foreseen. Therefore, the Bank's Capital to Risk Weighted Assets Ratio (CRAR) remains consistently above regulatory requirements during 2025. The surplus capital maintained by NCC Bank will act as a buffer to absorb all material risks and to support future activities. To ensure the adequacy of capital to support the future activities, the bank assesses capital requirements periodically considering future business growth. The SRP team is taking active measures to identify, quantify, manage and monitor all risks to which the Bank is exposed to.

Quantitative disclosures (Audited)

AMT in million BDT

Particulars	As on 31-12-2025	
	Solo	Consolidated
Risk Weighted Asset - Credit Risk	221,897.60	220,355.30
Risk Weighted Asset - Market Risk	12,949.40	13,625.30
Risk Weighted Asset - Operational Risk	21,943.90	21,860.80
Total Risk weighted Assets	**256,790.90**	**255,841.40**
Minimum capital requirement (MCR)	25,679.09	25,584.14
Total Regulatory Capital	39,904.40	40,500.65
Capital to Risk Weighted Asset Ratio	**15.54%**	**15.83%**
Common Equity Tier-1 (CET-1) Capital Ratio	10.32%	10.37%
Tier-1 Capital Ratio (Minimum required 6%)	12.27%	12.33%
Tier-2 Capital Ratio (Maximum limit 4%)	3.27%	3.50%

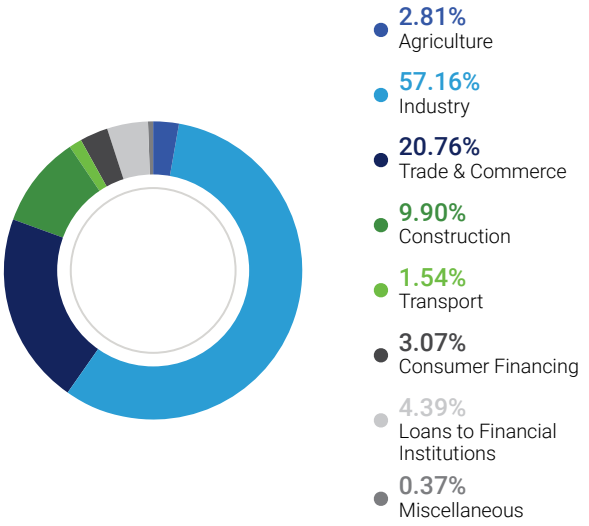
Overall Credit Portfolio disclosure

Banks are very much prone to credit risk due to its core activities i.e. lending to Corporate, Consumer, SME, another bank/FI. The main objective of credit risk management is to minimize negative impact through adopting proper mitigates and to limit credit risk exposures within an acceptable limit.

The Board of Directors (BoD) sets credit policies and delegates authority to the management for setting procedures, which together has structured the credit risk management framework in the bank. The Credit Policy Manual contains the core principles for identifying, measuring, approving, and managing credit risk in the bank and is designed to meet the organizational requirements that exist today as well as to provide flexibility for future. These policies represent the minimum standards for credit extension by the bank, and are not a substitute of experience and good judgment.

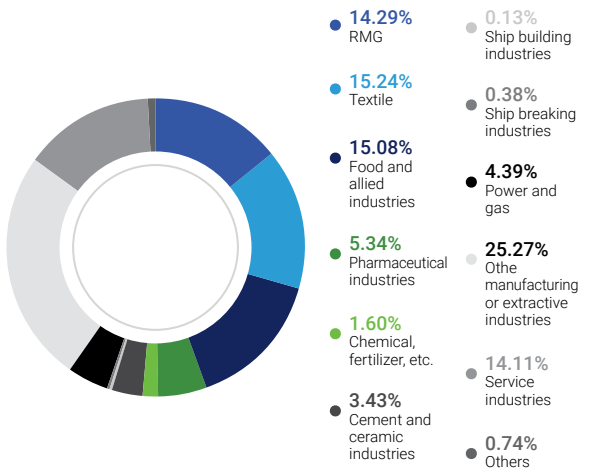
Total gross credit risk exposures (by major sectors):

% of Loan Portfolio Concentration (31.12.2025)



Total credit risk exposures (by industrial concentration):

% of Industrial Credit Portfolio (31.12.2025)



The Bank ended the year with 4.15% Non-performing loan or classified loan which was amounted to BDT 10,835.83 Million. We recovered BDT 2,271.90 Million against Classified loans of 2024 in the year 2025.

(AMT in Million BDT)

SL	Status of classifications	31.12.2024	31.12.2025	Incr/decr in %
1	Unclassified standard (Including Staff Loans)	216,053.02	239,944.46	11.06%
1	SMA	6,605.24	11918.49	80.44%
2	% of Total Loan	2.75%	4.54%	1.79%
3	SS	328.99	1,339.47	307.15%
4	DF	147.98	2,259.12	1426.64%
5	Bad and Loss	17,112.01	7,237.24	(57.71) %
6	Total CL	17,588.98	10,835.83	(38.39) %
7	Total loans and advances	240,247.24	262,698.77	9.35%
8	NPL Ratio	7.27%	4.12%	(3.15) %
9	Cash recovery against classified loans during the year	2,217.23	2,271.90	2.47%

Market Risk Management Disclosure

Market Risk encompasses the risk of adverse impacts on the value of both on and off-balance sheet positions due to changes in equity prices, interest rates, and currency exchange rates. Our aim with respect to market risk is to strike a balance between risks and return that is optimal, while also fulfilling the needs of our customers, through our policies and procedures.

The primary categories of market risk for the bank are:

- Interest rate risk
- Currency exchange rate risk
- Equity price risk

Bank has a comprehensive Treasury Trading Policy, Asset-Liability Management Policy, Investment Policy approved by the BoD to assess, monitor and manage all the above market risks. Various internal limits have been set to monitor market risk and capital requirement is assessed as per standardized approach of Basel III

Methods used to measure Market Risk: Bank applies maturity method in measuring interest rate risk in respect of securities in trading book. The capital charge for entire market risk exposure is computed under the standardized approach using the maturity method and in accordance with the guideline issued by Bangladesh Bank.

Market Risk Management System: The ALCO regularly monitors a number of ratios to manage the interest rate

risk, with key ratios such as Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), Maximum Cumulative Outflow (MCO), Liquid asset to total assets, Volatile liability dependency ratio, Snap liquidity ratio and Short term borrowing to Liquid assets ratio. Additionally, the ALCO also regularly tracks the interest rate sensitive gap and duration gap of the total portfolio.

To manage foreign exchange risk of the bank, the bank has adopted the limit set by central bank to monitor foreign exchange open positions. Foreign exchange risk is computed on the sum of net short positions or net long positions, whichever is higher.

Capital charge required for market risk on the reporting date 31-12-2025:

(AMT in Million BDT)

Particulars	As on 31-12-2025	
	Solo	Consolidated
sInterest Rate related instruments	469.82	`469.82
Equities	630.14	698.37
Foreign Exchange Position	194.98	194.98
Commodities	-	-
Total	**1,294.94**	**1,363.17**

Operational Risk Management Disclosure

The bank captures some identified risk events associated with all functional departments of the bank through standard reporting format, Departmental Control Function Check List (DCFCL), Quarterly Operation Report (QOR), Key Risk Indicator (KRI), internal audit, monitoring, and system check etc. Internal Control and Compliance Division (ICCD) is detecting 'High' Risk areas and finding mitigation of those risks. ERMC also oversees the operational risk issues. ERMC analyzes 'high' and 'moderate' risk indicators and sets responsibility for specific people to resolve the issues.

The bank applies 'Basic Indicator Approach' of Basel III as prescribed by BB in revised RBCA guidelines. Under this approach, banks have to calculate average annual gross income (GI) of last three years and multiply the result by 15% to determine required capital charge. Gross Income is the sum of 'Net Interest Income' and 'Net non-interest income' of a year or 'Total Operating Income' of the bank with some adjustments as noted below. GI shall:

Be gross of any provision (e.g. for unpaid interest),

Be gross of operating expenses, including fees paid to outsourcing service providers,

Include lost interest i.e. interest suspense on classified loans (SS, DF, BL)

Capital charge required for operation risk on the reporting date 31-12-2025:

Solo BDT 2,194.39 million and Consolidated BDT 2,260.69 million.

Liquidity Risk Management disclosure:

Liquidity risk arises from mismatch in the expected level of cash flows from maturing assets and liabilities. The intensity and sophistication of liquidity risk management system depends on the nature, size and complexity of a bank's activities. Sound methods in measuring, monitoring and controlling liquidity risk is critical to sustainability of the bank. Therefore, The Board of Directors of the bank sets policy, different liquidity ratio limits, and risk appetite for liquidity risk management. NCC Bank maintained very strong liquidity ratios all through 2025.

NCC Bank position in managing liquidity risk are as follows:

Measurement tools	Parameters	NCC Bank's position	
		31.12.2024	31.12.2025
Cash Reserve Ratio (CRR)	>4.00%	4.12%	4.09%
Statutory Liquidity Requirement (SLR)	>13.00%	26.45%	32.43%
Maximum Cumulative Outflow (MCO)	<17.00%	15.44%	15.90%
Medium Term Funding Ration (MTFR)	>1.00	0.91	0.965
Advance Deposit Ratio (ADR)	< 87.00%	82.03%	74.87%
Liquidity Coverage Ratio (LCR)	>100.00%	114.78%	122.23%
Net Stable Funding Ratio (NSFR)	>100.00%	110.66%	106.27%
Wholesale Borrowing (Fortnightly Average as % of Regulatory Capital)	≤100.00%	35.78%	23.38%

Disclosure on Risk Appetite & Risk Limit

As stated earlier, risk appetite refers to the broad types and amounts of risks that a bank is willing to undertake in implementing its business strategy. Considering the importance and regulatory requirement, Risk Management Division of NCC Bank had developed risk appetite for the year 2024 as below:

Areas	Risk Appetite	NCC Bank's position	
		2024	2025
Credit Risk			
Non-Performing Loans (NPL)	Less than 4.90%	7.27%	4.12%
Maximum funded exposure to any single obligor*	Less than 15%	13.02%	14.27%
Large Loan concentration	Less than 46%	28.42%	30.62%
Loan concentration on top 20 borrowers	Less than 22.50%	20.02%	20.30%
Off Balance Sheet exposure as percentage to Total Assets	Less than 45%	38.52%	43.23%
Market Risk			
Impact on Net Interest Income (NII) due to 2% change in interest rate	Less than Tk. 240.00 Crore	31.88	(223.88)
Value at Risk (VaR)	Less than TK 0.89 Crore	0.87	0.03
Concentration on top 10 depositors	Less than 16%	9.34%	9.06%
Capital Market exposure	Less than 25%	20.68%	24.13%
Liquidity Risk			
Advance to Deposit Ratio (ADR)	Less than 87%	82.03%	74.87%
Liquidity Coverage Ratio (LCR)	More than 110%	114.78	122.23%
Net Stale Funding Ratio (NSFR)	More than 100%	110.66%	106.27%
Maximum Cumulative Outflow (MCO)	Less than 17%	15.44%	15.90%
Operation Risk (% of last 3 years' avg operating profit)			
Internal Fraud	0.10%	0.00	0.00
External Fraud	0.10%	0.00	0.00
Employment practice & Workplace safety	0.20%	0.00	0.00
Clients, products and business practices	0.20%	0.00	0.00
Damage to physical assets	0.20%	0.00	0.00
Business disruption and system failure	0.20%	0.00	0.00
Overall operational risk	1.00%	0.00	0.00
Capital Management (Amt. in Crore Taka)			
Common equity tier 1 (CET 1) Capital		2,409.36	2650.14
Additional Tier 1 (AT 1)		500.00	500.00
Tier 2 (General Provision & Subordinated debt)		312.27	840.30
Total Capital		3,221.63	3990.44
Risk Weighted Asset		21,283,76	25,669.09
Leverage ratio	More than 3.50%	7.49%	6.70%
Common equity tier 1 (CET 1) ratio	More than 4.50%	11.32%	10.32%
Capital to Risk weighted Assets Ratio (CRAR)	More than 12.50%	15.14%	15.54%

In addition to this, there is a separate disclosure on Basel Reporting.

Involvement with
Green Certified RMG Factories of NCC Bank PLC.

Bangladesh has achieved a significant milestone with 280 numbers of LEED-certified green factories, majority of which operate within the Ready-Made Garment (RMG) sector. Of these, 118 are Platinum-rated, 143 Gold-rated, 15 Silver-rated and 4 hold standard certification. Notably, 69 of the world's top 100 LEED-certified green factories are located in Bangladesh. According to Bangladesh Garment Manufacturers and Exporters Association, nearly 550 additional garment factories are in the pipeline to obtain LEED certification from the U.S. Green Building Council, reflecting strong commitment to sustainability.

At NCC Bank PLC, Environmental, Social and Governance (ESG) considerations are integral to our operations. We have implemented the Environmental & Social Compliance Rating (ESCR) framework and prioritize engagement with highly rated customers. Furthermore, the Bank actively supports environmentally responsible investments, including green building construction, energy-efficient machinery, solar power installations and Effluent Treatment Plants (ETPs) leveraging Bangladesh Bank Refinance schemes for sustainable initiatives. Currently, a substantial number of our RMG customers of the bank are LEED-certified green factories across various categories.

LEED Certified Customers of NCC Bank PLC:

SL. N o.	Client Name	Category	Certification Date	Branch
1	Pioneer Denim Ltd.	Platinum	15-01-19	Mirpur
2	Fakir Eco Knitwears Ltd.	Platinum	21-02-24	NCC Bank Bhaban
3	Sharmin Apparels & Sharmin Fashions Ltd.	Platinum	18-12-21	NCC Bank Bhaban
4	Sharaf Apparels, Washing & Dyeing Ind. Ltd.	Platinum	10-09-22	NCC Bank Bhaban
5	Golden Stitch Design Ltd.	Platinum	24-05-21	Banani
6	S. M. Sourcing	Platinum	12-12-23	Mirpur Road
7	Big Boss Corporation Ltd.	Platinum	22-06-24	Moghbazar
8	Golden Stitch Design Ltd.	Platinum	24-05-21	Banani
9	Integra Dresses Ltd.	Platinum	22-11-23	Uttara
10	KC Jacket Wear Company Ltd.	Platinum	17-05-24	Malibagh
11	KC Bottom & Shirt Wear Company Ltd.	Platinum	18-04-24	Malibagh
12	Aptech Caswier Ltd.	Platinum	22-06-24	Moghbazar
13	Basic Shirts Ltd.	Platinum	05-07-24	Uttara
14	A.M Design Ltd.	Gold	12-12-21	NCC Bank Bhaban
15	Nippon Garment Industries Ltd.	Gold	15-08-20	NCC Islamic, Gulshan
16	Faiza Industries Ltd.	Gold	13-07-22	Banani
17	Aspire Garments Ltd.	Gold	10-07-17	Gulshan
18	Faisal Spinning Mills Ltd. (Unit-1)	Silver	20-08-25	Banani

NCC Bank PLC has the following agreement with Bangladesh Bank for availing Sustainable/ Green finance and Pre/Re-finance support to facilitate environment-friendly customers:

1. Green Transformation Fund (GTF),
2. Technological Development Fund (TDF),
3. Refinance Scheme for Environment-friendly Products/ Projects/ Initiatives- Refinance Scheme
4. Urban Building Safety Project (UBSP) (JICA funded)
5. Foreign Direct Investment Promotion Project (FDIPP)- Two Step Loan (TSL) (JICA funded)
6. Bangladesh Bank- Long Term Financing Facility (BB-LTFF)
7. CMSME Pre-Finance Scheme
8. Safety Retrofit and Environmental Upgradation Program (SREUP)*
9. Export Facilitation Pre-Finance (EFPF)

Management of **Non-Performing Loan**

The Special Asset Management Department of a bank is responsible for managing and recovering overdue loans, Non-Performing Loans (NPL), Write-off and other defaulted credit facilities. This Department plays a crucial role in maintaining the bank's financial health by ensuring that delinquent borrowers repay their dues. It is known that non-performing loans shrink the profitability of Banks. Banks do not earn interest income from the classified loans. In this regard, the NCC bank's management has formed a specialized department called the "Special Assets Management Department (SAMD)". SAMD plays a pivotal role to manage and overlook the bank's Non-Performing Loan (NPL) or distressed loans.

In the year of 2024, Bangladesh Bank has published a circular for establishing a specialized write-off recovery unit within the bank. In the guideline, NCC Bank has already formed a write-off recovery unit with experienced professionals under direct supervision of Managing Director and headed by Additional Managing Director & CRO. By working on these loans, SAMD helps improve the overall quality of the bank's assets & ensure financial stability.

This strategy has so far brought good recovery results for the Bank. In 2025, the total amount of cash recovered from existing NPL and Written-Off loans for BDT 280.71 Crore & BDT 51.94 Crore respectively. Besides, we have regularized a good amount of NPL through rescheduling.

The Special Asset Management Department works with the ultimate objective of maintaining the asset quality, which turns into a positive rating in the financial industry.

Amount in Crore

NPL Recovery Summary of year wise												
2022			2023			2024			2025			
NPL Amt	Achievement	NPL%	NPL Amt	Achievement	NPL%	NPL Amt	Achievement	NPL%	NPL Amt	Achievement	NPL%	
668	93.83	6.85%	866.54	160.44	5.66%	1,435.87	221.72	7.32%	1,758.89	280.71	4.12% [1083.58]	
WO Amt	Achievement		WO Amt	Achievement		WO Amt	Achievement		WO Amt	Achievement		
10	20.33		105	31.84		240.00	31.23		1,346.00	51.94		

The rising NPL rate is not only a challenge for the banking sector but also a significant obstacle to the overall economic system. Addressing this issue requires integrated efforts. Effective government policies, strict oversight by the central bank, and transparent management within banks are essential to improving the NPL situation. Failure to control NPLs could jeopardize the country's financial stability and investment climate, ultimately leading to long-term adverse effects on the economy.

এনসিসি ব্যাংক
আপনার সাথেই সবসময়

এনসিসি ইসলামিক

বিশ্বাসের সাথে লেনদেন হোক নিশ্চিন্তে



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স্থানীয় এবং বিদেশী কলের জন্য

www.nccbank.com.bd

Director's Report

Bismillahir Rahmanir Rahim

Dear Shareholders,

Assalamualaikum,

On behalf of the Board of Directors of National Credit and Commerce Bank PLC, I am profoundly honored to extend a cordial welcome to all of you to the 41st Annual General Meeting (AGM) of the Company.

It is my pleasure to present the Bank's Annual Report for 2025, which includes the Directors' Report, the Auditor's Report, and the Audited Financial Statements for the year ended December 31, 2025. These documents are submitted for your review, consideration, and approval at this Annual General Meeting.

This report also offers key insights to the global and domestic economic conditions that prevailed during the year which affected the business performance of the bank and provides a glimpse of the future economic outlook.

Global Economy

The global economy demonstrated resilience in 2025 amid persistent geopolitical tensions, elevated interest rates, and moderating inflationary pressures. While growth remained steady across major economies, divergent monetary policies and supply-side adjustments shaped financial conditions worldwide. Emerging markets, navigated external vulnerabilities with prudent macroeconomic management and strengthened financial sector stability.

The ongoing conflict involving the United States and Iran started in early part of 2026 poses significant risks to the global economic outlook. Escalating tensions in the Middle East have disrupted energy markets, leading to higher oil and gas prices and increased volatility in global financial markets. As a substantial share of global energy supply transits through the Strait of Hormuz, any disruption could intensify inflationary pressures and weaken global growth. Sustained energy price shocks may reduce global GDP growth and raise inflation, particularly in energy-importing economies.

The global economy is projected to remain broadly resilient over the medium term, with growth expected from estimated 3.3 percent in 2025 to 3.3 percent in 2026 and 3.2 percent in 2027 based on International Monetary Fund's (IMF) World Economic Outlook report.

Real GDP Growth (Percentage Change)

Particulars	2025 (E)	2026 (P)	2027 (P)
World Output	3.3	3.3	3.2
Advanced Economies	1.7	1.8	1.7
United States	2.1	2.4	2.0
Euro Area	1.4	1.3	1.4
Emerging Market and Developing Economies	4.4	4.2	4.1
China	5.0	4.5	4.0
India	7.3	6.4	6.4
Middle East and Central Asia	3.7	3.9	4.0

Source: IMF, World Economic Outlook Update, January 2026

The United States recorded stronger growth of 2.1% in 2025, supported by increased investment in technology and higher expenditure, which contributed approximately 0.3 percentage points to average annualized GDP growth during the first three quarters of 2025, partially offsetting the impact of the federal government shutdown in the final quarter of the year.

China's economic growth slowed to 5%, reflecting subdued domestic demand, particularly in the housing sector, though this was partly mitigated by resilient export performance.

Within the European Union growth was 1.4%, reflecting subdued industrial production and weaker external demand. Meanwhile, Japan experienced modest growth

of around 1.0%, supported by domestic demand and gradual wage adjustments.

Emerging markets and developing economies continued to outpace advanced economies, expanding by approximately 4.4%. India remained among the fastest-growing major economies, with growth estimated at 7.3%, driven by strong domestic consumption and capital expenditure.

Recently, the United States has implemented broad and differentiated tariff measures on imported goods — extending beyond traditional industries to include a wide range of manufactured products from major trading partners. These tariff actions represent one of the most significant shifts in U.S. trade policy in decades, with meaningful global repercussions.

Broad tariff increases on imports from China and other major partners are estimated to lower global real GDP by up to 1.0% in the long run under a wide tariff scenario, with the most severe effects seen in the largest economies, including the U.S. and China themselves.

This steady performance masks the balancing of divergent forces. Headwinds from shifting trade policies and persistent uncertainty are being offset by strong investment in advanced technologies, particularly artificial intelligence (AI), alongside supportive fiscal and monetary policies and generally accommodative financial conditions. Technology-related investment has been especially robust in North America and parts of Asia.

Global headline inflation is projected to decline from 4.1 percent in 2025 to 3.8 percent in 2026 and 3.4 percent in 2027, broadly consistent with previous projections. While inflation is easing globally, it is expected to return to target more gradually in the United States than in other major economies.

A significant feature of the 2025 global economic landscape was the recalibration of trade policy by the United States. The U.S. administration maintained and, in selected sectors, expanded tariff measures on strategic imports, particularly in areas such as electric vehicles, advanced technology components, steel, and clean energy equipment. Tariff rates on certain categories of imports from specific trading partners were increased substantially, in some cases exceeding 25%–50%, as part of broader efforts to safeguard domestic industries and strengthen supply chain resilience.

These tariff decisions had multifaceted implications. While supporting domestic manufacturing and encouraging nearshoring, they contributed to elevated input costs in certain global supply chains. Trading partners responded through policy adjustments, diversification strategies, and, in limited cases, reciprocal measures. As a result, global trade growth, while positive at approximately 3%–3.5%, remained below historical averages.

The global outlook remains cautiously constructive, with growth projected to remain near 3% in the medium term. However, risks persist, including renewed trade tensions, commodity price volatility, financial market corrections, and climate-related disruptions.

Bangladesh Economy

The Bangladesh economy in 2025 experienced a phase of macroeconomic adjustment following a period of sustained high growth, reflecting both domestic structural challenges and external global pressures. After averaging over 6% to 7% growth in the pre-pandemic and immediate post-pandemic years, economic expansion moderated significantly due to tightening financial conditions, persistent inflationary pressures, exchange rate volatility, and weakening domestic demand. With significant headwinds in 2025, the economy was characterized by slowing GDP growth, persistently high inflation, a severe non-performing loan (NPL) crisis, currency depreciation, and ongoing external sector pressures. Despite these, based on IMF data, the country achieved a GDP growth of 3.5% in FY 2025.

The high tariff imposed by the US on Bangladeshi goods threatened its RMG export sector. Simultaneously, the US-Iran conflict spiking oil prices adding pressure on import bills. While remittances surged temporarily, GCC labor demand risks remain. These shocks exposed structural vulnerabilities: export concentration, energy dependence, and the urgent need for diversification and banking reforms to ensure long-term resilience.

Despite these headwinds, the economy demonstrated resilience supported by export performance, remittance inflows, and policy interventions under multilateral support programs.

GDP Growth: Subdued Growth Attributable to Political Transition

According to IMF data, Bangladesh's real GDP growth for FY2025 is estimated at 3.5%, a substantial deceleration from the 4.2% growth recorded in FY2024. The services sector, the biggest contributor to GDP, expanded by 4.35 percent in the last fiscal year, slower than the 5.09 percent recorded in FY2024. The slowdown reflects weak business confidence, declining equity-related foreign direct investment, lingering political uncertainty following the transition, and the impact of tight monetary policies implemented to curb inflation.

Looking ahead, GDP growth is projected to recover gradually to around 4.7% in FY2026, driven by improved macroeconomic stability, easing inflation, and a rebound

in private sector activity. By FY2027, growth is expected to be approximately 4.3%, contingent upon continued reform implementation, improved investor confidence, and favorable external conditions.

External Debt: Shifting Gear from Foreign to Local Fund

Bangladesh's external debt management strategy underwent a significant shift in 2025, with the government pivoting toward domestic financing to reduce reliance on costly foreign funds. This strategic reorientation is driven by rising costs of external borrowing and the anticipated reduction in concessional financing following Bangladesh's graduation from Least Developed Country (LDC) status in November 2026.

Net external borrowings declined to an estimated Tk 1.09 trillion in FY25 and are projected to further decrease to Tk 1.01 trillion in FY26, Tk 975 billion in FY27, and Tk 950 billion in FY28. This reduction reflects a deliberate policy choice to manage risks associated with interest-rate volatility and foreign-exchange exposure.

USD-BDT Exchange Rate: Strong Remittance Inflow Causes Relatively Modest Depreciation

The Bangladeshi Taka experienced depreciation pressures in 2025, though stabilization was achieved in the latter part of the year following the shift to a market-driven exchange rate regime. The USD/BDT exchange rate closed 2025 at 122.20. Over the 12 months to December 2025, the currency depreciated by 2.69%, a relatively modest decline due to strong remittance inflow compared to the more dramatic depreciations witnessed in previous years. The central bank adopted a more flexible exchange rate regime, gradually reducing administrative controls and allowing market-based adjustments to restore external balance.

Looking forward, the exchange rate is expected to stabilize gradually in 2026 and 2027, supported by improved remittance inflows, export growth, and external financing. However, a modest depreciation bias may persist, reflecting underlying structural pressures and the need to maintain export competitiveness.

Inflation: Inflation Remained High

Inflation remained a central macroeconomic challenge in 2025, with average consumer price inflation rising to 10% in FY2025, significantly above the historical norm of 5–6%. Food inflation played a dominant role, reflecting supply chain disruptions, import cost escalation, and exchange rate depreciation. Non-food inflation also remained elevated due to increased energy prices, transportation costs, and pass-through effects from currency depreciation.

Based on IMF data, Inflation is projected to be 9.2% in FY2026 and, subject to improved supply conditions, stabilization of the exchange rate, and tighter monetary management. By FY2027, inflation is expected to decline further toward 6%, although risks remain from global commodity price volatility and domestic supply-side constraints.

Capital Market: Structural Issues Keep Market Volatile

Bangladesh's capital market continued to underperform significantly in 2025, even as regional peers rallied. The DSEX (Dhaka Stock Exchange Broad Index) remained near multi-year lows, with valuations deeply compressed and foreign participation declining sharply.

In 2025, the Dhaka Stock Exchange's benchmark index, DSEX, declined by approximately 6.73%, falling from 5,216 at the start of the year to 4,865 at year-end.

This underperformance is structural rather than cyclical. There are several root causes: a prolonged IPO drought, the dominance of bank financing in the economy, elevated fixed-income yields that compete with equities, and an underdeveloped institutional investor base. These weaknesses reinforce a cycle of low liquidity and weak participation.

Foreign Aid: Although Declined the Situation Likely to Improve in 2026

Between FY2024 and FY2025, Bangladesh's foreign aid declined significantly. Total commitments fell 22.5% from USD 10.74 to USD 8.32 billion, and disbursements dropped 16.6% from USD 10.28 billion to USD 8.57 billion. Grants more than halved to USD 0.38 billion, while debt repayments surged 21.4% to USD 4.09 billion, reducing net aid inflow by over 50% year-on-year. Multilaterals donors provided continuity, but a "wait-and-see" posture persists amidst political situation prevailing in the country and ahead of election scheduled in 2026. The situation is likely to improve after the election.

Revenue Collection: Sluggish Growth Amid Political Transition

Bangladesh's revenue collection between FY2024 and FY2025, weakened significantly. NBR collections grew only 2.23% to Tk 370,874 crore in FY2025 amid political transition. This compares unfavorably to 15% growth in FY2024. The revenue-to-GDP ratio fell to a five-year low of 7.69% from above 8% previously, while the tax-GDP ratio declined to 6.7%

Banking Sector

The year 2025 presented an exceptionally challenging period for Bangladesh's banking sector, characterized by severe asset quality deterioration, capital erosion, and systemic fragility. Despite pockets of liquidity improvement and digital adoption, the sector confronted a

crisis of confidence that exposed deep-rooted governance weaknesses accumulated over preceding years.

Rising defaults severely undermined banks' capital adequacy. The Capital to Risk-Weighted Assets Ratio (CRAR) plummeted to a record low of 1.56% in September 2025 for all banks combined, far below the regulatory minimum of 10% under Basel III requirements. This deterioration reflected combined stress from mounting loan defaults and weak capital injections from shareholders.

Non-Performing Loans (NPLs): Dramatic Increase in 2025

The most alarming development was the unprecedented surge in non-performing loans (NPLs). Defaulted loans reached BDT 5.45 trillion in December 2025 in the banking sector which is 31% of the total loan portfolio. The sharp increase partly reflected stricter loan classification rules introduced in April 2025, aligning with international standards, which brought previously unrecognized bad loans onto schedules banks' balance sheets. State-owned banks bore the heaviest burden, holding 45% of defaulted loans.

The situation deteriorated dramatically over the course of 2025. At the end of December 2024, total defaulted loans were approximately BDT 3.46 trillion. Within nine months, the figure nearly doubled, reflecting both genuine deterioration in asset quality and the central bank's efforts to reveal previously "hidden" defaults.

Domestic Credit: Sluggish Private Sector Credit Growth

Tight monetary policy aimed at curbing inflation significantly slowed both deposit and credit growth. Private sector credit growth contracted to 6.10% in December 2025 from 7.28% a year earlier, while deposit growth dropped to 7.44% in December 2025 from 11.55%. However, liquidity conditions improved during the third quarter, with total liquidity rising from BDT 4 trillion in June to BDT 5.45 trillion in September, driven by cautious lending and increased holdings of government securities.

Reserve Money

As of December 31, 2025, Bangladesh's reserve money (monetary aggregate M0) stood at BDT 3.05 trillion, a notable decrease from BDT 3.99 trillion recorded in December 2024. This represents a year-on-year decline of approximately 23.6%, or BDT 942 billion.

The significant reduction reflects the Bangladesh Bank's strategic policy shift toward tighter monetary control following the political transition in August 2024. The central bank ceased "money printing" practices that had previously inflated the monetary base and implemented a more disciplined liquidity management framework.

The December 2025 figure remains below the all-time high of BDT 4.14 trillion recorded in June 2024. This moderation aligns with broader macroeconomic stabilization efforts, including successful inflation containment—food inflation dropped from 14% to 7.36% in November 2025—and improved foreign exchange reserves, which surged to USD 33.18 billion (gross) by December 2025.

Liquidity Situa tion: Liquidity Strains Owing to NPL and Domestic Borrowing

In 2025, Bangladesh's banking sector experienced a paradoxical liquidity situation, characterized by a buildup of idle funds amidst weak credit demand. Excess liquidity in the banking system surged to BDT 3.06 trillion in August 2025, a 75% increase from the previous year. This accumulation was driven by a rebound in deposit growth to 10.01% and significant central bank liquidity injections, including Tk 12 trillion in the second half of FY25.

The banking sector is experiencing significant liquidity strains, directly linked to the NPL crisis. As banks allocate higher provisions against bad loans, their lendable funds shrink, triggering a liquidity squeeze.

The government's increasing reliance on domestic borrowing—particularly from the banking system—exacerbates liquidity pressures. Bank borrowings are projected to rise sharply to Tk 1.04 trillion in FY26, Tk 1.34 trillion in FY27, and Tk 1.63 trillion in FY28. This rising dependence on domestic borrowing could crowd out private-sector credits and inflate domestic interest rates.

Agricultural Credit and Non-Farm Rural Credit

In FY2024-25, total agricultural and non-farm rural credit disbursement reached BDT 37.33 billion, a marginal 0.47% increase compared to BDT 37.15 billion in FY2023-24. While the full-year figures show modest growth, the performance was uneven across the fiscal year.

During the July-March period of FY25, agricultural credit disbursement stood at BDT 24.86 billion, a decline from the same period in FY24. The decline was most pronounced in the first half of FY25, with farm credit falling over 14% during July-November 2025 due to higher interest rates (12-15%) and political uncertainty following the August 2024 transition.

Non-farm rural credit experienced a sharper contraction, declining by 23.54% during July-April FY25 compared to the same period in FY24. This broader rural credit slowdown raised concerns about rural employment generation and poverty alleviation efforts.

Recovery performance showed relative strength, with agricultural credit recovery increasing by 8% during July-March FY25 to BDT 27.44 billion. The Bangladesh Bank set a disbursement target of BDT 38 billion for FY25, achieving approximately 98% of this goal.

Industrial Term Loan Disbursement

Industrial term loan disbursements demonstrated resilience in FY25, registering a 9.5% year-on-year increase. Banks disbursed BDT 97 billion in FY25, up from BDT 89 billion in FY24. This growth was attributed to a relative improvement in the business environment following the political transition in August 2024, coupled with a stable dollar exchange rate maintained at approximately Tk 123 per dollar for over six months. Import LC openings, a leading indicator of industrial investment, surged to USD 69 billion in FY25.

CMSME Loan Disbursement

In stark contrast to industrial loans, the Cottage, Micro, Small, and Medium Enterprise (CMSME) sector experienced a severe credit crunch throughout FY25. In the July-September 2025 quarter, CMSME loan disbursements fell by 16% year-on-year to BDT 44 billion from Tk 53 billion in the corresponding period of FY24. This decline was primarily driven by political turmoil during July-August 2024, which disrupted business confidence and investment activities across the CMSME sector

Export: Performance Remained Resilient

Bangladesh's export sector, dominated by readymade garments (RMG), faced significant headwinds in 2025. Global demand softening, US tariff pressures, and supply chain disruptions affected export earnings. The IMF has noted that higher US trade tariffs are expected to constrain growth. However, export growth remained resilient at 13% in 2025.

The government's Medium-term Macroeconomic Policy Statement projects export growth to remain moderate, with the current account benefiting from the narrowing trade deficit due to import compression rather than robust export expansion. Exports are projected to grow steadily in 2026 and 2027, supported by global economic recovery and improved competitiveness. Structural reforms aimed at diversification, value addition, and trade facilitation will be critical to sustaining long-term export growth.

Import: Modest Recovery

In 2025, Bangladesh's import sector demonstrated a modest recovery, with total import settlements reaching USD 71.14 billion in Fiscal Year 2025, representing a 7.0% year-on-year growth from USD 66.07 billion in FY2024. The opening of fresh letters of credit (LCs) increased to USD 70.72 billion during the same period. Key drivers included improved dollar liquidity and foreign exchange stability.

Notably, capital machinery LCs surged by 22.87% to USD 471.6 million in Q1 FY26, signaling renewed industrial investment. However, challenges persisted, including a significant 79% year-on-year surge in rice imports in early FY26 driven by food security concerns, alongside near-doubling of crude petroleum imports amid declining domestic gas supplies

Remittance Inflows: Significant Recovery and Strong Growth

Remittance inflows showed significant recovery in 2025, supported by the shift to a market-driven exchange rate that reduced incentives for informal channels. The recovery in remittances has been a key factor supporting the stabilization of foreign exchange reserves and the Taka exchange rate.

In 2025 (calendar year), Bangladesh received a record USD 33 billion in remittances, a 22% increase compared to USD 27 billion in 2024.

The government projects GNI to exceed GDP, with the differential largely attributable to remittance income earned by Bangladeshi workers abroad. This reflects the continued importance of remittances as a stable source of foreign currency and a critical support for the external account. Remittance inflows are expected to remain strong, supported by the formalization of channels through exchange rate reform and continued demand for Bangladeshi labor in key destination markets including the Middle East, Southeast Asia, and Europe.

However, risks include potential disruptions in host economies, regulatory changes in destination countries, and competition from other labor-exporting countries. The government's focus on skills development and market diversification for overseas employment will be important for sustaining remittance growth.

The banking sector experienced a crisis situation in the year 2025 with regard to high NPL level, low capital adequacy and low depositors' confidence. In response to this Bangladesh Bank implemented decisive measures. The central bank merged five struggling Islamic banks—First Security Islami Bank, Union Bank, Global Islami Bank, Social Islami Bank, and EXIM Bank—into a new state-backed entity, Sammilito Islami Bank.

While some stability indicators showed cautious improvement by year-end, the banking sector remains the economy's most fragile pillar. Restoring depositor confidence, curbing loan defaults, and ensuring effective governance reforms remain paramount challenges for 2026 and beyond.

Performance of the Bank

A Landmark Achievement: Recognition Among the Top 10 Sustainable Banks

NCC Bank has been recognized as one of the Top 10 Sustainable Banks in Bangladesh in the Sustainability Rating 2024 by Bangladesh Bank. On August 20, 2025 the Governor of Bangladesh Bank formally handed over the Certificate of Excellence and Crest to NCC Bank in recognition of this achievement. This distinction underscores the Bank's strong commitment to environmental, social, and governance (ESG) principles.

The Bank received a Certificate of Excellence and Crest from the Governor of Bangladesh Bank, reflecting its balanced performance across all sustainability parameters. NCC Bank has demonstrated excellence in sustainable finance by supporting high-impact sectors such as CMSMEs and sustainable agriculture, while ensuring robust environmental and social risk management.

Internally the Bank promotes gender equality, green practices, and digital transformation, supported by transparent climate disclosures and strong governance. Its financial resilience remains solid, with sound asset quality, capital adequacy, and liquidity.

Through inclusive CSR initiatives, expanded banking access, and active participation in green refinance schemes, NCC Bank continues to advance environmentally responsible and socially inclusive banking practices.

The Capital and Other Reserves

On December 31, 2025, the Authorized and Paid-up Capital of the Bank as was BDT 20,000 million and BDT 11,104 million respectively; and Statutory Reserve stood at BDT 11,104 million only as on date.

Operational Profit

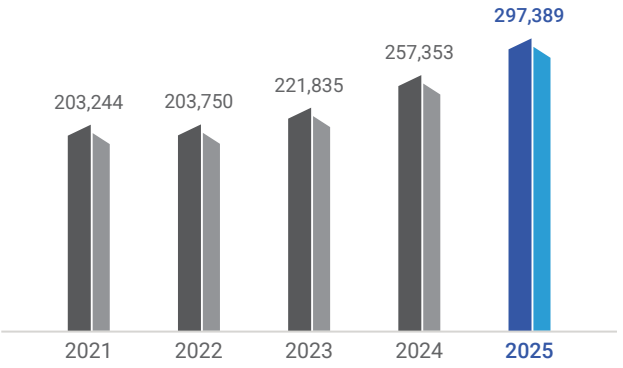
At end of the year as on the 31st December 2025, the Operational Profit of the Bank stood at BDT 13,074 million.

Deposits

Scheduled banks in the country have persistently sought cost-effective funding sources, with many of them recalibrating their focus toward low-cost Current and Savings Accounts (CASA) amid a sluggish investment climate and reduced private sector credit demand in 2025. As a prudent scheduled bank operating within this environment, NCC Bank has responded by offering a comprehensive range of both conventional and Islamic financial products and services. The bank has simultaneously prioritized digital transformation and financial inclusion to meet evolving customer needs, launching targeted solutions to effectively meet the diverse needs of its customers.

As of the end of the reporting year, the Bank's total deposits stood at BDT 297,389 million, compared to BDT 257,353 million in the previous year. The deposit trends over the past five years are shown in the below chart for reference.

Deposit in BDT Million



Loans and Advances:

To pursue profitable investment avenues and to secure target profit margins at fiscal year-end banks and financial institutions adopt tailored credit strategies for projects and schemes anticipated to yield timely returns. NCC Bank, in alignment with its Board-approved Credit Policy—which incorporates directives issued periodically by Bangladesh Bank—extends credit to viable investors across diverse sectors. Pursuant to this policy, loan proposals submitted through bank branches undergo rigorous evaluation by specialized departments responsible for corporate clients, CMSMEs, and retail borrowers, with assessments based on each proposal's individual merits and risk profile. Following this thorough analysis, proposals that demonstrate sound merit and financial viability are selected and escalated to the relevant approval authority for a final decision. Furthermore, the Bank has put in place dedicated mechanisms to govern the selection and ongoing monitoring of loan proposals and portfolios, as outlined below:

Head Office Credit Committee: The Bank maintains a Head Office Credit Committee, which convenes at least once per week to evaluate the justification and viability of loan proposals.

PIF Monitoring Cell: To ensure effective Post-Import Finance (PIF) monitoring, the Bank has a dedicated PIF Monitoring Cell.

Large Loan Monitoring Committee: A Large Loan Monitoring Committee has been in operation to oversee the proper monitoring, supervision, and regulatory reporting of large loan exposures.

Proposal Tracking System (Loan Tracker): A Loan Tracker system has been implemented to track

proposals throughout the approval process. This system is designed to reduce turnaround time at each stage, thereby shortening the overall proposal disposal period.

Islamic Banking Committee: A specialized committee has been formed to facilitate investment and financing activities in compliance with Islamic Shariah principles.

Project Monitoring Cell: A dedicated project appraisal and monitoring team has been established to ensure continuous oversight of existing and future construction-related project finance, house building finance, and government, non-government, or autonomous work order financing. This team plays a critical role in safeguarding project quality and timely execution.

Credit Monitoring Division (CMD): The Bank operates a separate Credit Monitoring Division (CMD), a specialized unit responsible for meticulously tracking loan portfolio health and identifying potential stress points. Its primary focus is on mitigating non-performing loan (NPL) risks.

Cash Incentive Unit: This unit was formed to centralize the processing of cash incentive claims. The unified system has minimized processing time for cash incentive disbursement while ensuring full compliance with banking regulations.

Green Financing Initiatives: As part of its Sustainable and Green Finance agenda, the Bank has introduced several green refinance schemes, including SREUP, GTF, TDF, PSC, EFPF, STEF, and ECC products, to accelerate sustainable export finance. Continuous promotion of pre-finance and refinance facilities is being conducted through training programs for branch-level RMG and export officials.

In addition, the Bank regularly arranges training sessions, workshops, seminars, and symposiums for its executives and officers to enhance their credit knowledge and professional capabilities.

At the end of the year, the total volume of loans and advances stood at BDT 262,699 million, reflecting an increase of 9.35% over the previous year's figure.

Strategic Initiatives Taken for Centralization Process of Key Divisions

The Bank has undertaken strategic initiatives to centralize key operational functions, including the Credit Administration Department, NCCB International Trade Services (NITS), Corporate Banking, and the Centralized Unit for General Banking (CUGB). These efforts are expected to streamline processes and significantly enhance overall service quality.

Through centralization, customers will benefit from faster turnaround times, improved accuracy, and a more consistent service experience. Internally, the Bank stands to gain from optimized resource utilization and reduced operational costs through the elimination of redundancies.

Moreover, standardized workflows will minimize manual errors, enhance efficiency, and accelerate processing timelines. Centralized oversight will further strengthen risk management and regulatory compliance by enabling more effective monitoring, timely identification of irregularities, and consistent enforcement of policies.

Additionally, centralization will improve data integrity and accessibility, providing a unified, real-time view of customer and operational information. This will support more informed decision-making and contribute to stronger strategic outcomes for the Bank.

Corporate Banking Business

Corporate Banking is a core strategic pillar of NCC Bank, significantly contributing to its asset base, deposits, trade finance, and income diversification. In 2022, the Bank established a dedicated Corporate Banking Division to centralize oversight, enhance relationship management, and align growth with risk appetite and regulatory frameworks. The Division has since embedded structured policies and assigned dedicated Relationship Managers to key clients. To enhance non-funded income, the Bank strengthened Transaction Banking and established specialized units, including an RMG unit. Despite a challenging 2025 environment, the corporate loan portfolio grew by 16.96%, constituting 78.68% of total loans. Export growth reached 32.27%, supporting income diversification and foreign exchange liquidity. The Division maintains a selective approach, prioritizing prime-rated borrowers and portfolio quality.

CMSME Business

NCC Bank remains committed to bridging institutional banking with the CMSME sector. Once deemed non-creditworthy, these enterprises are now central to the Bank's growth strategy. Inspired by its founding principles, NCCB has pioneered specialized loan products that integrate grassroots entrepreneurs into formal banking, transforming informal operations into sustainable enterprises. In 2025, the Bank reaffirmed its CMSME leadership through tailored financial solutions and digital innovation. By combining strategic support with expert guidance, NCCB continues to strengthen Bangladesh's entrepreneurial ecosystem, ensuring that CMSMEs—the backbone of the national economy—drive inclusive development, employment, and sustainable growth.

Retail Banking Business

In 2025, Retail Banking remained a core pillar of the Banks' balance sheet strength, liquidity stability, and

financial inclusion mandate. Operating within a cautious credit environment, the Division adopted a disciplined, risk-calibrated growth strategy. Retail deposits grew from BDT 13,625 crore to BDT 15,054 crore, driven by structured campaigns, digital onboarding, and relationship deepening initiatives. The retail loan portfolio increased to BDT 880 crore, up from BDT 808 crore. Notably, the NPL ratio improved by 3.80%, reflecting strengthened early-warning mechanisms, focused recovery drives, and enhanced underwriting discipline. The Bank introduced the "Freelancer" deposit product and strengthened the Remittance Beneficiary Loan under the Unsecured Personal Loan segment to promote inclusive finance.

A Loan Management System (LMS) was deployed nationwide, replacing manual processes and improving turnaround time, portfolio visibility, and compliance monitoring. Retail Banking will prioritize low-cost deposit growth, risk-sensitive asset expansion, recovery optimization, and digitally enabled governance, ensuring long-term profitability and sustainable institutional growth.

NCC Islamic (Islamic Banking)

In 2025, NCC Bank significantly advanced its Islamic Banking operations. The Bank opened 32 Islamic Banking Windows across various branches and launched three full-fledged Islamic Banking Branches in Muradpur, Thakurgaon, and Feni. These expansions enhanced service delivery and nationwide accessibility to Shariah-compliant solutions.

A landmark decision was made in June 2025, when the Board of Directors approved in principle the conversion of conventional operations into a full-fledged Islamic Bank, reflecting the Bank's long-term vision to operate entirely under Shariah principles.

To further strengthen performance, the Bank recognizes the need for enhanced human capital development through structured training, research, and innovation, ensuring skilled professionals to address evolving Shariah compliance.

NCC Islamic Banking aims for sustainable growth by expanding Islamic windows in conventional branches, gradually converting branches, introducing innovative products, opening new full-fledged branches, organizing professional training, ensuring superior service, and maintaining strict Shariah compliance.

Under the Board's prudent guidance, the Bank is well-positioned to achieve significant milestones. Islamic banking continues to be a forward-looking model rooted in justice, transparency, and shared prosperity. With continued support from customers, regulators, stakeholders, and shareholders, NCC Islamic Banking remains committed to ethical finance and national economic development.

Dupont Analysis

DuPont analysis is an approach to decomposing return on equity for better understanding about which factor contributed to the ROE most and which factor caused the ROE to move. For broader analysis, we used 5 factors model that covers net profit margin, total asset turnover and financial leverage. Net profit margin is further broken down to operating profit margin, effect of non-operating items and tax effects.

DuPont	2024	2025
Return on equity (ROE) (%)	16.79%	17.05%
Return on assets (ROA) (%)	1.31%	1.30%
Net profit margin (%)	12.64%	12.12%
Total asset turnover	0.104	0.107
Financial leverage	11.958	12.223
Operating profit margin (%)	32.07%	32.59%
Effect of non-operating items	0.456	0.452
Tax effect	0.865	0.823

The higher the value of all components of DuPont analysis, the higher the positive impact on Return on Equity. Net profit margin consists of three important components namely operating profit margin, effects on non-operating items and tax effects as mentioned in second level break down. Operating profit margin of Y-2025 increased to 32.59% (Y-2024 : 32.07%).

Effects on non-operating items decreased to 0.452 (Y-2024 : 0.456). Moreover, Tax effect decreased to 0.823 (Y-2024 : 0.865). The combined effects of these three components (increase of operating profit margin, decrease of effect of non-operating items and decrease of tax effect) resulted in decrease of net profit margin to 12.12% (Y-2024 : 12.64%).

Efficiency of utilization of assets as implied by average total assets turnover which was higher than previous year. NCCBL's financial leverage increased to 12.223 from last year's 11.958 that resulted increase in return on equity.

PESTEL Analysis



Effect

In 2025, Bangladesh has experienced a fluid political environment, marked by governance restructuring, policy reforms, and institutional transitions. The formation of reform bodies and the shift in political power created uncertainty but also opened space for structural reforms. This instability affected investor confidence and slowed decision-making in economic policy.

Political influence in lending practices and governance has historically weakened financial discipline, leading to issues such as non-performing loans and mismanagement. In response, regulatory authorities initiated reforms such as restructuring bank boards, strengthening supervision, and introducing stricter compliance frameworks

Our area of emphasis

- Strong focus on corporate governance, regulatory compliance and transparency
- Ensure compliance with Bangladesh Bank's sustainability and governance frameworks, which is reflected in its recognition as one of the top sustainable banks in the country.
- Focusing on risk-based lending and internal audit systems to reduce political interference and restore credibility.
- Align with policy changes during political transition



Effect

Economically, Bangladesh in 2025 has faced moderate growth with significant challenges, including high inflation (above 10%), reduced investment, and slower GDP growth projections (around 3–5%).

These things directly pressure the banking sector. High inflation reduces real savings, while tighter liquidity conditions constrain lending capacity. Additionally, increased government borrowing crowds out private sector credit.

Our area of emphasis

- Expanding SME financing, agricultural support, and inclusive banking initiatives.
- Strengthen capital adequacy and liquidity management
- Improve credit risk assessment (avoid connected lending)
- Diversify income sources beyond interest (fees, digital services)
- This approach reflects a balance between risk management and developmental banking



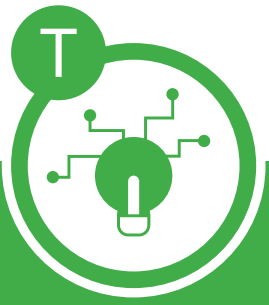
Effect

Every year, a large number of young populations enter the job market, but it puts pressure on the economy to generate sufficient quality jobs, otherwise leading to underemployment or migration.

Urbanization is another key factor. Maximum business & jobs are Dhaka based which eventually increased cost of living & daily expenses of the citizens.

Our area of emphasis

- Significant CSR and financial inclusion initiatives
- Provide educational scholarships, medical assistance, and disaster relief, directly contributing to social welfare.
- Enhance women-focused banking programs (like "NCC Parama") and inclusive banking services
- Invest in financial literacy programs



Effect

Technological advancement has become one of the most transformative forces in Bangladesh's economic and institutional landscape in 2025. The most visible impact is the rapid expansion of digital financial services. Platforms like bKash and Nagad have fundamentally changed how people transact, especially in rural and semi-urban areas. This has increased financial inclusion, allowing millions of previously unbanked individuals to access basic financial services. However, it has also intensified competition for traditional banks, forcing them to rethink their service delivery models.

Technology has also improved operational efficiency and transparency. At the same time, technological growth has introduced new risks and challenges. Cybersecurity threats, data privacy concerns, and digital fraud have become more prominent.

Our area of emphasis

- Introduced mobile and internet banking platform "NCC Always" allows customers to perform a wide range of transactions, including fund transfers, bill payments, and mobile financial services integration.
- Invest in digital banking (mobile banking, fintech integration)
- Strengthen cybersecurity systems
- Usage of corporate digital banking (ICON), digital onboarding systems, micro-ATM services, and innovation centers, reflecting a comprehensive digital strategy



Effect

In 2025, environmental factors has exerted a profound influence on Bangladesh due to its geographical vulnerability and climate exposure.

The impact on the economy is significant. Climate-related disruptions affect agriculture, infrastructure, and supply chains, creating instability in income and production. For financial institutions, this translates into higher credit risk, especially in sectors like farming, fisheries, and small rural enterprises that are highly climate sensitive. Loan defaults can rise when natural disasters damage assets and livelihoods.

Our area of emphasis

- Significantly increasing its investment in green finance and sustainable projects, contributing to environmentally responsible economic growth.
- Integrate ESG (Environmental, Social, Governance) criteria in lending
- Manage climate-related financial risks (flood-prone investments)



Effect

The legal environment in Bangladesh in 2025 is characterized by ongoing reforms aimed at strengthening governance, financial discipline, and transparency. Regulatory authorities, particularly Bangladesh Bank, have adopted stricter policies to address long-standing issues such as non-performing loans, weak corporate governance, and financial irregularities.

One of the major impacts is the increase in compliance requirements. Banks and financial institutions must adhere to enhanced regulations related to capital adequacy, loan classification, anti-money laundering (AML), and counter-terrorism financing (CFT).

Our area of emphasis

- Strict adherence to Basel III and international standards
- Strengthening its compliance frameworks, AML/CFT programs, and internal risk management systems.
- Improve loan recovery mechanisms & legal enforcement
- Support reforms in bankruptcy and insolvency laws

Products and Services

The Bank offers a comprehensive suite of conventional and Islamic banking solutions, including deposit accounts, remittance services, card services, clearing and collection, locker facilities, and diverse loan/investment products. Key offerings are outlined below.

Deposit Products

Current Deposit Account: A non-interest-bearing, 100% demand deposit account open to individuals, businesses, firms, limited companies, and corporate bodies, allowing unlimited deposits and withdrawals.

Savings Bank Deposit Account: An interest-bearing account for individuals, clubs, societies, homemakers, students, and nonprofits. It comprises 10% demand and 90% time deposit components, with withdrawal limits of twice per week.

Special Notice Deposit (SND) Account: A 100% time deposit for businesses, firms, and corporate entities, requiring prior notice for withdrawals and earning interest.

Instant Earnings Term Deposit: A term deposit product requiring a minimum of BDT 1,00,000. Interest (below 1% of the prevailing FDR rate) is paid instantly upon opening; principal is withdrawable after one year.

Special Savings Scheme (SSS): A 5- or 10-year scheme for individuals, with monthly installments ranging from BDT 500 to 25,000 (due by the 15th of each month). Maturity proceeds include accrued interest.

Special Deposit Scheme (SDS): A 3-year term deposit for individuals, businesses, and corporate bodies, offering monthly interest payments. Principal is withdrawable at maturity.

Money Double Program (MDP): A fixed-term deposit wherein the depositor receives double the initial amount at maturity. Minimum deposit is BDT 1,00,000 (multiples allowed); premature encashment is discouraged.

Parama Super Saver Account: A specially designed savings accounts for female customers offering higher interest than regular savings account and other attractive features.

Youngster Account: A school banking product designed to instill savings habits in young individuals through hands-on banking experience.

Youngster Maximus Account: Offers a higher fixed rate of return than standard transaction accounts for the selected tenure.

Youngster Money Plant Scheme: Enables youngsters to manage pocket money intelligently, building financial understanding.

NCC Islamic: Launched in 2022, this Shariah-compliant offering operates through a dedicated branch and four Islamic windows in regular branches, designed per Quranic and Hadith guidelines.

NCC Freelancer Account: A Special Foreign Currency (FCY) ERQ account for resident Bangladeshi freelancers aged 18+ earning foreign currency through outsourcing (e.g., ITES, BPO, software export, professional services). Must be linked to an NCC Current or Savings account.

Loan Products

Personal Loan: For public or private sector employees needing urgent funds for medical treatment, surgery, maternity, or marriage.

Education Loan: Covers expenses for higher education (graduation, post-graduation, diplomas, PhD), including tuition, living, travel, and equipment.

Car Loan: For purchasing personal-use vehicles manufactured in Japan, Korea, USA, Southeast Asia, or Europe. Commercial vehicles are not financed per regulatory guidelines.

House Building Finance: For purchasing apartments or houses, constructing on owned/leased land, or extending floor spaces under easy terms.

Home Improvement Loan: For extending, completing, or renovating residential structures (buildings/tin shades) to improve standards or rental income; non-residential properties are excluded.

Marriage Loan: A term facility for personal, children's, or siblings' marriage expenses, structured with affordable terms.

Health Loan: Covers medical expenses for self, spouse, children, and parents.

Professional Loan: A term loan for professionals establishing or upgrading a business or practice.

Parama Nari Shabolombi Rin: A specially designed Women's MSME loan for Working capital or Purchase of fixed assets for business operation.

Start-Up: NOBIN: Launched in compliance with Bangladesh Bank directives to allocate 1% of operational profit for financing innovative enterprises.

Bank Services

NCC Always: The Bank's digital banking platform (mobile app) supporting transactions, payments, account viewing, internal and interbank fund transfers (BEFTN/NPSB/RTGS), mobile top-up, bill payments, MFS transfers (bKash & Nagad), credit card bill payment, and more.

NCC Icon: An online financial services suite for modern businesses and corporations, streamlining account management, transaction processing, and trade services.

Sanchayee: A digital onboarding app enabling instant opening of current and savings accounts using valid NID/

Smart Card, in compliance with Bangladesh Bank e-KYC guidelines.

Remittance Services: The Bank processes cheques, drafts, payment orders, dividend warrants, FDRs, Sanchayapatras, unit certificates, bonds, and other instruments on behalf of clients.

Locker Services: Available to account-holding clients who agree to comply with the Bank's locker policy and applicable regulations.

Leveraging advanced technology, extensive experience, and robust financial strength, the Bank delivers long-term banking solutions and remains committed to fostering an inclusive, empowering environment that enables customers to exceed their aspirations.

Credit Administration Division

As a part of strengthening Credit Risk Management (CRM) of the Bank, Credit Administration is an important part of our CRM policy which bears significant importance in managing diversified credit risks, especially prior to disbursement of any credit facility. Hence, Credit Administration Division (CAD) of the Bank has been functioning as under based on Bank's Credit Policy and directives of Bangladesh Bank:

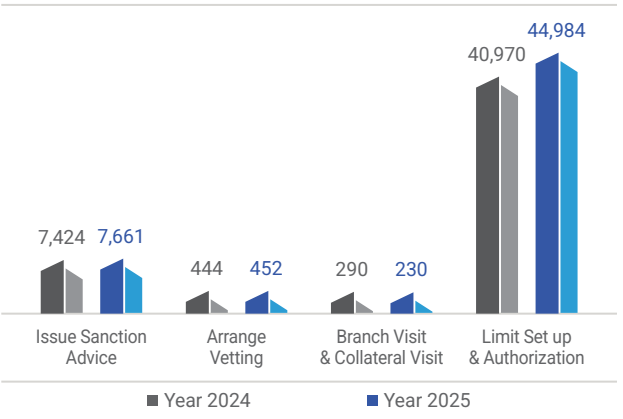
CAD ensure loan documentation and charge creation on securities prior to disbursement in line with sanction terms, Credit Policy, instruction circulars, PPGs & existing regulatory directives. In this regard, CAD follow he processes as under, depending on loan amount, nature of security, nature of product, legal status of the borrowers etc.:

- Checking documentation status based on scan copy of the approved Check List, Branches' Property Genuineness Certificate issued & panel lawyers' Security Satisfaction Certificate prior to limit loading & authorization where approved loans fall below Tk 1.00 crore with or without collateral securities.
- Checking original security documents on scanned copy instead of physical visit at Branch and notify the concerned Branch regarding shortfalls/gaps (if any) to take corrective measures against approved credit facility amounting from Tk 1.00 crore to below Tk 10.00 crore having collateral before limit loading.
- Checking original security documents on scanned copy instead of physical visit at Branch and notify the concerned Branch regarding shortfalls/gaps (if any) to take corrective measures against approved credit facility amounting Tk.10.00 crore & above without having collateral before limit loading.
- Checking original security documents through conducting physical visit at Branch and notify the Branch regarding shortfalls/gaps (if any) to take corrective measures against approved credit facility amounting Tk.10.00 crore & above having collateral after sanction but before mortgage.
- Arranging valuation centrally through enlisted Surveyor Firm where credit facility is Tk.1.00 crore & above.
- Ensuring presence of CAD officials and Branch Managers/Relationship Manager while conducting survey for credit facility of Tk 5.00 crore and above.
- Issuing sanction advice for loans & advances addressed directly to customer under SME, Retail & Corporate segments based on approved credit memo.
- Reporting irregularities/shortfalls/discrepancies in documentation (if any) to Branches for necessary rectification prior to limit loading. In case of deferral approved by the competent authority, a limit is authorized up to the validity of deferral for all type of loans other than term loan and actual validity is given after complying completion of documentation.
- CL Reporting & Compliance Unit as well as CIB Cell are operated under CAD

In 2025, CAD checked all types of security documents through on-site branch visit & presence during collateral visit along with surveyors for total 230 loan files in comparison with 290 loan files in 2024 at different locations of the country against land & or building that offered as collateral securities.

CAD's Key Achievement at a Glance

Sl	Achievement Title	Achievement Details	
	Particulars	Year 2024	Year 2025
1	Issue Sanction Advice	7,424	7,661
2	Arrange Vetting	Loan Files: 444	Loan Files: 452
3	Branch Visit & Collateral Visit	Loan Files: 290	Loan Files: 230
4	Limit Set up & Authorization	Transactions: 40,970	Transactions: 44,984



CAD & CRMD officials jointly issued 7,661 sanction letters in the year 2025 based on approved credit memos & SLA under SME, Retail, & Corporate segments.

Loading & authorization of loan limits along with marking & withdrawing liens which were executed by CAD centrally on/from Scheme Deposit Accounts against credit facilities in CBS in response to the Branch's request upon full completion of documentation. In 2025, number of limit loading executed by CAD was 44,984 against approved loans and advances of various nature for both funded & non-funded other than LCs of AD Branches.

As a part of regulatory reporting, CAD collect SBS data (sector code, purpose code, security code, SME code and product code) input by the Branches in the Customer Relationship Management (CRM) template of CBS and compiles the same & prepares SBS-3 Statement on a quarterly basis for onward reporting to Bangladesh Bank. Hence, CAD reported all SBS-3 returns to Bangladesh Bank round the year-2025.

CAD collects data/information from the Branches and prepares half-yearly Collateral Security Statement for reporting to the Risk Management Division (RMD) to facilitate submission of the final Comprehensive Risk Management Reporting (CRMR) to Bangladesh Bank. CAD reported all half-yearly statements to RMD in 2025. CAD also collects data on a quarterly basis from Branches for reporting compliance status of the approved deferrals to the Risk Management Committee (RMC) of the Board of Directors through RMD. In this regard, CAD reported the status of all deferral issues to the RMC of the Board in 2025.

Status of CAD's Full Centralization

It is praiseworthy that CAD has brought various changes for implementation of its efficient & full centralized operation in line with the best industry practices as per directives of the Board & Management. In the year 2025, CAD has re-engineered its process as part of full centralized operation with a view to reducing redundancies and simplifying the existing process. Among them, significant changes are-

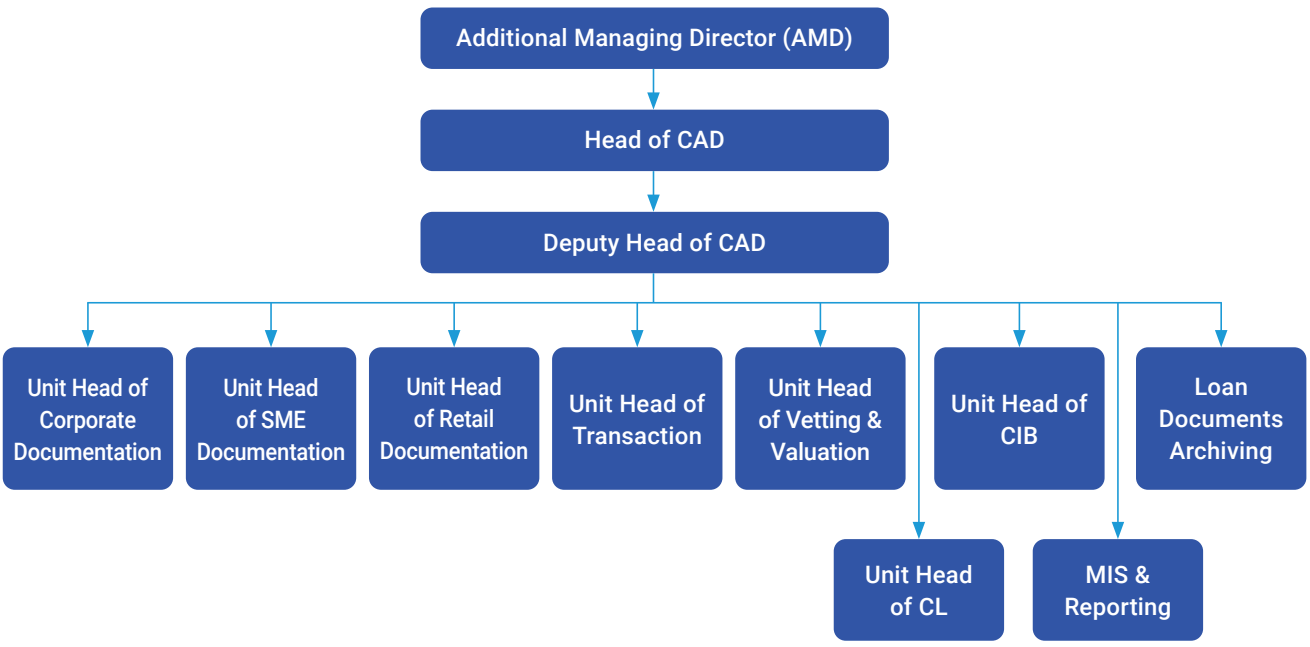
- Issuing sanction advice addressing to customer centrally
- Arranging vetting of collateral security centrally
- Arranging valuation of collateral security centrally
- Authorizing loan accounts & interest rate modification centrally
- Started staff loan transaction centrally for all staff loan products and centralized transaction for all loan products will be started phase by phase.

Apart from the above implementation, Our Hon'ble Board of Directors (BOD) has approved a framework of full centralization developed by CAD within stipulated time frame on which CAD is working relentlessly which is subject to required manpower deployment, infrastructure & logistic support keeping the interest of the Bank.

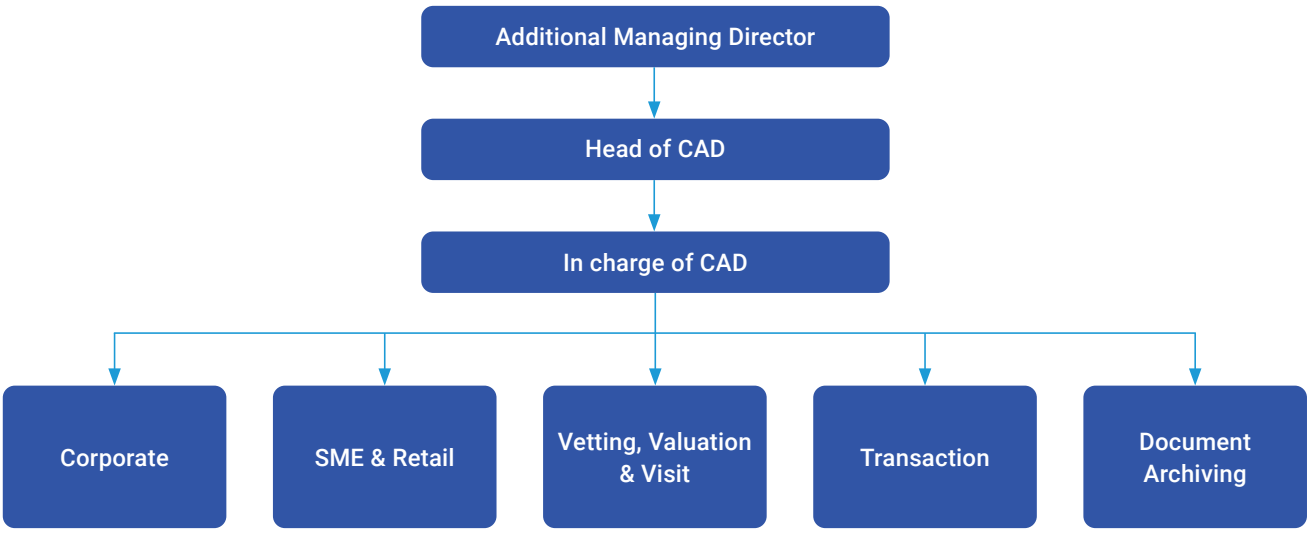
Some important key areas in which CAD is working for full centralization are as follows;

CAD's plan of full centralization has been divided into two hubs, i.e. CAD, Head Office and CAD, Chattogram Hub under which two Organograms has been approved by the BOD:

Approved Organogram of CAD, Head Office



Approved Organogram of CAD, Chattogram Hub



In conclusion, it is mentionable here that CAD's effort is commendable regarding implementation of its full centralization in line with the best industry practices as per directives of the Board & Management. In this regard, CAD has already started making its operation fully centralized phase by phase under the guidelines set by the Board & Management & full implementation is subject to the deployment of additional manpower with sound credit exposure & documentation know-how, necessary expansion of infrastructure including installation of warehouse, iron safe, fireproof cabinets, expansion of floor space with full logistic supports, etc. keeping interest of the Bank.

Credit Monitoring Division

The Credit Monitoring Division is the dedicated division within a bank responsible for the continuous oversight of the loan portfolio after disbursement. Its primary goal is to function as an early warning system, ensuring borrowers remain healthy and that loans are used for their intended purpose, ultimately protecting the bank from potential defaults.

A. Core Functions and Responsibilities

The division focuses on ongoing surveillance rather than initial appraisal. Their core functions and responsibilities are :

a. **Daily/ongoing account monitoring:** Tracks repayment behavior, excesses/overdrafts, covenant compliance (financial ratios, reporting deadlines) and end-use of funds (via invoices, stock reports, site inspections).

b. **Early Warning Signals (EWS) detection:** Flags risks like delayed payments, declining cash flows, sales/ margin drops, management changes, industry downturns, or collateral value erosion. Tools include Early Alert Reports (Watch list) and Classified Loan Review Forms.

c. **Reporting & Analysis :** Preparing weekly, monthly, and quarterly exception reports for different committees, senior management and the Chief Risk Officer.

Conducting portfolio stress testing and thematic reviews in response to economic changes.

d. **Portfolio-level oversight:** Monitors concentrations (sector, single borrower, geography), MIS reports on delinquencies (30, 60, 90, 120+ DPD), NPL trends, provisions, and stress testing for macro shocks.

f. **Remedial actions:** Recommends restructuring/ rescheduling (per BB rules, only for viable borrowers), additional security, limit reductions, or transfer to recovery/NPL units. Ensures documentation is complete and enforceable.

In practice, larger banks have a dedicated Credit Monitoring Division at Head Office, supported by zonal/circle units and branch-level relationship managers. Multi-tier monitoring applies (e.g., MD/ CEO oversees top 10 exposures; branches handle day-to-day). This ensures segregation of duties as per BB's core risk guidelines.

B. Necessity of Credit Monitoring Division

Separating monitoring from the appraisal and sanctioning departments (the "makers") provides an independent layer of checks and balances. This independence prevents biases that might occur if the

same team responsible for growing the loan book was also responsible for flagging its risks. Now a days it is essential for the following :

a. Problems remain hidden until loans turn into Non-Performing Loans (NPLs), requiring higher provisions that erode capital and profitability.

b. Early distress signals (e.g., covenant breaches or cash flow strain) go unnoticed, allowing minor issues to escalate.

c. Regulatory non-compliance occurs (BB mandates robust monitoring under CRM guidelines, Basel-aligned principles, and ICRRS).

d. Portfolio quality deteriorates, leading to concentration risks or systemic vulnerabilities.

e. Monitoring creates an "early intervention" system, shifting from reactive recovery to proactive risk mitigation. BB emphasizes it as essential for "maintaining an appropriate credit administration and monitoring process" and "ensuring adequate controls over credit risk."

f. **Maintaining good loan health**—lowering non-performing loans (NPLs) and ensuring disciplined, productive lending—is critical for Bangladesh's banking stability and economic growth. High default rates, particularly on large loans, threaten bank solvency, drain capital, and restrict credit flow, with NPLs needing 5–10 years to reach safe levels. Good loan health ensures liquidity, boosts investor confidence, and drives sustainable economic activity.

g. **Banking Sector Sustainability:** Good loan health prevents the erosion of capital and liquidity crises. High defaults, especially on loans above BDT 50 crore, threaten to consume a bank's capital.

h. **Economic Stability and Growth:** The banking sector is the backbone of the Bangladesh economy, so poor loan health drags down overall economic growth. Healthy loans fuel productive investment and economic activities.

i. **Preventing Financial Sector Contagion:** Poor loan health can cause a domino effect, leading to bank runs, where depositors rush to withdraw funds due to panic.

j. **Boosting Investor Confidence:** Proper lending and lower default rates increase confidence among foreign and local investors, stabilizing the financial market and attracting investment.

k. **Reducing High-Interest Rates:** High levels of non-performing loans often force banks to increase interest rates on new loans to compensate for losses, making borrowing costly for genuine businesses.

l. **Improving Governance:** Addressing the "bad loan" crisis requires enhanced governance, strict accountability, and reducing the practice of lending to connected parties (owners), which often leads to poor loan

On summary, in Bangladesh's high-risk macro setting — persistent inflation, currency pressure, and elevated import costs driving NPLs — the Credit Monitoring Division acts as the bank's "sentinel." It transforms reactive crisis management into forward-looking risk control, preserving asset quality, profitability, and the sector's ability to finance economic growth. Banks with robust monitoring (strong MIS, frequent reviews, independent units) fare better in containing macro spillovers and contributing to overall financial stability. BB guidelines make this not optional but a minimum standard for sound banking.

In essence, the Credit Monitoring Division is the bank's "health inspector" for its loan portfolio. By combining robust traditional oversight with new data-driven tools, it helps ensure that banks can weather economic storms and continue to support genuine economic activity.

Treasury Operations

NCC Bank(National Credit and Commerce Bank PLC), a private Commercial Bank in Bangladesh, operates a dedicated Treasury Division that provides comprehensive treasury solutions. These include Foreign Exchange, Money Market, Fixed Income and Corporate treasury services to support liquidity, risk management, and revenue generation.

In 2025, the country experienced severe disruptions across all areas of economic activity. Throughout the year, the economy was marked by an unprecedented fluctuation in foreign exchange rates, and significant volatility in interest rates within both the money market and the fixed income market.

Despite the challenging environment, NCC Bank's Treasury, equipped with a state-of-the-art dealing room and a dedicated team of skilled professionals, played a pivotal role in both revenue generation and strengthening risk management capacity. This was achieved through enhanced coordination with business units and strict adherence to Asset-Liability Management (ALM) discipline in business booking.

The year 2025 was marked by extreme volatility in both local and foreign currency markets, making treasury operations particularly challenging under a tight monetary policy. These conditions created an unexpectedly difficult environment for both treasury fund management and

trading activities. As in the previous year, the central bank implemented a wide range of policy interventions. However, in 2025, global stagflation combined with domestic political unrest fueled higher inflation, further tightening the money and foreign exchange markets and driving interest rates upward.

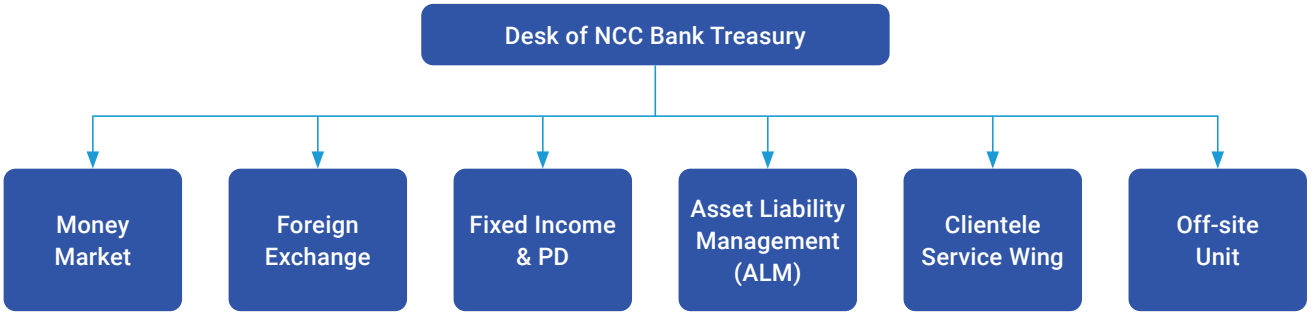
NCC Bank's treasury management system is recognized as one of the most dynamic in Bangladesh, offering versatile and timely solutions across local and foreign currency dealings, fixed income instruments, derivative transactions, and financial institution services. The Treasury plays a multifaceted role in the Bank's liquidity and risk management functions, excelling in liquidity oversight with strong market execution through foreign exchange trading and streamlined workflows. It further enhances efficiency by optimizing hedging strategies and risk exposure, supervising long-term funding, minimizing the cost of funds, and developing independent assessments of counterparty and default risks for major trading partners.

The various means, products and assignments of the Treasury are depicted below:

NCC Bank Integrated Treasury Fostered Assignments

- Prudent Liquidity Management
- Effective Interest Rate Risk Oversight
- Maximization of Arbitrage Opportunities
- Comprehensive Foreign Exchange Risk Hedging
- Robust Market Risk Management
- Commitment Management Excellence
- Strengthening Integration Between Business Units and ALM
- Maintaining Strong CAMELS and Other Regulatory Ratings

In line with international standards, best practices, and the Core Risk Management Policy guidelines of Bangladesh Bank, NCC Bank has structured its treasury management operations into six distinct segments:



Treasury Products

In 2025, amid such challenging circumstances, the Bank's highly skilled treasury team ensured the delivery of optimal treasury services by adapting to rapidly changing business and regulatory environments. This was achieved through the combined efforts of its Foreign Exchange, Money Market, Fixed Income, Asset-Liability Management (ALM), Client Servicing Wing, and Off-Site Unit desks.

Foreign Exchange

NCC Bank Treasury engages in need-based foreign currency transactions within the inter-bank market, supported by a state-of-the-art dealing room connected to Thomson Reuters' live currency monitoring system and other online platforms of leading international banks. This enables the Bank to quote competitive spot and forward prices for major currencies. In addition, NCC Bank Treasury supports importers, exporters ,non-resident remitters, and the bank's Offshore Banking Unit (OBU).In volatile condition, it focuses on proactive net open position (NOP) management, hedging , and maintaining limits(overnight, stop-loss, etc)

FX Products

- Spot& Forward dealings
- SWAP
- Corporate FX transactions
- Term Placement

Money Market

The Money Market desk engages in various derivative transactions for internal fund mobilization, strictly adhering to regulatory compliances. It ensures effective local currency fund management by minimizing the cost of funds, while actively lending and borrowing significant amounts in the inter-bank market to maintain liquidity. It manages short –term liquidity, ensures compliance with Cash Reserve Ratio (CRR) and Statutory Liquidity Ratio (SLR) and generate arbitrage income.

Money Market Products

- Overnight Call.
- Money at Short Notice
- Term Placement.
- Repo/Reverse Repo

Fixed Income Market

NCC Bank is a market leader in the Primary Dealer segment of Government securities. To foster the development of a secondary market for Treasury bills, bonds, and other Government securities, Bangladesh Bank nominated NCC Bank as a Primary Dealer in 2003. Since then, the Bank has been actively trading Government securities in the OTC market, serving a wide client base that includes both individuals and institutions.

The products of Fixed Income Market

- Treasury bills tenure wise: 91 days, 182 days & 364 days.
- Treasury bond tenure wise: 02 Years, 05 Years, 10 Years, 15 Years & 20 Years.
- Bangladesh Bank Bill
- Commercial Paper
- Subordinate Bond
- Perpetual Bond
- Sukuk Bond
- Bangladesh Government Islamic Investment Bond(BGIIB)

Performances of the different Treasury Desks of NCC Bank during 2025 are as follows

In 2025, NCC Bank's Treasury generated a Net Operating Income (NOP) of approximately Tk. 440.00 crore, accounting for nearly 33% of the Bank's total operating profit. Throughout the year -2025, Treasury Division of NCC Bank maintained a vibrant presence across the inter-bank money, foreign exchange, and fixed income markets. This resilience enabled the Bank to achieve substantial operating income, even in the face of adverse market conditions shaped by continuous regulatory changes, political unrest, tight monetary policy, and elevated inflation.

Foreign Exchange Desk

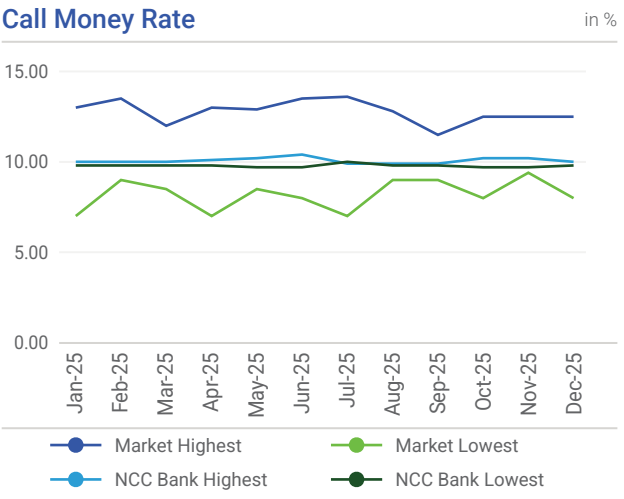
Despite the challenging business environment marked by volatility in foreign exchange markets, the Foreign Exchange desk successfully retained its strong market position through prudent actions driven by experience, expertise, and deep market knowledge. Substantial exchange gains were achieved through proactive management of positions, leveraging the Bank's business growth and overall economic momentum. This success was underpinned by wise management of Net Open Positions (NOP), efficient organization of liquidity flows from export-import activities, and intelligent market forecasting. Although the trade gap between imports and exports narrowed from the third quarter of 2025 onward, the desk efficiently aligned with market dynamics. As one of the most active foreign currency traders in the inter-bank market—engaging in spot, swaps, placements, and forward transactions—the desk ensured NOP remained within regulatory limits. Additionally, the Treasury Division provided vital fund support to the Off-Shore Banking Unit (OBU) and managed surplus or shortfall in foreign currency funds through inter-bank lending and borrowing. With its strong predictive capabilities, the Foreign Exchange desk generated significant profits in 2025 through strategic placements, swaps, and outright USD buy-sell transactions.

Money Market Desk

The Money Market desk provides a comprehensive range of solutions, including call money, notice money, term money across various tenors, swaps, repos, and reverse repos. By aligning with regulatory requirements and maintaining proprietary portfolios, the desk has established itself as one of the most efficient players in the market. Its effective and dynamic operations ensure that the Bank remains sufficiently liquid, meeting all financial commitments and customer obligations while maintaining statutory requirements (CRR & SLR) at minimal risk and cost.

In 2025, despite high inflation, and global stagflation, the desk successfully managed CRR and SLR requirements while generating arbitrage income for the Bank. It demonstrated expertise in handling borrowing conditions and extended support to other desks when needed, including foreign currency purchases and Treasury bill/bond transactions, thereby contributing to overall income generation. Throughout the year, the desk also engaged in counter-lending at higher rates and secured attractive yields on investments.The Call Money Rate ranged between 9.75% and 10.50% in 2025, and NCC Bank's Treasury consistently maintained its strong presence as an effective Money Market desk.

Call Money Rate



Primary Dealer (PD) operation and Fixed Income Desk

In 2025, the Treasury Division proactively fulfilled its role as a Primary Dealer, generating substantial profits along with significant capital gains. Consistent with past performance, the desk maintained its dominance in both the primary and secondary markets for government securities trading. The Fixed Income desk invested in a diversified portfolio comprising government securities, corporate bonds, subordinated debt, and perpetual bonds available in Bangladesh. A sizable volume of securities was held in the trading book, enabling the desk to successfully capitalize on market opportunities and secure strong gains.

NCC Bank Treasury has expanded its client base, which includes individuals, insurance companies and corporate entities. It is continuously expanding secondary trading with other banks and different clients. In 2025, it earned Tk. 319.62 crore as Capital Gains 22.50% of which was tax-free income and Tk.753.26 crore as interest income, supported by a substantial portfolio of approximately Tk 9,071.91 crore.Throughout the year, the desk adhered to all regulatory requirements while fulfilling its obligations as a Primary Dealer Bank in supporting government borrowing.

Extending its legacy of excellence through active participation in the Primary and Secondary Market of Govt. Approved Securities NCC Bank has been awarded the "Best Primary Dealer Bank" title by Bangladesh Bank for the 4th Quarter of 2025, marking its 12th win.

Yield Curve Comparision

in %



Govt. Security Clientele Service Wing

NCC Bank has established a strong client base in government securities trading by consistently delivering excellent customer service. By the end of 2025, the number of clients in government securities reached to 553, reflecting steady growth that is expected to continue in the coming years.

Off-site Desk

As part of its responsibilities, the Off-site Desk of the Treasury Division monitors all deposit products—including FDR, SSS, MDP, and SND—within the Core Banking System (CBS), ensuring compliance with the Bank's prescribed rates and reviewing branch-applied rates to optimize the deposit position and reduce the overall cost of funds. Consistent with previous years, the desk provided specialized services to corporate clients through a diversified range of tailored products. It also extended support to clients requiring short-term funds for business transactions by arranging suitable sources and advising on the most effective utilization of funds.

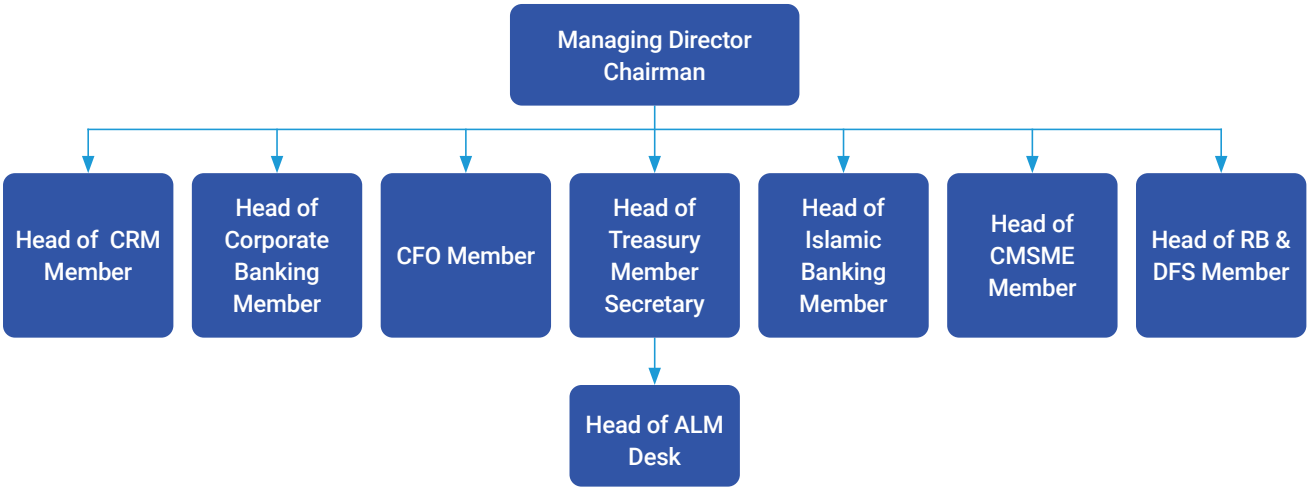
The primary responsibility of this desk is to ensure maximum utilization of corporate customers' funds. In 2025, it demonstrated remarkable dedication by assisting branches and corporate clients, contributing to profit maximization through more efficient fund allocation compared to the previous year.

Asset Liability Management

The Asset Liability Management (ALM) desk plays a critical role in managing the Bank's balance sheet, ensuring liquidity needs are met while leveraging market movements through diverse money market products. The Asset Liability Management Committee (ALCO) carries one of the most vital responsibilities of the Bank, safeguarding public deposits and maintaining financial stability. The ALM desk continuously monitors the Bank's current asset-liability position, future commitments, and overall market liquidity scenario, reporting fund positions, balance sheet gaps, and risk exposures to ALCO for informed decision-making.

As one of the core risk areas identified by Bangladesh Bank, ALM requires direct oversight and intervention from senior management to control both inherent and acquired risks in the balance sheet and daily operations. The ALCO, chaired by the Managing Director with the Head of Treasury as Member-Secretary, convenes at least once a month to analyze, review, and formulate strategies for effective asset-liability management. Key decisions taken by ALCO include deposit interest rates, loan pricing, credit-deposit ratio, and fund transfer pricing, ensuring the Bank's resilience and competitive positioning.

Organizational structure of ALCO of NCC Bank:



The year 2025 posed greater challenges than 2024 for the Treasury Division, as the banking industry remained highly vulnerable to the lingering aftershocks of the pandemic and the global stagflation triggered by the prolonged Russia-Ukraine war. Despite these headwinds, the Bank successfully maintained a balanced deposit mix by aligning various cost-bearing deposits with loans and advances through continuous market analysis. The ALM desk regularly revised and updated deposit rates in line with market conditions, ensuring resilience and competitiveness. In addition, the Bank introduced tailored schemes to provide clients with the best available banking products, carefully matched to prevailing market dynamics.

The Management successfully met all regulatory requirements within the prescribed limits as on December 31,2025 as follows:

ALM Policy Statement	Maintained	Limit/Standard	Position as on
Wholesale Borrowing (Fortnight Average)	23.38%	Max 3,000.00 Cr	31-Dec-2025
Statutory Liquidity Ratio - SLR	32.43%	Min 3,772.95 Cr (13%)	31-Dec-2025
Cash Reserve Ratio- CRR	4.44%	Min 1,127.08 Cr (4.00%)	31-Dec-2025
Advance Deposit Ratio (ADR)	71.16%	≤87.00%	31-Dec-2025
Capital to Risk Weighted Asset Ratio (CRAR)	15.54%	>12.50%	31-Dec-2025
Leverage Ratio (Solo)	6.70%	>3.00%	31-Dec-2025
Liquidity Coverage Ratio (LCR)	122.23%	≥100.00%	31-Dec-2025
Net Stable Funding Ratio (NSFR)	106.27%	>100.00%	31-Dec-2025
Maximum Cumulative Outflow (MCO) up to 01 Month	15.90%	≤16.00%	31-Dec-2025

Focus Points & Strategies - 2026

In 2026, the Treasury Division will focus on evolving with volatile and competitive market forces while continuing to harness untapped opportunities. The Bank's priorities will include:

- **Prudent and cautious management of the Money Market placement portfolio** to safeguard liquidity and optimize returns.
- **Achieving business targets in line with the budget,** with a strong emphasis on expanding and strengthening treasury operations.
- **Preemptive positioning of the deposit book** through vigilant Asset-Liability Committee (ALCO) oversight, ensuring resilience against market fluctuations.
- **Competent foreign currency liquidity management and execution,** enabling smooth customer payments and timely fulfillment of borrowing obligations.
- **Ensuring the highest levels of compliance**

Offshore Banking Unit (OBU)

The Offshore Banking Unit (OBU) has started its operations of Offshore Banking in 2013 vide Bangladesh Bank (BB) letter under Ref. No. BRPD (P-3) 744 (113)/2010-1648

dated May 02, 2010 with permission to operate 2 (Two) Offshore Banking Units (OBU) at Foreign Exchange Branch, Dhaka and Agrabad Branch, Chattogram. Later on, OBU Foreign Exchange Branch had been renamed as "OBU NCC Bank Bhaban Branch" and shifted to NCC Bank Bhaban vide Bangladesh Bank letter No: BRPD (P-3) 744(113)/2016-72 Dated 05 January 2016 & BRPD(LS-1)/745(20)/2023-731, Dated: 24 January 2023. The business of the Unit has been significantly increased by 54.28% i.e. from Total USD 240.55 million in 2025 to USD 157.33 million in 2024 through discounting of UPAS LCs under Import Finance (Buyer's Credit) and purchasing of LDBP & FDBP under Export Finance despite overall market risks, political instabilities etc. after July Uprising'2024. Moreover, the Unit financed total USD 105.08 million as Placement to Other OBU as well as DBU in 2025 with a positive growth of 76.22% as against USD 59.63 million in 2024.

OBU procured a total sum of USD 95.50 million under Trade loan for Offshore Banking Business from different Foreign Correspondent Banks during 2025 & is receiving more funds from foreign banks for its timely repayment of Trade Loans and gradual increase of credit lines with the Foreign Banks.

In 2025, the Unit has procured sum of USD 1.15 million as FC Deposits through total 90 (Ninety) Nos of OBU Deposit Accounts from foreign depositors including NRBs of different countries in the world through its newly developed OBU deposit products i.e. "OBU FC Account" & "International Banking (IB) Account". The customers can enjoy live access to their OBU Deposit Account Statements 24/7 from anywhere in world through the bank's Online Report View system. Moreover, it is expecting to attract more customers from home & abroad to open "OBU FC Account" & "International Banking (IB) Account" with exclusive benefits through our E-Account Opening Platform. Offshore Banking Unit is committed to provide excellent services to its valued customers with a view to upholding the branding of NCC Bank.

Information Technology

In the current era of rapid digital transformation, Information Technology has become indispensable to the success of financial institutions worldwide. Advances in cloud computing, data analytics, artificial intelligence (AI), and cybersecurity are reshaping banking by driving efficiency, enhancing customer experiences, and enabling innovative business models. Customers increasingly expect seamless digital services, real-time processing, and secure multi-channel access—trends that continue to redefine industry competition.

At NCC Bank, IT serves as a strategic enabler of innovation, operational excellence, and customer-centric service. Over the past year, we have aligned our technology initiatives with global best practices while addressing the unique opportunities of the Bangladesh market. Key efforts include modernizing core banking systems, strengthening digital channels, and enhancing risk management frameworks to meet emerging threats and regulatory expectations.

Key Achievements in 2025

NCC Bank achieved a major upgrade of its Core Banking System (CBS) to version 22.4, improving compliance with Bangladesh Bank control points from 72% to 93%. The Offshore Banking Unit CBS was also upgraded to meet international standards. The bank secured PCI DSS certification for the second time, reinforcing payment security, and obtained ISO 27001 recertification for information security.

Digital service enhancements included NCC Always features for MRT pass top-ups, Padma Bridge toll payments, and government fee payments via online A-Chalan. The bank launched TakaPay, Bangladesh's first national debit card, alongside Visa Business Multicurrency Debit Cards for SMEs. An Islamic CBS upgrade introduced Weighted Profit Calculation for Shariah-compliant profit distribution. Internal efficiencies were strengthened through the NCCB Help Desk service management platform, Enterprise Monitoring System, and DR site relocation to a Tier-standard facility.

Strategy 2026: Transition to Intelligent Banking

For 2026, NCC Bank aims to evolve from digital to intelligent banking by leveraging AI, machine learning, big data, and robotic process automation. Key initiatives include AI-based trade and ATM monitoring, an on-premise card management system, personalized corporate banking via NCC Icon, and expanded NCC Always features such as Bangla QR payments, virtual wallets, and QR-based withdrawals. Continued investment in business continuity and disaster recovery will ensure operational resilience.

The banking industry is advancing toward data-driven, AI-enabled ecosystems. NCC Bank recognizes that technology transformation requires cultivating innovation, strengthening risk management, and enhancing customer trust. With clear vision and sustained investment, the bank is well-positioned to deliver superior value to customers, shareholders, and the broader economy.

NCC International Trade Services (NITS)

International trade has become the most pivotal component in Bangladesh Economy in recent years. NCC Bank., by realizing the global facts, considered the international trade as a vital factor in its business journey. International Trade mainly consists of Import and Export facilitation. Throughout the year 2025, NCC International Trade Services (NITS) has successfully passed through some challenging milestones and looking forward

for more achievements in trade business. NCC Bank. is always committed to and well aware of diversified international business portfolio. All sorts of international trade businesses in the bank are running following the bank's credit policy in one side and local-foreign rules and regulations on the other side.

The year 2025 was a challenging year for international trade for both globally as well as locally. International trade is navigating a period of significant transition defined by high global policy uncertainty, geopolitical friction, and a shift toward regionalized supply chains. Among these challenges most significant are US tariff pressure and local political uncertainty. The long-term effects of the COVID-19 pandemic, the Russia-Ukraine war, and the rise of AI are reshaping the global landscape as of year 2025. These forces have shifted the world into a period of fragility, uneven growth and hardened geopolitical community. For such pressures NCC Bank has to be keener in diversification of international trade business because such types of pressure influence foreign currency reserve in Bangladesh.

Considering the international trade business the core objective of the bank is to escalate export businesses in the year 2025. So that the bank will be able to maintain a stable and feasible trade business that can sustain for both import and export businesses. Keeping this in mind NITS played a vital role to maintain bank's business purpose by considering a diversified client base, a focused garments sector, customized trade solutions, sustainable trade business, trade finance digitization and overall team work.

International trade is a challenging element in the era of Globalization. But if proper steps are taken NCC Bank along with NITS has a higher potential to achieve its goals by providing diversified, dynamic, compliant, strong and sustainable trade business.

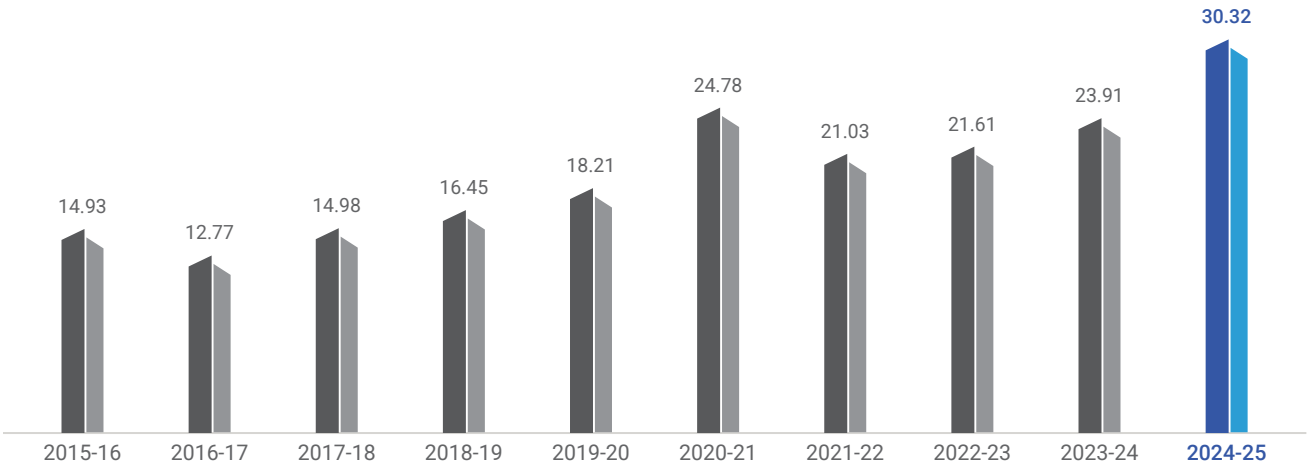
Remittance & NRB Banking

In an era of historic transformation for Bangladesh's financial sector, the role of Non-Resident Bangladeshi (NRB) banking has transcended traditional service, becoming a cornerstone of national resilience. The year 2025 marked a turning point moment as formal remittance inflows reached a record-breaking $32.8 billion, a 22% surge that fundamentally stabilized the country's foreign exchange reserves and current account balance. At NCC Bank, we recognize that this achievement is not just a statistical milestone but a testament to the unwavering patriotism and hard work of our global diaspora.

The year 2025 marked a year of steady growth and strategic strengthening in our Remittance and NRB Banking operations. In a global environment shaped by economic adjustments, currency fluctuations, and regulatory developments, we remained focused on delivering secure, compliant, and efficient cross-border financial services. Our commitment to serving Non-Resident Bangladeshis (NRBs) and their families at home continued to guide our operational and strategic priorities.

Country Wage Remittance

in USD Billion

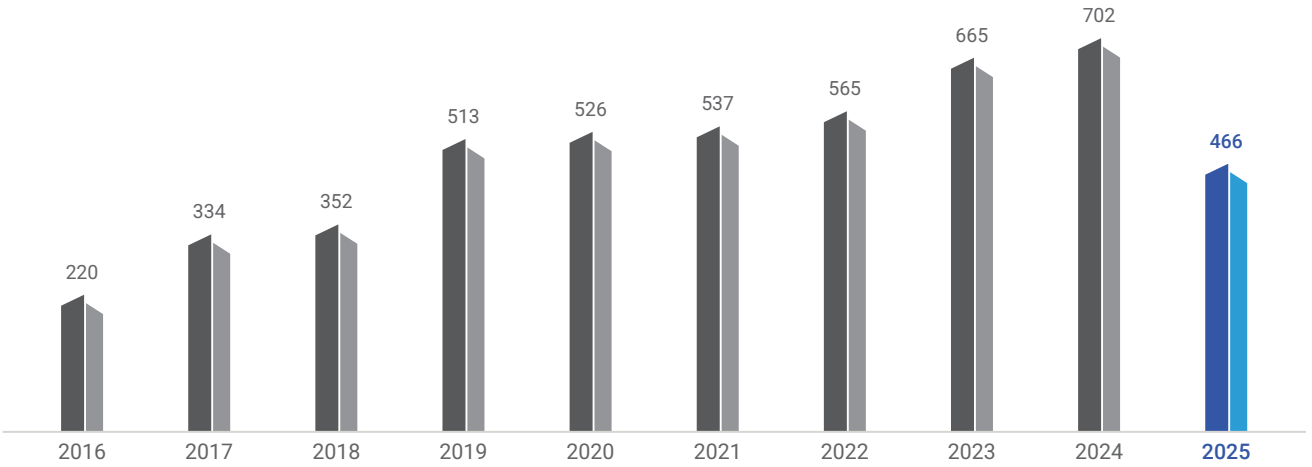


Remittance Performance of NCC Bank in 2025: During the year, our remittance operations demonstrated measurable progress. In 2025, NCC Bank procures 466 million USD, which indicates our commitment to remittance procurement and contribution to National Economy. Remittance remains one of the pillars of Bangladesh's foreign exchange reserve stability. Through our structured and transparent remittance services, we contributed to strengthening formal financial inflows and promoting financial inclusion among recipient families. Supporting NRBs is not merely a business function; it is an economic responsibility. In 2025 we also focus on expansion of

exchange house relationships and improve transaction turnaround time for better customer service. In addition to this, we tried to strengthen compliance monitoring. We continued promoting formal remittance channels in alignment with national financial inclusion goals. Our prime goal was operational efficiency and service reliability to become more service centric bank.

NCC Remittance

in USD Million



NRB Banking Services: NRB clients remain a strategic priority segment. We have different deposit and loan products specially designed for the NRB's. We have 04 NRB deposit accounts and 01 Loan product, those are: NRB Plus Savings Account, NRB Millionaire Scheme, NRB Special Savings Scheme, NRB Welfare Deposit Pension Scheme (WDPS) and NRB Home Loan.

In 2025, we focused on simplifying account opening processes for NRBs and enhancing digital communication and service accessibility. This helps us to strengthening loan portfolio and deposit product offerings tailored for expatriates. We also emphasized relationship-based banking, recognizing that NRB clients seek trust, stability, and seamless cross-border service experience.

Remittance digitalization: NCC Bank continues to strengthen its remittance services, particularly during Ramadan, by providing fast, secure and accessible fund transfer solutions for expatriates and their beneficiaries.

By integrating MFS platform with global partners, the bank enables real-time, 24/7 transfers directly to mobile wallets such as bKash and Nagad. This digital-first approach eliminates the need for travel and long wait times, offering significant convenience to beneficiaries in rural areas.

For NCC Bank account holders, funds are credited immediately via API connectivity. Customers can then manage these funds through the "NCC Always" mobile app, which promotes cashless payments. While NCC account holders enjoy immediate credits, transfers to other banks are efficiently processed through the BEFTN system. However, we are going to implement NPSB service for real time remittance payment settlement with in first Q of 2026.

In addition to digital channels, beneficiaries can easily collect cash remittances using a PIN through an extensive network of over 1,500 outlets, including NCC Bank branches and ADC partners such as TMSS and RAKUB.

To further encourage remittance inflows, NCC Bank collaborates with international Money Transfer Operators (MTOs) on sender-side campaigns featuring various rewards. Furthermore, the bank ensures the seamless disbursement of the 2.5% government cash incentive on all eligible Wage Earners' Remittances.

Planning for 2026: Moving into 2026, our strategic focus centers on revolutionizing the remittance landscape through the introduction of real-time settlement via NPSB and expansion of partnerships across key global corridors. We are committed to strengthening digital integration and enhancing our suite of NRB investment products to better serve our offshore community. To support this growth, we will drive high-impact awareness campaigns promoting formal banking channels while simultaneously implementing advanced automation to fortify our compliance monitoring frameworks.

The 2025 performance reflects consistency, discipline, and strategic focus in Remittance and NRB Banking Services. While the external environment continues to evolve, our commitment to service excellence, compliance integrity, and stakeholder trust remains unwavering. We extend our gratitude to our valued NRB clients, correspondent partners, regulators, and employees for their continued confidence and cooperation.

Financial Institutions Department (FID)

The Financial Institutions Department (FID) has made significant strides this year in aligning its operations with the Bank's core mission and vision. As the primary face of NCC Bank to its global counterparts, FID has been instrumental in cultivating and strengthening relationships with our correspondents, multilateral development agencies, and other international partner organizations.

FID plays a pivotal role in facilitating the Bank's international trade activities. This is achieved by establishing and maintaining robust correspondent banking arrangements with leading national and international banks, as well as key multilateral development agencies such as the Asian Development Bank (ADB). Through these partnerships, FID delivers durable solutions that combine cutting-edge technology, extensive experience, and financial strength to our clients and stakeholders.

Key Strategic Initiatives

FID has successfully forged excellent and cohesive financial arrangements with premier global banks. These agreements have secured critical credit line facilities, enabling us to add confirmation to Letters of Credit (LCs), arrange Trade Loans for our Off-shore Banking Unit (OBU), and efficiently manage NOSTRO accounts for both payments and export proceeds collection.

Mitigating Risk with Comprehensive Due Diligence

To ensure the safety and security of trade transactions, FID has expanded its network of credit information providers. We have established robust arrangements with leading agencies including Dun & Bradstreet (Dubai), ICIL (Pakistan), Trade Data Limited (Bangladesh), Creditlink (Bangladesh), Chenkun Credit Rating Services Co. Limited (China), and Credence (Hong Kong). These partnerships allow our branches and NITS to procure essential credit reports on overseas suppliers and buyers.

Enhancing Trade Asset Management

In a continued effort to optimize trade services, FID has secured specialized services for comprehensive transaction monitoring. This includes vessel tracking and screening through the International Maritime Bureau (IMB) of the ICC Commercial Crime Services (UK) and Kpler PTE Ltd. (Belgium), container tracking with DP World (UAE), and price verification via the Global Trade Tracker (GTT), Switzerland. These tools empower our Trade Assets division to secure competitive pricing for LC confirmation and discounting by effectively reaching out to confirming banks.

Ensuring Global Compliance and Visibility

Demonstrating our commitment to international standards, FID has meticulously managed all Know Your Customer (KYC) and due diligence processes for correspondent banks. To maintain our presence in the global financial community, we have renewed our arrangement with Bankers Acuity to feature NCC Bank in the premier international banking and business directory, ensuring our information is current and detailed for partners worldwide. Furthermore, in compliance with the US PATRIOT ACT, we have appointed a Process Agent in the USA for accounts held in the United States, underscoring our dedication to regulatory adherence and operational integrity.

Through these concerted efforts, the Financial Institutions Department continues to build a resilient and dynamic foundation for NCC Bank's international growth, ensuring we remain a trusted and connected partner in the global financial system

Key Achievements in 2025

The Financial Institutions Department (FID) has continued to play a crucial role in strengthening NCC Bank's global footprint and operational capabilities. Our key accomplishments for the year are as follows:

Strengthening Global Correspondent Network

As of December 31, 2025, the Bank boasts a robust correspondent banking network, encompassing 363 offices of 120 leading global banks. This extensive network ensures that we can deliver unparalleled service to our clients worldwide. A cornerstone of this strength is the credit support from 50 of these banks, which have extended credit line facilities totaling USD 754 million in favor of NCC Bank for the confirmation and discounting of Letters of Credit (LCs).

Pioneering Islamic Banking Solutions

In a landmark achievement for the Bank, FID signed the first-ever "Master Wakala Agreement" with Abu Dhabi Islamic Bank (ADIB), UAE. This historic agreement enables our Off-shore Banking Unit to receive funds from ADIB on behalf of our Islamic branches/windows, to be invested in Shariah-compliant trade transactions. Complementing this, we also signed a Master Murabaha Agreement with ADIB to facilitate UPAS (Usance Payable at Sight) LCs, further strengthening our Islamic trade finance offerings.

This year marked a significant milestone for our Offshore Banking Unit (OBU), which successfully secured trade loan from our valued correspondent Standard Chartered Bank for the first time in NCC Bank's history – Achievement made possible through the all out efforts of the FID team and our Sr. Management.

Recognition from Multilateral Partners

Our strong financial discipline and operational standards were recognized by the Asian Development Bank (ADB).

Following a successful annual review, ADB—this enhances limits for only a select few banks in Bangladesh—retained its enhanced limit for NCC Bank at USD 35 million, up from the previous USD 25 million. This stands as a testament to our robust risk management and financial health.

Operational Excellence in Trade and Payments

In 2025, FID demonstrated its operational prowess by facilitating the add-confirmation of 779 LCs, amounting to USD 630 million. Concurrently, the department ensured seamless execution of 17,478 payments through our network of 24 NOSTRO accounts in various currencies, underscoring our commitment to efficient and reliable client service.

Looking Ahead

Through consistent and strategic efforts, the FID is committed to offering a wide array of banking services that meet the demands of a dynamic socio-economic environment, both domestically and internationally, while upholding the highest standards of integrity and efficiency.

Financial Inclusion

Financial inclusion is more than a regulatory mandate at NCC Bank; it is a core pillar of our sustainable growth. Since its inception in 2018, our Financial Inclusion Cell (FIC) has been the engine behind our efforts to empower the unbanked, underprivileged and marginal population. By designing innovative solutions for students, marginal farmers, and lower-income communities, we are building a brand that grows alongside with its customers. Through our life-cycle engagement model, we introduce financial literacy to students at a formative age, fostering a generation of financially literate citizens who view NCC Bank as their lifelong partner in progress. Our goal is simple yet profound; to secure sustainable brand loyalty through early intervention. This strategic focus on deposit mobilization and financial literacy positions NCC Bank as one the leaders in the nation's journey toward total financial inclusion.

By aligning our product offerings with the evolving needs of our customers, our current portfolio under the Financial Inclusion Cell includes:

1. No-Frill Accounts (NFAs)

Designed to remove the barriers of traditional banking, our No-Frill Accounts serve as a bridge for the underserved. With a minimal initial deposit requirement of Tk. 10/50//100, these accounts offer:

- **Zero-Maintenance Cost:** No minimum balance requirements and free service charges/fees (government fees excluded).
- **Competitive Returns:** Preferential higher interest rates to encourage a culture of savings.
- **Target Demographics:** Specifically tailored for farmers, RMG workers, leather industry worker, the extreme poor, city corporation workers and beneficiaries of Social Safety Net (SSN) programs.

2. Financial Inclusion Loans

In collaboration with Bangladesh Bank, we provide specialized refinance schemes to empower our NFA holders. This credit facility is designed to turn aspirations into reality for low-income individuals:

- **Affordable Credit:** Offered at a highly competitive interest rate of 7%.
- **Flexible Tenure:** A maximum repayment period of 3 years.
- **Capital Support:** Loan ceilings of up to BDT 5.00 Lac individually and BDT 20 Lac in group, enabling small-scale business expansion and self-reliance.

3. Student Banking Accounts (SBAs)

Our Student Banking segment is a cornerstone of our "Life-Cycle" branding strategy. By engaging the youth today, we are securing the loyal corporate and retail clients of tomorrow.

- **Accessibility:** Accounts can be opened with just Tk. 100 for any Bangladeshi student under 25 of any educational institutions.
- **Fee Waivers:** 100% waiver on charges (excluding Govt. fees) for students under 18; 50% discount for student those aged 18–25 years.
- **Modern Utility:** These accounts are fully equipped to receive freelancing remittances, scholarships, and subsidies, making them a practical tool for the modern, tech-savvy student.

Key Highlights:

i. Established "Financial Literacy Corner" in 139 branches & sub-branches and Financial Advisory Service through a "Financial Literacy Help Desk" in each branch, a unique concept in banking industry.

ii. Established Financial Literacy Wing (FLW).

iii. 74 School Banking Campaigns held nationwide by NCC Bank in 2025

iv. 68 Financial Literacy Programs were held nationwide by NCC Bank in 2025

vi. A MoU has been established between FIC and Department of Youth Development (DYD) for providing Financial Inclusion Loan and to build a

strong customer base through No-Frill Accounts for unbanked and marginal people.

v. NCC Bank has spent more than Tk. 2.4 million so far in 2025 as part of CSR activity through Financial Literacy Programs and School Banking Campaigns.

vi. Published a book in Bangla titled "Aarthik Shakkhorota Sohojpat" in guidance of Bangladesh Bank and distributed those to 139 branches and sub-branches, 50 copies each in 2025.



Honorable Chairman Mr. Mohammed Nurun Newaz Attending School Banking Campaign at Nurun Newaz High School



Honorable EC Chairman & Director Khairul Alam Chaklader at Mofazzal-Momena Chaklader Mohila College



Mou With Department of Youth Development (DYD)

Key Achievements

i. Around 10,413 (Ten Thousand Four Hundred and Thirteen) school banking accounts opened in 2025. An extensive 222% growth from previous year's number of opened school banking accounts.

ii. Around 1,777 (One Thousand Seven Hundred and Seventy-Seven) No-Frill Accounts opened in 2025. A 127% growth from previous year's number of opened No-Frill Accounts.



Financial Literacy Week Inauguration by Senior Management and NCC Bank Officials



Honorable DMD Md. Zakir Anam at Dinajpur Academy, Dinajpur



Honorable DMD Mohammed Mizanur Rahman FCA at Madaripur Girls High School

iii. Around 80 (Eighty) Lac Financial Inclusion Loan disbursed in 2025 to our No-Frill Account Holders. Bangladesh Bank target for this loan was 50 (Fifty) Lac. An extensive 588% growth from previous year's disbursed amount.

iv. Total 36,542 (Thirty-Six Thousand Five Hundred and Forty-Two) student accounts up to December 31, 2025.

v. Total 10,080 (Ten Thousand Eighty) Nor-Frill accounts up to December 31, 2025



School Banking Campaign at T&T Boys School, Banani



School Banking Campaign at Kalyanpur Girls School and College



School Banking Campaign at Sonagazi Girls' Pilot High School

These accounts have a spillover effect; in the future, the client students will be more willing to open personal and business accounts with us. Also, many of them will contribute to NCC banks' asset portfolio through availing loans and other funded & non-funded facilities. And their family members will also be much more willing to maintain deposit and other transaction relations with the bank.



School Banking Campaign at Paradise School and College, Uttara



Financial Literacy Program at Ancholik Jubo Unnoyon Kendro, Savar

Core Strengths

i. Innovative School Banking campaigns
ii. Simplified account opening form and procedures
iii. Higher interest rate for school banking accounts
iv. Continuous incentive and monitoring
v. Embedded Financial Literacy corners and "Financial Literacy Help Desk" in 139 branches and sub-branches

Card Business

With over three decades of proven excellence, NCC Bank continues to embrace innovation and progress. Recognizing the evolving needs of its valued customers in a technology-driven era, the Bank introduced its revolutionary Card Services on August 22, 2005. Since inception, NCC Bank Cards have experienced remarkable growth in popularity, driven by a state-of-the-art card management system that ensures seamless, secure, and efficient transactions.

The Card Division remains committed to elevating the overall card and digital experience by offering rewarding benefits such as flexible EMI facilities, attractive discount campaigns, exciting Buy-One-Get-One (BOGO) offers, airport lounge access, and integrated mobile app services. Today, NCC Bank Cards symbolize value, sophistication, and convenience.

Comprehensive Card Portfolio

NCC Bank prioritizes understanding customer needs and offers a wide range of Visa and Mastercard branded Debit, Credit, Taka Pay and Prepaid Cards, including prestigious tiers that reflect financial excellence and provide exclusive privileges.

Multi-Currency & Specialized Cards:

- Visa Signature Credit Card
- Visa Platinum Credit Card
- Visa Dual Gold Credit Card
- Visa Local Classic Credit Card
- Visa Multi-Currency Debit Card (Conventional)
- Visa Multi-Currency Islamic Debit Card
- Visa SME Business Debit Card
- TakaPay Debit Card
- Visa Consumer Prepaid Card
- Visa Hajj Prepaid Card
- Mastercard Titanium Credit Card
- Mastercard Business Debit Card
- Mastercard Multi-Currency Debit Card

Unmatched Convenience & Global Acceptance

NCC Bank Cards are accepted at millions of merchants worldwide. Cardholders enjoy a comprehensive suite of features, including:

- Instant cash withdrawal at NCC Bank branches through POS
- Auto-debit payment facilities
- Balance transfer options
- Card Cheque facility
- Real-time SMS transaction alerts & monthly statements
- 24/7 customer support
- Secure e-statements
- Fast transaction approvals
- Mobile app-based transactions

All NCC Bank Cards are secured with EMV chip technology and Two-Factor Authentication (2FA) for enhanced protection. Contactless Credit Cards are also available, enabling PIN-free transactions within limits in BDT 5,000.

Extensive ATM & Network Coverage

With over 146 ATMs/CRMs nationwide, NCC Bank ensures round-the-clock banking access. Customers can withdraw cash, deposit funds, and receive instant balance updates.

As a member of Q-Cash (ITCL) and connected to the National Payment Switch Bangladesh (NPSB), NCC Bank enables customers of any local bank to withdraw cash from NCC Bank ATMs using their respective debit cards.

Instant Fund Transfer Facilities

To facilitate emergency cash access through Credit Cards, NCC Bank offers:

- Internet Bank Fund Transfer (IBFT)
- ATM Fund Transfer (ATM-FT)
- InstaCredit

Cardholders can instantly access funds by paying a nominal processing fee and repay on the due date without interest (subject to terms).

Value Propositions & Innovative Offerings

0% Interest SmartPay EMI Program

Cardholders can convert purchases at partner merchants into EMIs ranging from 3 to 36 months at 0% interest.

Rate-Based EMI Programs

- **InstaCredit –** Loan facility against unused credit limit at 7% or 9% p.a. (flat), up to 36 months, up to 50% of available limit.
- **EasyBuy –** Convert retail purchases, fund transfers, or card cheques into EMI at 7% or 9% p.a. (flat).
- **No Burden Outstanding –** Convert total monthly bill into EMI at 9% or 10% p.a. (flat), up to 36 months.

Privilege Points Reward Program

Cardholders earn Privilege Points on all POS and online transactions (local & international). Accumulated points can be used to waive renewal fees or pay outstanding Credit Card bills. Enrollment is automatic and free.

Risk Assurance Program (RAP)

Under the umbrella of MetLife, RAP provides insurance coverage against loss of life, disability, and certain critical illnesses for a nominal premium. Enrollment is automatic

upon card issuance and valid up to 64 years of age (subject to T&Cs).

Airport Privileges

- Complimentary Meet & Greet Service (with companions) at Hazrat Shahjalal International Airport (HSIA), Dhaka.
- Access to 1000+ global lounges through Priority Pass for Visa Platinum & Signature cardholders.
- Complimentary access to Balaka Lounge at HSIA, operated by Hotel InterContinental Dhaka.

Women Banking – "Parama"

Dedicated Debit, Credit, and Prepaid Cards for women under the Parama brand, offering exclusive lifestyle and financial benefits.

NCC Always App – Digital Payment Services

Customers can transact anytime, anywhere through NCC Always App, accessing diversified channels such as MFS, NPSB, BEFTN, RTGS, and more.

Hajj Card

Designed for pilgrims, the Hajj Card eliminates the hassle of carrying cash and allows spending in Saudi Riyal within approved quota limits.

Upcoming Product & Services

As part of our continued fintech transformation, the following services are in the pipeline:

Islamic Credit Card

Following the successful launch of Islamic Debit Cards, NCC Bank intends to introduce Shariah-compliant Islamic Credit Cards aligned with Islamic Banking principles.

SME Credit Card

To empower small and medium enterprises, NCC Bank is going to launch a dedicated SME Credit Card tailored to business owners and entrepreneurs. This product will enable SMEs to manage working capital efficiently, ensure smooth business operations, and access short-term financing without procedural delays.

Medical Debit Card

To address the growing need for structured healthcare financing, NCC Bank is planning to introduce a specialized Medical Debit Card to provide customers with financial flexibility during medical emergencies while promoting organized healthcare expense management.

Virtual Card

Instant issuance of virtual cards for online transactions, enabling secure and immediate digital payments for customers.

Domestic Lounge Access

To enhance travel convenience within Bangladesh, NCC Bank is introducing Domestic Lounge Access for selected Credit Cardholders. This initiative reflects NCC Bank's commitment to providing premium lifestyle benefits beyond international travel.

Dedicated Card Service Desk in Branches

To ensure superior customer service, NCC Bank will establish Dedicated Credit Card Service Desks in selected branches nationwide. These dedicated desks will significantly reduce turnaround time and enhance customer satisfaction through specialized service support.

The Way Forward

The Card Division of NCC Bank continues to strengthen its position as a leading innovator in the payments landscape. Through customer-centric solutions, advanced technology, and diversified product offerings, the Division is well-positioned for sustained growth and industry leadership.

The future of NCC Bank Cards is highly promising, and the Division remains committed to upholding the prestigious image and trusted legacy of the Bank.

Digital Financial Services (DFS)

Overview

The Digital Financial Services (DFS) Business Unit of NCC Bank continues to play a strategic role in accelerating the Bank's digital transformation agenda. Through the flagship platform, NCC Always App, the Bank is delivering secure, convenient, and real-time financial solutions aligned with evolving customer expectations and national digitalization initiatives.

In a rapidly transforming financial ecosystem, where customers demand instant access, seamless transactions, and personalized banking experiences, the DFS Business Unit has focused on expanding digital capabilities, strengthening security architecture, and enhancing customer engagement.

Strategic Focus During the Year

During the reporting year, the DFS Business Unit concentrated on:

1. Enhancing Digital Accessibility

- Simplified multi-option onboarding (Debit Card, Credit Card, NID, Passport, Branch-assisted onboarding).

- Digital Account Opening with FDR & DPS facilities.
- Increased customer adoption across retail and emerging segments.

2. Strengthening Transaction Ecosystem

- Instant intra-bank and interbank transfers (NPSB, BEFTN, RTGS).
- Utility bill payments and mobile recharge services.
- Credit card payment (own & within-bank cards) with real-time processing.
- Integration with major MFS wallets (bKash, Nagad, Rocket, upay, etc.).
- QR-based merchant payment to promote cashless transactions.

3. Operational Efficiency & Branch Support

The DFS platform significantly reduced branch dependency by enabling customers to perform key banking activities remotely. This has improved Turnaround Time (TAT), reduced operational costs, and enhanced overall service efficiency.

4. Security & Compliance Enhancement

- Multi-layer authentication framework.
- OTP-based secure verification.
- Encrypted transaction environment.
- Continuous monitoring to ensure regulatory compliance.

Contribution to the Bank

The DFS Business Unit contributed in the following strategic dimensions:

- Customer Convenience: 24/7 banking access from anywhere.
- Financial Inclusion: Digital onboarding extended services to unbanked and underbanked populations.
- Cost Optimization: Reduced manual processing and paperwork.
- Brand Positioning: Strengthened the Bank's competitiveness in the digital banking landscape.
- Deposit & CASA Growth Support: Digital channels facilitated faster account acquisition and retention.

Future Roadmap & Innovation Pipeline

To remain competitive in an increasingly fintech-driven environment, the DFS Business Unit has developed a forward-looking digital roadmap:

1. Instant Digital Loan (Nano & Retail Loan Integration)

- AI-driven credit scoring model.
- Pre-approved instant loan offers for eligible customers.
- Fully digital loan disbursement and repayment process.

2. Digital Wallet (Account-less Banking)

- Launch of NCC Digital Wallet allowing customers to transact without a traditional bank account.
- Expansion into micro-payment and youth segments.

3. P2P & QR Withdrawal Facility

- QR-based P2P transfers.
- QR-based branch withdrawal facility.

4. Personalized Banking & Data Analytics

- Spending insights and smart budgeting tools.
- Customized product recommendations.
- Data-driven cross-selling of deposit, card, and loan products.

5. Expanded Merchant & Government Integration

- Wider merchant QR acquisition network.
- Integration with additional government and service platforms.

6. User Experience Upgrade

- Performance optimization for faster transaction processing.
- Modernized UI/UX for simplified navigation.

Strategic Vision

The DFS Business Unit aims to transform NCC Always App into a fully integrated digital banking ecosystem — enabling end-to-end financial journeys including payments, savings, credit, and investment through a single secure platform.

By combining innovation, regulatory compliance, and customer-centric design, NCC Bank is positioning itself as a progressive digital banking leader committed to sustainable growth and financial inclusion in Bangladesh.

Human Resources Development

The Human Resources function at NCC Bank encompasses all employees whose contributions are integral to the institution's sustained success. We define "Human Capital" as the collective capabilities, competencies, and expertise that enable the effective execution of our strategic objectives. Our Human Resources team remains committed to nurturing a highly skilled workforce that not only reflects excellence but also constitutes a distinct competitive advantage within the banking industry and across Bangladesh.

We recognize Human Resources as a fundamental pillar of organizational effectiveness, serving as a vital link between management and employees, grounded in professionalism, respect, and integrity. Our strategic focus is centered on empowering our workforce, positioning them as valuable assets for both personal development and the Bank's long-term growth. Through continuous investment in people development, we endeavor to foster a culture that promotes superior customer service and sustainable business performance.

For the benefit of our stakeholders, we have included a comprehensive report on Human Capital and Human Resource Accounting, outlining our key initiatives and future strategic direction.

Learning and Development

The Learning & Development Centre (LDC) of the Bank undertook different initiatives throughout the year 2025 to strengthen the professional competencies of the officials of the Bank through continuous learning and development activities. In this connection, the center has prepared the Training Performance Report for the year 2025.

During the year 2025, the Centre conducted 126 (one hundred twenty-six) training courses / workshops / seminars and other learning activities, in which a total of 7, 641 executives and officers of the Bank participated. Additionally, 461 Bank officials participated in 119 training programs organized by renowned external institutions, including BIBM, BBTA, BIIF and other professional institutions. During the same period, 05 (Five) executives were nominated to attend overseas training programs.

All the above training programs were designed and arranged with the objective of enhancing the skills, knowledge, and professional attitude of the participants, in alignment with the Bank's short-term and long-term organizational goals.

In the year 2025, a total expenditure of Tk. 1, 07, 26,555/- was incurred for in-house training programs conducted by NCCBLDC. In addition, an amount of Tk. 1, 19, 28, 472/- was spent on external and local training programs, including promotion examinations, recruitment examinations and other related training costs as nominated by the Human Resources Division, Head Office, Dhaka.

The total expenditure for human resource development during the year 2025, encompassing in-house, local, and foreign training programs, amounted to Tk. 2, 26, 88, 027/-.

For the year 2026, an estimated budget of approximately Tk. 3.00 crore has been proposed to support training and development activities, covering internal (LDC), external, foreign training programs, promotion tests, recruitment tests, and other HRD-related learning initiatives.

Internal Control and Compliance

At NCC Bank, the Internal Control & Compliance Division (ICCD) plays a vital role in supporting the bank's corporate goals, focusing on accurate reporting, operational efficiency, and adherence to laws, regulations, and internal policies. The internal control system encompasses financial, operational, and other control mechanisms across various departments. Since internal control is often managed at the departmental level, collaboration and active involvement from all stakeholders are essential.

The ICCD's core responsibilities include systematic monitoring, follow-up, independent assessments, and timely reporting to Honorable Audit committee of the board, Honorable Board of Directors, and management. These efforts ensure that all bank activities align with established policies, procedures, guidelines, and regulatory requirements.

To evaluate the effectiveness of internal controls, the ICCD conducts continuous assessments, reviews, and audits of the bank's various Branches, Sub-Branches, Divisions/ departments, and subsidiaries. By enhancing operational effectiveness and efficiency, internal control helps mitigate risks, safeguard assets, and ensures compliance with relevant legal and regulatory frameworks.

The ICCD at NCC Bank is structured into four specialized units: Audit, Monitoring, Compliance, and Information Systems (IS) Audit, each aligned with the bank's diverse operations and complexities.

Internal Control and Compliance Division (ICCD)

1. Audit Unit
2. Compliance Unit
3. Monitoring Unit
4. Information Systems Audit Unit

Internal Audit Mechanism is used as an important element to ensure good governance of NCC Bank. Internal Audit Activity of NCC Bank is effective and it provides a number of important services to senior management. These include detecting and preventing fraud, testing internal control, and monitoring compliance with own policies & procedures, applicable rules & regulations, instructions/ guidelines of regulatory authority etc. During the year 2025, ICCD conducted Audit, investigation, inspection on many of the Branches, Divisions/Department of Head Office of the Bank and submitted reports and presented the findings of the audits, Investigation & inspections. Necessary control measures and corrective actions have been discussed in the meetings of the Audit Committee of the Board and necessary steps have been taken according to the decision of the Committee for correct functioning of Internal Controls & Compliance.

Key Information 2025

- The ICCD of NCC Bank operates in accordance with the "Guidelines on Internal Control & Compliance in Banks" set by Bangladesh Bank.
- The Division is staffed by 27 employees, comprising professionals with expertise in both business and technology.
- ICCD consistently evaluates the effectiveness of the internal control system and ensures compliance with established rules and procedures.
- **The Audit Unit** performed risk-based internal audits in accordance with the Audit Committee of the Board (ACB)–approved audit plan, focusing on regulatory compliance, internal controls, and operational efficiency. Significant findings were reported to the ACB and Management, and follow-up actions were monitored to ensure timely resolution. The Unit also conducted investigations and inspections as required.
- The Internal Audit Unit conducted an Anti-Money Laundering (AML) audit following the Independent Testing Procedure (ITP) checklist.
- **The Compliance Unit** monitored the Bank's compliance with applicable laws, regulations, and directives of Bangladesh Bank. The Unit reviewed regulatory & External Audit compliance status, identified gaps, facilitated corrective measures, and ensured timely submission of compliance. The Unit also provided support to external auditors and Bangladesh Bank inspection teams.
- **The Monitoring Unit,** as part of its continuous assessment of the internal control system, regularly reviews the QOR, LDCL, DCFCL, Internal Audit Checklist, and risk rating control tools. The Unit also prepares the Half-Yearly Self-Assessment of Anti-Fraud Internal Controls Report and the Annual Integrated Health Report, which are submitted to Bangladesh Bank, and ensures the timely submission of all regulatory returns.
- **The IS Audit Unit** reviewed the Bank's information systems, IT operations, and cyber security controls in accordance with Bangladesh Bank ICT Security Guidelines. The Unit assessed system access controls, data security, disaster recovery, and business continuity arrangements, contributing to strengthen IT governance and mitigation of technology-related risks.
- ICCD Verify the repayment capacity of borrower for Rescheduling under Policy Support as BRPD cir. 07 dt. 16.09.2025
- ICCD Issued Certificate of Settlement Loan Proposal (Interest waiver certificate)
- ICCD actively participated in Audit Committee meetings, which represent one of the division's most critical responsibilities.
- **The ICC Division (ICCD)** performs key pre-control functions, including Expenditure Pre-Audit, review and verification of End Service Benefits (ESB), and monthly vetting of expenditures, to ensure accuracy, compliance with policies, and effective financial control.

Outlook for 2026 Internal Control & Compliance Division

- Strengthen risk-focused oversight in line with Bangladesh Bank's Risk-Based Supervision (RBS) framework, with emphasis on high-risk areas and critical processes.
- Identify process gaps, control weaknesses, and operational lapses through continuous risk-based reviews to support timely management actions.
- Enhance the role of the Monitoring Unit through focused follow-up on high-risk audit and inspection observations to ensure effective closure.
- Intensify compliance follow-up on findings of internal audit, external auditors, Bangladesh Bank, and other regulatory bodies, particularly in RBS-rated high-risk areas.
- Actively participate in the development and refinement of internal policies and procedures to align with regulatory expectations and the Bank's risk appetite.
- Continue the transition towards a fully Risk-Based Internal Audit approach, prioritizing audit resources based on risk significance.
- Reinforce compliance culture across the Bank in line with Bangladesh Bank directives and evolving regulatory requirements.

Anti Money Laundering and Combating the Financing of Terrorism (AML-CFT)

During the year under review, NCC Bank remained firmly committed to preventing money laundering and combating the financing of terrorism (AML-CFT) in line with applicable laws, regulatory guidelines, and international best practices. A comprehensive AML-CFT framework was maintained to identify, assess, monitor and mitigate money laundering and terrorist financing risks across all business activities.

The Board of Directors and senior management provided strong oversight and support to AML-CFT compliance. They maintain a firm "Zero Tolerance" stance toward non-compliance, reaffirming that no business relationship is worth compromising the Bank's integrity and ethical standards. Policies and procedures were regularly reviewed and updated to reflect changes in regulatory requirements and emerging risks. A risk-based approach was adopted to ensure effective allocation of resources and enhanced due diligence apply for high-risk customer, products, services, and transactions.

The unwavering commitment of Senior Management forms the cornerstone of NCC Bank's AML-CFT framework. Each year, the Managing Director communicates the Bank's initiatives, achievements, and strategic priorities in strengthening AML-CFT compliance. The Bank remains fully aware that violations of the MLPA and ATA can result in severe legal and reputational consequences, underscoring the importance of strict adherence to all regulatory requirements to ensure a stable and resilient financial sector.

The AML-CFT Division of NCC Bank actively ensures compliance with BFIU guidelines through continuous transaction monitoring, sanctions screening and timely reporting of suspicious activities/transaction. The Division also conducts regular training and awareness programs to enhance employees' understanding of AML-CFT obligations and emerging risks. Comprehensive policies are in place for Customer Due Diligence (CDD), Enhanced Due Diligence (EDD), risk-based transaction monitoring, and the management of high-risk customers, including Politically Exposed Persons (PEPs)/Influential Persons(IPs).

Looking ahead to 2026, NCC Bank's AML-CFT priorities include:

- Strengthening the Bank's regulatory compliance framework.
- Implementing robust AML Solution & Screening Software to enhance detection and reporting capabilities.
- Implementing universal transaction monitoring systems to detect suspicious transaction
- For creating awareness regarding AML-CFT issues, conduct regional awareness program and BAMLCO conference as well.
- Maintaining a high regulatory audit rating through continuous improvement and proactive risk management.

NCC Bank remains deeply committed to upholding the highest standards of integrity, transparency, and compliance. We urge all customers and stakeholders to act as responsible citizens by providing accurate information and necessary documentation to support the Bank's efforts in preventing money laundering, terrorist financing, and proliferation financing.

Together, we can safeguard the stability, integrity, and reputation of our bank and contribute to a secure and transparent economic environment for all.

Branch Expansion Program

The Board of Directors and Management of the Bank acknowledge their fundamental responsibility to formulate and implement strategic action plans that ensure sustainable and uninterrupted institutional growth. The performance of financial institutions, particularly banks, is closely linked to the breadth and effectiveness of their operational network. Institutions with extensive outreach are better positioned to achieve their objectives than those with limited presence. Accordingly, banks operate through strategically located branches in areas with strong business potential, making a well-planned branch network a key determinant of success.

A robust and efficient branch network enables the Bank to serve a broader customer base, thereby enhancing its competitive positioning. In this context, a clearly articulated Branch Expansion Policy is essential to guide informed and consistent decision-making.

The Bank's Branch Expansion Policy has been formulated in compliance with regulatory requirements and duly approved by the Board of Directors. Site selection for new branches is based on comprehensive feasibility studies conducted by approved and reputable surveyors, or, where necessary, by designated internal teams under the supervision of the competent authority. These decisions are driven by the objective of achieving optimal profitability within the shortest possible timeframe, while maintaining a strong focus on customer satisfaction.

Furthermore, the establishment of sub-branches in strategically selected locations near existing branches enhances market coverage in a cost-effective and customer-friendly manner. To ensure superior service delivery, both branches and sub-branches are equipped with advanced technology and value-added service offerings.

The Bank also plans to introduce Agent Banking services to expand financial inclusion by reaching unbanked populations in remote areas. This initiative is expected to significantly strengthen the mobilization of low-cost deposits and enhance remittance services.

NCC Islamic Banking has received an encouraging response from customers, prompting the Bank to explore further expansion through additional branches and Islamic banking windows. Subject to approval from Bangladesh Bank, the Bank intends to establish more branches and sub-branches in the coming year. As at year-end, the Bank operated 132 branches and 10 sub-branches.

Dividend

The distribution of an appropriate dividend to shareholders is regarded as a fundamental responsibility of the Bank. Shareholders invest their capital with the expectation of receiving satisfactory returns at the end of each financial year. In recognition of this commitment, the Bank undertakes all necessary measures to ensure robust financial performance and sustainable earnings.

Accordingly, the Board of Directors has recommended a total 21.00% (twenty one percent) dividend (Comprising of 17.00% cash and 4.00% stock) for the year ended on December 31, 2025, subject to approval by the shareholders at the 41st Annual General Meeting (AGM) of the Company.

Managing Core Risks

In light of the rapid transition from traditional, manual banking operations to highly automated and technology-driven platforms, banks have strategically realigned their approaches and adopted modern techniques to enhance service delivery and expand their outreach across wider segments of society. Over recent decades, the banking industry has evolved significantly—from a basic intermediary for deposits and loans to a comprehensive financial services provider addressing the diverse needs of individuals and businesses.

The adoption of advanced technologies, including internet-based systems, Virtual Reality, Open Application Programming Interfaces (APIs), and Smart Contracts, has enabled banks to improve operational efficiency and service quality. While these innovations have strengthened customer engagement and service capabilities, they have also introduced new internal and external risks that may impact stakeholders' interests. Accordingly, banks must continuously adopt proactive measures to identify, assess, and mitigate such risks in order to ensure stability and protect depositor confidence.

In this context, Bangladesh Bank, through its Prudential Guidelines, has categorized operational risks into seven distinct areas, each requiring appropriate mitigation within the framework of regular banking activities. It is therefore imperative for banks to establish and implement robust policies and control mechanisms to effectively manage these risks.

At NCC Bank, we are fully cognizant of the evolving risk environment and have established a structured governance framework to oversee risk management. This includes the Risk Management Committee of the Board, comprising members of the Board of Directors, and the Executive Risk Management Committee, consisting of senior management. These committees closely monitor risk-related matters and take timely and appropriate actions as necessary. Furthermore, the Risk Management Division at the Head Office plays a pivotal role in overseeing and coordinating risk management activities across the organization.

Corporate Governance

As custodians of public funds and financial assets, banks and financial institutions bear a paramount responsibility to uphold the highest standards of transparency and accountability across all operations. Maintaining such standards is essential to fostering trust and confidence among stakeholders.

To this end, it is imperative to establish clearly defined roles and responsibilities for employees, thereby embedding a culture of integrity, openness, and accountability throughout the organization. This structured approach encourages employees to discharge their duties with diligence and professionalism, while enabling the timely identification and appropriate management of any misconduct, without compromising those who adhere to established standards.

The Bank has ensured that its employees are fully informed of their rights and obligations, supported by well-articulated policies and guidelines to facilitate the effective and responsible execution of their duties.

Compliance with Corporate Governance Guidelines

The Bank has always been careful in meticulous compliance with the requirements and provisions of corporate governance guidelines issued by the Bangladesh Securities and Exchange Commission (BSEC) as per notification number BSEC/CMRRCD/2006-158/207/Admin/80, dated 03 June, 2018. The compliance status of the Bank on the guidelines is presented at pages 221 to 243 as well as M/s. Ahsan Manzur & Co., Chartered Accountants have duly certified the same as noted at page 220 of this Annual Report.

Unqualified Audit Opinion

The external auditors completed the audit of NCC Bank's financial statements for the year ended December 31, 2025. The auditors have issued an unqualified audit opinion. This unqualified audit opinion signifies that our financial statements present a true and fair view of the bank's financial position and performance, in accordance with the applicable financial reporting framework. It reflects our commitment to maintaining the highest standards of financial integrity and transparency. The auditors draw attention to note 15.2 & 15.5 to the financial statements state that the bank in accordance with Bangladesh Bank letter no. BSD-4(wing-3)/3201/2026-234 dated 23 April 2026, has maintained required provision measured as given in note 15.2 and 15.5. We additionally draw your attention to the note no. 2.1a and 15.4.1 which states the reasons for restatement and the impact on EPS resulting from this restatement. Our opinion is not modified in respect of these matters.

Financial Reporting Framework

The Board of Directors of the Bank in accordance and in compliance with the BSEC notification vide No. BSEC/CMRRCD/2006-158/207/Admin/80, dated 03 June,

2018 confirms compliance with the financial reporting framework for the followings:

- The Financial statements as prepared by the Management of the Bank making a fair presentation of its activities, operational details and results, cash flow information and changes in equity structure.
- Proper books of accounts of the Bank have been maintained.
- Accounting estimates are based on reasonable and prudent judgment.
- The financial statements have been prepared on a going concern basis under historical convention in accordance with First Schedule of the Bank Company Act, 1991, Bangladesh Bank Circulars, International Accounting Standards (IASs), and International Financial Reporting Standards (IFRSs) adopted by Institute of Chartered Accountants of Bangladesh (ICAB), the Companies Act, 1994, the Securities and Exchange Rules, 2020 and guidance of Financial Reporting Council (FRC) under Financial Reporting Act, 2015 and other rules and regulations applicable for Banks in Bangladesh.
- Appropriate Accounting policies, including International Accounting Standards (IAS)/ International Financial Reporting Standards (IFRS), as applicable in Bangladesh, have been consistently applied in preparation of the financial statements. Any change or deviation has been adequately disclosed.
- Minority shareholders have been duly protected as they have effective means of redress.
- No significant doubt exists upon the Bank's ability to continue as a going concern.
- No extraordinary gain or loss incurred.
- Comparative analysis of significant deviations has been highlighted and reasons have been explained in this regard.

Financial Indicators and performance for last 5 years

The table at page 181 of this Annual Report shows the last five years' key indicators.

Management's Discussion and Analysis

The Speech of the Managing Director, report of the Chief Risk Officer (CRO) and declaration of the Managing Director and Chief Financial Officer (CFO) and in other pages of this Annual Report contain the Management's Discussion and Analysis.

Declaration of the MD and CFO on financial statements

The declaration certificates of the Managing Director and Chief Financial Officer on financial statements are given at page 246 of this Annual Report.

Related Party Transactions/ Bank-related Persons or Institutions

Disclosure of related party transactions including nature of the related parties, nature of transactions, and basis for such transactions have been provided in Annexure-I of the Financial Statements at page 357 of this Annual Report.

Board Structure

The Board of Directors of the Bank has been formed as per relevant Articles/Clauses/Sections of the Articles of Association of the Bank, the Banking Companies Act and Bangladesh Securities and Exchange Commission as and where applicable. The Board primarily engaged in formulating policy guidelines following which the total workforce is led by the Management Team towards achieving organizational goals. The Board meets in regular intervals for considering business proposals as placed and recommended by the Management. The Board, through the Management, ensures that all its instructions/ decisions are duly implemented for ensuring steady growth of the organization.

Executive Committee

The Executive Committee of the Board meets in addition to regular board meetings to discharge their responsibilities as per given limit which the Board ratifies afterwards.

Audit Committee

The Audit Committee of the Board reviews the reports on position of the branches and different key departments at Head Office as well submitted by the ICC Division prepared on the basis of the findings during the routine inspection and monitoring round the year. A report of the Audit Committee duly signed by the Chairman of the Committee is shown at page 118 of this Annual Report.

Mentionable that as per guideline of Bangladesh Bank, the Audit Committee of the Board performs the activities of the Nomination and Remuneration Committee in addition of its regular functions.

Risk Management Committee of the Board

The Risk Management Committee of the Board (RMCB) primarily engaged in ascertaining the risks appetite, probable risks in Banking operations and following due consideration identify applicable process to mitigate those risks factors and guide the Management Team in that line.

The Shari'ah Supervisory Committee

The Shari'ah Supervisory Committee of the Bank is formed with renowned Islamic scholars of the country to review the principles and the contracts relating to the transactions and applications introduced in Islamic banking and gives opinion on various Shari'ah related issues in accordance with the Shari'ah Rules and Principles. The Committee also review the Shari'ah audit and inspection reports of the Shari'ah Audit team and guide for compliance with Shari'ah rules and principles and also with the specific fatwas, rulings and guidelines issued by them. In addition to fatwas, the Muraquib also follow the Internal Control & Compliance guidelines on Islamic Banking issued by Bangladesh Bank.

Meetings of the Board of Directors

Total 24 (twenty four) meetings of the Board of Directors, 10 (ten) meetings of the Executive Committee, 11 (eleven) meetings of the Audit Committee, and 04 (four) meetings of the Risk Management Committee of the Board were held during the year 2025.

Fees/Remuneration of Directors for attending meetings

Meeting fees and other expenses related thereof for attending meetings of the Board of Directors and its Committees are shown in page 331 under note no. 35 of this Annual Report.

The Pattern of Shareholding

A statement on pattern of shareholding is presented along with Corporate Governess Report at page 245 of this Annual Report.

Centralized Unit for General Banking

The Centralized Unit for General Banking (CUGB) operates in full compliance with the regulatory guidelines prescribed by Bangladesh Bank. In its commitment to delivering high-quality customer service while effectively managing risks associated with money laundering and terrorist financing, the Unit strictly adheres to the provisions outlined in BFIU Circular No. 26. All branches remain under stringent supervision and continuous monitoring by the Unit. Its day-to-day operations are managed by a team of experienced banking professionals who proactively identify, assess, and mitigate potential risks.

CUGB plays a pivotal role in ensuring the accurate and efficient execution of the Bank's processes and transactions, thereby minimizing operational risks and enhancing overall service quality. The Unit is also responsible for addressing complex operational issues, supporting various divisions, and ensuring full compliance with regulatory requirements. Through these functions, it contributes significantly to maintaining the Bank's financial stability. Under its oversight, key operational units—including the Branch Support Division (BSD), Bangladesh Automated Clearing House (BACH) Operations Division, Centralized Unit for General Banking (CUGB), and the Foreign Account Tax Compliance Act (FATCA) Unit—work in a coordinated manner to achieve operational excellence.

Financial Management

The Board of Directors routinely approves all bank documents, including the Annual Business Plan and other financial disclosures. Additionally, the Board consistently reviews key performance indicators—such as income, expenses, operational profit, advances, and Non-Performing Loans (NPL) —to ensure the bank's growth remains unhindered. It also guarantees adherence to all regulatory requirements to maintain a satisfactory rating.

Management Structure

The Senior Management Team

The Senior Management Team (SMT) serves as the highest decision-making body, comprising all key divisional heads with the Managing Director as its Chairman. The SMT generally meets on a weekly basis to review the bank's overall performance, identify areas requiring immediate attention, and propose appropriate solutions.

Asset Liability Management Committee, ALCO

The Asset Liability Management Committee (ALCO) is responsible for overseeing the Bank's fund management. The Treasury Division, through its various designated desks, ensures that the necessary funds are available to settle payments to international clients at all times. The ALCO meets monthly to review the fund position and adjust pricing as appropriate, based on prevailing market conditions.

Head Office Credit Committee

Head Office Credit Committee (HOCC) is an important committee at the management level that deals with business proposals sent by the branches in accordance with the process as laid in the Credit Policy and laws/rules in force. HOCC, after thoughtful and minute considerations, gives approval to the proposals with strong business potentials so that quality of the assets and timely repayment of the loans are ensured. The proposals so approved are then placed to the Board with the recommendations of the HOCC, if and when felt needed.

Code of Ethics

The Bank has established a clearly defined Code of Conduct that is strictly enforced for employees at all levels, both in the workplace and in their personal conduct. The Code

explicitly outlines acceptable and unacceptable behaviors, particularly in situations that may lead to conflicts.

National Integrity Strategy/Ethics and Morality in Banking

In alignment with the government's strategy to ensure accountability and transparency across all levels of society—and in response to Bangladesh Bank's requirements—the Bank has established a National Integrity Strategy Implementation Unit at its Head Office. Headed by a senior executive serving as the Focal Point, the Unit is tasked with promoting ethical practices and integrity across all banking activities.

In accordance with regulatory guidelines, the Unit establishes annual targets that are evaluated quarterly and reported to Bangladesh Bank for compliance purposes. It also works to foster a culture of integrity among employees, enabling them to achieve the highest ethical standards. Consistent with the Integrity Award Policy 2008, as amended in 2022, selected employees are regularly recognized through Integrity Awards, following the prescribed process.

Internal Control System and appropriate Accounting Policy

The Bank has established a robust internal control system to enhance operational efficiency across functional units and employees. The Board of Directors and Management periodically review this system to ensure its effectiveness and alignment with the Bank's objectives. Additionally, all financial disclosures are prepared in accordance with the relevant policies and guidelines prescribed by International Accounting Standards (IAS), ensuring transparency and compliance with global best practices.

Corporate Social Responsibility

Organizations and institutions operating within a social framework have a fundamental responsibility to contribute to the sustainable and balanced development of society, as their long-term success is inherently linked to it. NCC Bank acknowledges this obligation and firmly believes that fostering a vibrant, cultured, and physically and mentally healthy society creates a conducive environment for business growth and economic stability.

The Bank holds the view that financial institutions should not solely focus on profit generation but should also actively contribute to social progress. Since its inception, NCC Bank has been dedicated to fulfilling this responsibility by undertaking various initiatives aimed at promoting equitable development in key areas such as education, healthcare, infrastructure, and more. These efforts have not only supported societal well-being but have also enhanced the Bank's reputation and goodwill.

Key initiatives include the distribution of relief materials during natural disasters and emergencies, providing scholarships to meritorious students with financial constraints, and extending medical assistance to individuals and institutions in need. Upholding this commitment, the Bank continued its philanthropic activities in 2025, with a CSR expense of Taka 126.24 million.

Transport Management

In accordance with the prevailing regulations of Bangladesh Bank regarding the use of bank-owned vehicles, NCC Bank has formulated a comprehensive Transport Policy, which has been duly approved by the esteemed Board of Directors. This policy outlines the terms and conditions governing the utilization and management of the Bank's Transport Pool, ensuring strict adherence and compliance by all relevant stakeholders.

The number of vehicles allocated to the Transport Pool has been appropriately proportioned in relation to the Bank's workforce and branch network. All procurement and disposal activities are conducted in full compliance with the applicable provisions of the policy.

For the financial year ended December 31, 2025, total transport-related expenses amounted to Taka 163.21 million, as detailed in Note 38.1 of the financial statements included in this Annual Report, compared to Taka 134.92 million in the previous year.

Directors

As per related Articles of the Articles of Association of the Company and relevant Rules /Circulars /Notifications /Laws of Regulatory Bodies and provisions of the Companies Act, 1994 and the Banking Companies Act, 1991, the following Directors will retire by rotation in the AGM:

01) Mr. Abdus Salam;

02) Mr. Amjadul Ferdous Chowdhury;

03) Mr. Md. Moinuddin; and

04) Mr. Mohammed Sazzad Un Newaz.

They are eligible for re-election and accordingly offered themselves for re-election.

Auditors

In 2025, the shareholders of the Bank at its 40th AGM approved the appointment of M/s. ACNABIN, Chartered Accountants, subject to approval of Bangladesh Bank. Thereafter, Bangladesh Bank did not accord approval/ NOC for the appointment of M/s. ACNABIN as the External Auditors of the Bank for the year 2025. Consequently, the Board of Directors of the Bank in its 548th meeting held on October 29, 2025, approved the appointment of M/s. Mahfel Huq & Co., Chartered Accountants, as the External Auditors of the Bank for the year 2025 in accordance with the guidelines/

circulars of the regulatory authorities and the provisions of the Companies Act, 1994.

The approval of appointment of M/s. Mahfel Huq & Co., Chartered Accountants, as the External Auditors of the Bank for the year 2025 need to be approved by the Shareholders at the 41st AGM of the Bank.

Moreover, the Board of Directors in it's 560th meeting held on May 14, 2026 recommended to appoint M/s. MABS & J Partners, Chartered Accountants as the external auditors for the year 2026 of the company for the term until holding the next AGM at a remuneration fixed as per Gazette Notification No. 347/FRC/Admin/Notification/2025/886 dated August 31, 2025 of Financial Reporting Council (FRC), plus applicable VAT as per Gov. rules, and subject to any further notifications that may be issued from time to time by the regulatory authorities in this regard, subject to approval of the valued shareholders in the ensuing AGM.

Corporate Governess Auditor

M/s. Ahsan Manzur & Co., Chartered Accountants was appointed to provide Corporate Governance Certificate for the year 2025. The Board in its 560th meeting held on May 14, 2026 recommended for appointment of M/s. MNA Associates with a remuneration of Taka 60,000/-, excluding VAT & AIT for issuance of certificate on Compliance of Corporate Governance Code for the year 2026 in terms of rules of Bangladesh Securities and Exchange Commission (BSEC) at the 41st Annual General Meeting (AGM) of NCC Bank.

Future Outlook

The Board of Directors and Management remain firmly committed to their responsibility of formulating and executing strategic initiatives that promote sustainable growth while safeguarding the interests of all stakeholders, including valued shareholders. In pursuit of this objective, the Bank continues to strengthen its reputation, reinforce its market position, and enhance overall profitability.

Guided by a vision to establish itself as a leading financial institution that reflects the aspirations of both present and future stakeholders, the Bank is focused on expanding its customer base and elevating service standards. Strategic investments have been made to develop a technology-driven, customer-centric banking environment that delivers prompt, efficient, and tailored financial solutions. The Bank remains dedicated to continuously improving service quality and diversifying its product portfolio in alignment with evolving market dynamics and regulatory frameworks.

A notable milestone in this journey is that NCC Bank has been recognized among Bangladesh's Top 10 Sustainable Banks in the 2024 Sustainability Rating by Bangladesh Bank. This recognition reflects strong ESG commitment, sustainable financing, sound risk management, financial resilience, and continued efforts toward inclusive, environmentally responsible banking practices.

The successful operation of NCC Islamic, the Bank's Shariah-compliant banking segment, which has demonstrated strong growth within a short span of time. Building on this momentum, the Bank is actively exploring opportunities to expand its Islamic banking footprint through additional branches/windows and enhanced value-added services. Concurrently, the Bank is prioritizing the expansion of its branch and sub-branch network, with plans to establish new outlets in strategically important locations to improve accessibility nationwide.

Maintaining a stable inflow of low-cost deposits remains critical to sustaining healthy financial margins and supporting credit growth. The Bank is formulating innovative strategies to mobilize funds at competitive rates and capitalize on emerging opportunities through digital innovation and ensuring service excellence.

Despite ongoing global economic uncertainties, geopolitical tensions, and market volatility, which continue to pose challenges to financial stability, the Bank remains resolute in its commitment to prudent fund management, cost efficiency, and strategic investment. Targeted initiatives are being undertaken to reduce non-performing loans (NPLs) and strengthen asset quality, thereby ensuring long-term financial resilience.

Through disciplined governance, strategic foresight, and an unwavering focus on operational excellence, the Bank will continue to drive sustainable growth, enhance profitability, and uphold its commitment to all stakeholders.

Concluding remarks

On behalf of the Board of Directors, I extend our sincere gratitude to the Government of the People's Republic of Bangladesh, Bangladesh Bank, the Bangladesh Securities and Exchange Commission, the stock exchanges, and other relevant government agencies and regulatory authorities, as well as our stakeholders, patrons, valued clients, and well-wishers, for their continued guidance, support, and cooperation throughout the year.

We also acknowledge, with deep appreciation, the dedication and contributions of our Management Team and employees at all levels for their dedication, professionalism, and steadfast commitment, which have been pivotal in sustaining the Bank's growth and reinforcing its success.

Sd/-
Mohammed Nurun Newaz
Chairman

Directors' **Responsibility Statement**

The Directors of the Bank are responsible for the governance of the Bank, and in that capacity, the Directors confirm, to the best of their knowledge that:

01 The financial statements, prepared by the management of the Bank, present fairly its state of affairs, the result of its operations, cash flows and change in equity;

02 Proper books of account of the Bank have been maintained;

03 Appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgment;

04 The International Accounting Standards, as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there from has been adequately disclosed;

05 The system of internal control is sound in design and has been effectively implemented and monitored;

06 There is no doubt, whatsoever, upon the Bank's ability to continue as a going concern;

07 The MD and CFO have certified to the Board that they have reviewed the financial statements and affirm that these statements do not contain any materiality untrue statement or omit any material fact or contain statements that might be misleading;

08 The MD and CFO have certified to the Board that they have reviewed the financial statements and affirm that these statements together present a true and fair view of the Bank's affairs and are in compliance with existing accounting standards and applicable laws;

09 The MD and CFO have further certified to the Board that there are to the best of their knowledge and belief, no transactions entered into by the Bank during the year which are fraudulent, illegal or in violation of the Bank's code of conduct.

Report of the Audit Committee of **Board of Directors for 2025**

Audit Committee of the Board

In accordance with the provisions of the Bank Company Act, 1991 (as amended upto 2023) and the circulars, guidelines, and regulatory instructions issued from time to time by Bangladesh Bank and the Bangladesh Securities and Exchange Commission (BSEC), an Audit Committee of the Board of Directors is required to be constituted to support the Board in ensuring sound governance, effective risk oversight, and prudent management of the business of the Bank.

Accordingly, the Audit Committee of the Board of Directors of National Credit and Commerce Bank PLC., has been constituted. The Committee plays a critical role in assisting the Board by providing independent and objective oversight of the Bank's internal control system, risk management framework, compliance culture, good governance, and financial reporting process.

Both Regulators emphasize a proactive, risk-focused, and effective monitoring role of the Audit Committee to identify, assess, and escalate material control weaknesses, lapses, irregularities, and emerging risks across all levels of the Bank. Through timely review, challenge, and recommendations to the Board, the Audit Committee contributes to strengthening financial discipline, regulatory compliance, transparency, and accountability, thereby supporting the Bank's overall safety, soundness, and sustainable operations.

Composition of the Committee and Qualifications of the Members

In compliance with the circulars/directives of Bangladesh Bank and Bangladesh Securities and Exchange Commission (BSEC), the Audit Committee of the Board of National Credit and Commerce Bank PLC. was lastly reconstituted in the 541st meeting of the Board of Directors held on August 07, 2025 with the following members of the Board:

Sl No.	Name	Status with the Bank	Status with the Committee	Educational Qualification
01	Mr. Md. Amirul Islam, FCS, FCA	Independent Director	Chairman	Chartered Accountant and Chartered Secretary and also fellow member of the ICAB and the ICSB.
02	Mohammed Sazzad Un Newaz	Director	Member	MBA from reputed University
03	Mr. Syed Asif Nizamuddin	Director	Member	Chemical Engineering (Hons) from Curtin University of Technology, Australia.
04	Mr. Morshedul Alam Chaklader	Director	Member	MBA from Taylor's University, Malaysia.
05	Mr. Meer Sajed U-Basher, FCA	Independent Director	Member	Chartered Accountant and fellow member of the ICAB.

The Company Secretary of the Bank acts as the Secretary of the Audit Committee of the Board.

Meetings of the Audit Committee

The Audit Committee held 11 (eleven) meetings during the year 2025 and made detailed discussions on the findings of Bank's Internal Control and Compliance Division on the branches as well as head office divisions/departments as placed in its meetings. It has given prudent advice to the Management for improvement of Bank's financial health and to move in the right direction.

The Audit Committee, among others, discharged the following responsibilities during the year 2025:

Internal Control

The Committee reviewed the existing internal control system in the Bank to introduce the appropriate compliance culture in head office departments as well as branch offices.

Internal Audit

- The Committee approved the audit plan for Internal Audit for the year 2025.
- The Committee reviewed the implementation status on the advices/instructions of previous meetings of the Committee.

- The Committee advised to introduce various formats for reporting facts and figures in a prudent way.
- The Committee reviewed the efficiency and effectiveness of internal audit functions.
- The Committee reviewed the internal audit and inspection reports on branches and departments of the head office of the Bank from time to time and gave necessary instructions to the Management to ensure compliance.
- The Committee reviewed the compliance status on the special audit report on different branches and made various guidelines/recommendations on the same.
- The Committee advised to verify the genuineness of collateral securities as offered against the credit facilities sanctioned by the Bank.
- The Committee advised to improve the deposit mix with a view to bringing down the cost of fund.
- The Committee advised to comply with the Anti Money Laundering rules and regularize the Know Your Customer (KYC) profiles.
- The Committee reviewed the monitoring system and recovery efforts of the Bank to minimize the NPL.
- The Committee reviewed investigation report(s) of Internal Auditors and recommended appropriate actions to the Board of Directors.
- The Committee reviewed the ICT Audit Reports in line with Bangladesh Bank ICT guidelines and made recommendations on it for conducting a fruitful IT Audit to secure IT based transactions.

External Audit

- The Committee recommended the appointment of External Auditors of the Bank for the year 2025.
- The Committee recommended the appointment of auditor for the year 2025 for certification on compliance of Corporate Governance Code of BSEC.
- The Committee finalized the audit report and annual financial statements of the Bank for the year 2025.
- The Committee reviewed and discussed the Management Report of External Auditors and advised the Management to take appropriate actions as part of compliance.

Bangladesh Bank Audit

- The Committee reviewed the Bangladesh Bank's Comprehensive Audit and Inspection Report and advised the Management to take appropriate actions as part of compliance.
- The Committee reviewed the compliance status on different surprise inspection on branches made by Bangladesh Bank.
- The Committee reviewed other compliance issues of Bangladesh Bank as and when required.

Financial Statement Reporting

- The Committee reviewed quarterly and half yearly financial statements of the Bank before submission of the same to the Board for approval.
- The Committee exchanged views with the inspection team of Bangladesh Bank, external auditors and Management of the Bank before finalizing the annual financial statements.
- The Committee reviewed the auditor's report and audited financial statements of the Bank before submission to the Board for consideration/adoption/ recommendation.

Stipulated functions of the Nomination and Remuneration Committee (NRC)

As per the guidelines of Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024, the Audit Committee of the Board performed the stipulated duties and responsibilities of the Nomination and Remuneration Committee (NRC) in terms of the Corporate Governance Code 2018 of BSEC as depicted below:

- The Committee reviewed the qualifications, experience of candidates for appointment/re-appointment of directors and recommended to the Board.
- The Committee recommended the qualified individuals for appointment as director in the vacant post of the Board.
- The Committee reviewed different HR issues, governance, etc., as and when required and submitted recommendations to the Board.
- The Committee performed the other stipulated duties and responsibilities of the Nomination and Remuneration Committee (NRC) in terms of Corporate Governance Code 2018 of BSEC for ensuring good governance.

Others

- The Committee reviewed the loan write off proposals presented by the Management and made appropriate recommendations to the Board of Directors for their approval.

- The Committee reviewed and recommended on the Annual Health report of the Bank before submission to the Board for approval.
- The Committee reviewed the investment position in shares of different companies under the Bank's portfolio on regular intervals.
- The Committee reviewed the status of reconciliations related to the various accounts of different divisions of the head office on monthly basis.
- The Committee reviewed the statement of Self-Assessment of Anti-Fraud Internal Controls for prevention of 'Fraud and Forgery in the Bank under DOS Circular Letter No.17 dated November 07, 2012 of Bangladesh Bank on a half-yearly basis.
- The Committee reviewed the Bank's Guidelines and Policies on various issues and submitted recommendations to the Board.
- The Committee has dealt with a number of other issues as per its Terms of Reference (ToR).

Acknowledgement

The Audit Committee expresses its sincere gratitude to the Members of the Board of Directors of the Bank, Management Team and the External Auditors for extending their all out support in carrying out the duties and responsibilities of the Committee satisfactorily during the year 2025.

On behalf of the Audit Committee of the Board.

Sd/-
Md. Amirul Islam, FCS, FCA
Chairman
Audit Committee of the Board

Management Analysis **& Discussion**



Islamic Banking (NCC Islamic)

Introduction of Islamic Banking :

Islamic banking represents a comprehensive financial system that conducts its banking and commercial activities in strict accordance with the principles and provisions of Islamic Shari'ah. Rooted in the ethical framework of Islam, it draws upon Fiqh al-Muamalat (Islamic jurisprudence relating to trade and transactions), which establishes the foundation for lawful financial dealings. The principles governing Islamic banking are derived from the primary sources of Islamic law—the Qur'an and the Sunnah—as well as secondary sources such as Ijma' (consensus of scholars), Qiyas (analogical reasoning), and Ijtehad (independent reasoning).

Unlike conventional banking, which operates on man-made laws and interest-based mechanisms, Islamic banking is guided by divine injunctions that prohibit's riba (usury or interest) and promote legitimate trade and risk-sharing. It is a value-based system emphasizing ethical investments, social justice, and the equitable distribution of wealth. Islamic financial institutions, while profit-oriented, ensure that their operations remain fully compliant with Shari'ah principles, thereby prohibiting involvement in activities deemed haram (forbidden), such as gambling, pornography, alcohol, and speculative transactions.

The fundamental distinction between Islamic and conventional banking lies in their underlying philosophy. Islamic banking is not concerned with the mere exchange or pricing of money; instead, it promotes asset-backed financing, profit-and-loss sharing, and risk participation in productive ventures. This approach aligns with the Qur'anic injunction in Surah Al-Baqarah (2:275):

"Allah has permitted trade and forbidden usury,"

and the verse from Surah An-Nisa' (4:29):

"O you who believe! Do not consume one another's wealth unjustly, but only [in lawful] business by mutual consent."

Furthermore, the Sunnah of the Prophet (peace be upon him) reinforces this ethical foundation, as he declared in his Farewell Sermon:

"All forms of usury from the pre-Islamic period are abolished, including that of my uncle Al-'Abbas."

From these divine teachings, Muslim jurists developed comprehensive rules governing financial transactions across time and context, ensuring that Islamic banking remains a morally sound, socially responsible, and spiritually guided financial system.

Governing Principles of an Islamic Bank

The operations of an Islamic bank are guided by fundamental Shari'ah principles, which ensure that all financial and business activities remain ethical, transparent, and compliant with Islamic values. The key governing principles include:

- **Prohibition of Riba (Interest-Based Transactions):**

  Islamic banking strictly forbids any form of interest or usury, as it is considered exploitative and unjust under Shari'ah law.

- **Avoidance of Dhulm (Oppression or Injustice):**

  All forms of economic activities that lead to unfair treatment, exploitation, or injustice towards any party are prohibited.

- **Elimination of Gharar (Uncertainty and Ambiguity):**

  Transactions involving excessive uncertainty, speculation, or lack of clarity in terms and conditions are not permissible.

- **Prohibition of Qimar (Gambling or Speculative Activities):**

  Islamic finance disallows gambling and speculative ventures that depend on chance rather than productive effort and real economic activity.

- **Restriction on Haram (Forbidden) Goods and Services:**

  Financing or dealing in products and services that contradict Islamic teachings—such as alcohol, gambling, pornography, or pork-related businesses—is strictly prohibited.

Brief History of Islamic Banking in the Global World

1. **Early Origins (7th–19th Century):**
   - The principles of Islamic finance date back to the time of Prophet Muhammad (peace be upon him) in the 7th century.
   - Trade in the early Islamic period was based on profit-sharing (Mudarabah), joint partnership (Musharakah), and interest-free lending (Quard Hasan).

- These principles discouraged Riba (interest) and Gharar (excessive uncertainty), promoting fairness and ethical dealings.

2. **Dormant Phase (19th – Mid-20th Century):**

   - With colonization and the rise of Western financial systems, conventional interest-based banking became dominant.
   - Islamic financial practices continued mostly in informal or community-based systems.

3. **Modern Revival (1950s–1970s):**

   - The concept of Islamic banking re-emerged in the mid-20th century, aiming to align modern banking with Shariah (Islamic law).
   - **1963:** The first modern Islamic savings bank was established in Mit Ghamr, Egypt, by Ahmad El Najjar — it operated on a profit-sharing basis instead of interest.
   - **1975:** The Islamic Development Bank (IDB) was founded in Jeddah, Saudi Arabia, marking the institutional beginning of global Islamic banking.
   - Around the same time, the Dubai Islamic Bank (UAE) and Kuwait Finance House were also established — the first full-fledged Islamic commercial banks.

4. **Global Expansion (1980s–2000s):**

   - Islamic banking spread across the Middle East, South Asia, Southeast Asia, and Africa.
   - Countries like Malaysia, Bahrain, Pakistan, and Iran became pioneers in regulatory frameworks and product innovation.
   - International institutions such as the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) and the Islamic Financial Services Board (IFSB) were created to standardize practices globally.

5. **Contemporary Growth (2000s–Present):**

   - Islamic banking has become a major global financial system, operating in over 75 countries.
   - Major global banks such as HSBC, Citibank, and Standard Chartered offer Islamic banking services.
   - Malaysia, Saudi Arabia, UAE, and Bahrain lead in Islamic finance development, while non-Muslim countries like the UK, Singapore, and Luxembourg have also adopted Islamic finance frameworks.
   - The industry's assets have surpassed US$3 trillion (as of early 2020s), showing continuous growth and innovation in Sukuk (Islamic bonds), Takaful (Islamic insurance), and Shariah-compliant funds.

Provisions of Islamic Law (Shariah)

1. **Definition:**

   Islamic Law (Shariah) is the divine law revealed by Allah through the Qur'an and the Sunnah (teachings of Prophet Muhammad). It governs all aspects of a Muslim's life, including moral, social, economic, and legal matters.

Main Provisions of Islamic Law

1. **Prohibition of Riba (Interest)**

   - Any fixed or predetermined return on money lent is prohibited.
   - Money should not be treated as a commodity to earn profit by itself.
   - Profit must come from risk-sharing and productive activity, not from lending.

2. **Prohibition of Gharar (Uncertainty or Ambiguity)**

   - Transactions involving excessive uncertainty, ambiguity, or speculation are not allowed.
   - All terms, conditions, and outcomes of contracts should be clear and transparent.

3. **Prohibition of Qimar and Maysir (Gambling and Speculation)**

   - Any form of gambling, betting, or speculative transaction is haram (forbidden).
   - Wealth should be earned through legitimate effort and trade, not through chance.

4. **Prohibition of Haram (Forbidden) Activities**

   - Investment or trade in unlawful goods or services such as alcohol, pork, weapons of destruction, or pornography are strictly forbidden.

5. **Promotion of Halal (Permissible) Business**

   - All business activities must involve lawful goods, services, and methods.
   - Islamic law encourages ethical business conduct and mutual benefit.

6. **Encouragement of Risk-Sharing and Profit-Loss Sharing**
   - Islamic finance promotes contracts like:
     - **Mudarabah** – profit-sharing between investor and entrepreneur.
     - **Musharakah** – joint venture partnership where profit/loss is shared.
   - These ensure fair distribution of risk and reward.
7. **Zakat (Obligatory Charity)**
   - A compulsory annual charity (usually 2.5% of wealth) to purify income and help the poor.
   - Promotes social justice and wealth redistribution.
8. **Fulfillment of Contracts (Aqd)**
   - Islam emphasizes honoring agreements and promises.
   - Contracts must be fair, transparent, and mutually agreed upon.
9. **Prohibition of Oppression (Dhulm)**
   - Any form of exploitation, injustice, or cheating in financial or social dealings is forbidden.
10. **Promotion of Ethical and Social Responsibility**
    - Every transaction should bring benefit to society and avoid harm.
    - Islamic law integrates morality with economics, ensuring justice for all.

The Brief History of Islamic Banking of Bangladesh

1. **Background (Before 1983)**
   - After Bangladesh's independence in 1971, all banks were interest-based.
   - However, people wanted a banking system consistent with Islamic Shariah, which prohibits riba (interest).
   - In the late 1970s, several Islamic economists and scholars and the Bangladesh Bank began discussing how to establish interest-free banking.
2. **The Beginning – First Islamic Bank (1983)**
   - Islami Bank Bangladesh Limited (IBBL) was established on March 13, 1983.
   - It was the first Islamic bank in Bangladesh and South Asia.
   - Founded with cooperation from local entrepreneurs and Islamic investors from the Middle East, especially the Islamic Development Bank (IDB).
   - IBBL introduced Shariah-based banking principles, like:
     - Mudarabah (profit-sharing)
     - Musharakah (partnership)
     - Murabahah (cost-plus profit)
     - Ijara (leasing)
3. **Growth and Expansion (1983–2000)**
   - The success of IBBL inspired other banks to start Islamic banking.
   - New Islamic banks were established:
     - Al-Arafah Islami Bank Limited (1995)
     - Social Islami Bank Limited (1995)
     - EXIM Bank Limited (converted fully to Islamic banking in 2004)
     - Shahjalal Islami Bank Limited (2001)
   - Islamic banking gained strong public trust due to its ethical and interest-free operations.
4. **Regulatory Support and Development (2000–Present)**
   - Bangladesh Bank (BB) issued guidelines to support Islamic banking practices.
   - BB allows "Islamic Banking Windows" — Islamic service units in conventional banks.
   - Establishment of Central Shariah Board for Islamic Banks of Bangladesh (CSBIB)
   - Development of Islamic financial products like:
     - Sukuk (Islamic bonds)
     - Takaful (Islamic insurance)
     - Waqf-based microfinance
5. **Current Situation**
   - As of now (2025):
     - Around 10 fully-fledged Islamic banks operate in Bangladesh.
     - Over 20 conventional banks have Islamic banking branches/windows.
     - Islamic banking sector holds about 25–30% of the country's total banking deposits and investments.
   - Bangladesh is considered a leading country in South Asia for Islamic banking growth.

Modes of Islamic Finance :

In today's finance industry, all the below modes of Islamic finance are available and actively used in line with clients' requirements and feasibility as per the business model.

Category	
Partnership modes	
Musharakah	• A joint partnership where all partners contribute capital. • Management may be conducted by one or all partners. • Profit-sharing ratio is agreed upon at the beginning and may differ from capital contribution. • Loss must be shared strictly in proportion to capital contribution. • No fixed or guaranteed profit is allowed.
Mudarabah	• A partnership where one party provides capital (Rab-bul-Mal) and the other provides expertise (Mudarib). • Profit-sharing ratio is agreed at inception. • Financial loss is borne only by the capital provider. • The Mudarib loses only time and effort in case of loss.
Sale-Based Modes	
Murabahah	• A cost-plus sale contract. • Seller discloses the original cost and profit margin. • Selling price = Cost + Profit. • Buyer knows the exact cost incurred by the seller. • Widely used in trade and asset financing.
Musawamah	• A general sale contract. • Seller does not disclose the original cost. • Only the final price is communicated to the buyer. • Common in normal trading transactions.
Istisna	• A manufacturing or construction contract. • Goods are produced upon order. • Delivery takes place in the future. • Payment may be full, partial, or deferred as agreed. • Commonly used in project and infrastructure financing.
Salam	• A forward sale of homogeneous goods (commonly agricultural products). • Goods do not exist at the time of contract. • Buyer must pay 100% in advance. • Delivery is made on a specified future date. • Delivery time must be clearly agreed upon.
Agency	
Wakalah	• An agency agreement where a principal appoints an agent. • Agent performs services based on expertise. • Commission is agreed upon in advance. • Commission must be paid if service is properly delivered. • Agent is liable only in case of proven negligence.

Guarantee	
Kafalah	• A guarantee contract. • Guarantor assures performance or payment on behalf of a client. • Fee may be charged for administrative or service-related costs. • Liability arises if the principal fails to perform.
Lease	
HPSM	• A leasing contract transferring usufruct (benefit), not ownership. • Owner retains ownership of the asset. • Rent may be fixed or floating. • Applicable for tangible assets (house, equipment) and certain services. • Unlike a sale, rental terms may allow structured adjustments as agreed.

Prospects and Challenges of Islamic Banking in Bangladesh:

Islamic banking has been playing a significant role in mobilizing deposits and financing diverse economic activities in Bangladesh since its inception. Over the years, it has emerged as a vital component of the country's financial system, representing over 26% of total deposits and 28% of total investments in the banking sector. This impressive growth reflects the strong public trust and preference for interest-free, Shariah-compliant financial services. Alongside Islamic banking, other components of the Islamic financial ecosystem—such as the Islamic capital market, Takaful (Islamic insurance), and Islamic microfinance—also possess immense potential to flourish if supported by sound and inclusive policies.

However, despite notable progress, certain limitations remain. The rural outreach of full-fledged Islamic banks has not been expanded proportionately with the rising demand. To achieve inclusive growth, Islamic banks must extend their operations into rural and semi-urban areas, offering financial support to small entrepreneurs, farmers, and local industries. Moreover, investment in socially beneficial sectors, particularly agriculture, small and medium enterprises (SMEs), and women entrepreneurship, should be prioritized to ensure equitable economic development.

Currently, the share of investments under ideal Islamic modes such as Mudarabah (profit-sharing) and Musharaka (partnership) remains minimal. Islamic banks need to develop comprehensive guidelines and effective policies to promote and expand these modes. In addition, there lies untapped potential in microfinance projects and government collaborations, which can open new avenues for growth and strengthen the position of Islamic banking in Bangladesh's financial landscape.

Nevertheless, the sector faces several challenges. Some Islamic banks are experiencing liquidity crises, fund embezzlement, and unauthorized or unethical interference in operations. These issues, coupled with weak Shariah governance, have led to reputational risks and hindered overall growth.

To overcome these obstacles, there is an urgent need to establish and enforce strong Shariah-based regulatory frameworks. The authorities should ensure effective liquidity management by developing Islamic capital and money markets and introducing Sukuk (Islamic bonds) for long-term financing and capital adequacy. Measures must also be taken to minimize default risks, prevent misuse of investment facilities, and uphold transparency through ethical governance and strict accountability.

Restoring stakeholder confidence is essential for sustainable growth. Addressing liquidity gaps, enhancing fund management efficiency, and strengthening Shariah supervision will reinforce the sector's stability. Equally important is the capacity building of employees through training, research, and skill development to foster innovation and ensure compliance with global Islamic banking standards.

Furthermore, Islamic banks in Bangladesh must intensify efforts to expand their presence both locally and globally. They should also increase their contribution to green financing by aligning their operations with the government's environmental sustainability goals and Bangladesh Bank's green banking guidelines. Presently, the share of green and sustainable investments remains insignificant, and this must be improved for long-term environmental and social impact.

Lastly, Islamic banks should enhance their Corporate Social Responsibility (CSR) initiatives to better serve humanity. By investing in healthcare, education, poverty alleviation, disaster management, and rehabilitation, Islamic banks can fulfill their ethical and social obligations while promoting inclusive socio-economic development.

The future of Islamic banking in Bangladesh is promising due to the growing demand for ethical, Shariah-compliant financial services. However, achieving its full potential requires robust Shariah governance, transparency, innovation, and social responsibility. With effective policy support, improved management, and strong public trust, Islamic banking can emerge as a key driver of sustainable and inclusive economic growth in Bangladesh.

"NCC Islamic Banking: Expanding Horizons through Ethical and Inclusive Finance"

NCC Islamic Banking, the latest addition to NCC Bank PLC, began its journey on 20th November 2022 with the inauguration of its first full-fledged Islamic Banking branch, "NCC Islamic Banking – Gulshan Branch."

With a vision to contribute to the socio-economic development and diversification of the banking industry in Bangladesh, NCC Islamic Banking has aligned its strategy with the nation's aspirations for sustainable growth and prosperity. By catering to both the public and private sectors, it aims to strengthen the Islamic financial ecosystem and support Bangladesh's transition towards achieving middle-income status in the global economy.

As a longstanding and reputed bank, NCC Bank deeply values the trust and integrity of its customers. To ensure that all operations strictly adhere to Shariah principles, a Shariah Supervisory Committee comprising renowned scholars and banking experts has been established. This board provides continuous guidance and certifies compliance to uphold the ethical and spiritual foundation of Islamic finance.



Our Vision

- To establish and promote a riba-free (interest-free) Islamic financial system.
- To showcase the beauty and strength of the Islamic economic model to society.
- To ensure overall welfare through a fair and impartial economic system.
- To become the public's preferred Shariah-based bank, known for excellence in service and performance.



Our Mission

To be a leading commercial bank that offers a one-stop center for innovative, value-added, and Shariah-compliant products and services—guided by integrity, transparency, and a commitment to the principles of Islamic banking.



Our Values

- **Islamic Shariah Compliance** – We uphold the principles of Islam in every aspect of our operations.
- **Integrity** – We conduct all our activities with honesty, transparency, and accountability.
- **Service Excellence** – We strive to deliver superior service that exceeds customer expectations while maintaining the highest ethical standards.

Our Journey towards Islamic Banking

Initiation of Vision (2021):

NCC Bank PLC began its Islamic Banking journey in 2021, following the Board of Directors' decision to enter the Islamic banking sector in Bangladesh.

Regulatory Approval (2022):

In 2022, NCC Bank received the No Objection Certificate (NOC) from Bangladesh Bank to operate Islamic banking officially.

Launch of First Branch:

A new era of Islamic banking began with the opening of the first full-fledged Islamic Banking flagship branch at Akash Avenue, Holding #12, Kemal Ataturk Avenue, P.S: Gulshan, Dhaka, on 20th November 2022.

Technological Excellence:

NCC Islamic Banking launched dedicated software, "Ababil-NG", offering real-time online Islamic banking services for customers.

Profit Distribution System :

- Follows the Weighted Average Method, a globally recognized system for profit distribution.
- Profits from investments and financing are shared between the Mudarabah depositors and the Bank according to a pre-agreed profit-sharing ratio.
- Losses, if any, are borne by depositors unless caused by the bank due to negligence, misconduct and breach of contract.

Key Features of NCC Islamic Banking

- Interest (Riba)-Free Banking
- Profit & Loss Sharing Mechanism
- Buy–Sell Based Financing (Trading Mode)
- Lease-Based Financing (Ijarah Mode)
- Strict Prohibition of Financing in Unethical or Sinful Activities
- Wide Range of Shariah-Compliant Banking Products
- Prompt, Reliable, and Ethical Customer Service
- Full Compliance with Shariah Guidelines Across All Branches

Shariah Supervisory Committee

The successful implementation of the Islamic Banking model depends fundamentally on unwavering adherence to the principles of Islamic Shariah. At our Bank, this commitment is upheld through a distinguished Shariah Supervisory Committee, supported by highly qualified and experienced in-house Islamic Banking professionals, and a comprehensive range of Shariah-compliant products tailored to meet the needs of our clients.

Our Shariah Supervisory Committee comprises eminent scholars, including respected jurists (Fuqaha) who are experts in Islamic jurisprudence, as well as renowned Islamic scholars with extensive experience in Islamic Banking and finance. Their collective expertise ensures that all banking operations, products, policies, and procedures strictly conform to the principles of Shariah.

All Islamic Banking activities are meticulously reviewed, monitored, and guided by the Shariah Supervisory Committee. The Committee's primary responsibility is to safeguard the Bank's commitment to Shariah compliance, strengthen its ethical foundation, and ensure that every aspect of the Bank's operations remains fully aligned with Islamic principles.

Our Key Products which have been continuously progressing:

Deposit Products:For collecting deposit, NCC Islamic follows Mudarabah & Al- Wadeeah Principles.	
The Features of Mudarabah Principles	• Customers place their funds with the Bank in the capacity of Rabb-ul-Mal (Saheb-ul-Mal) under the Mudarabah principle. • The Bank pools these funds and invests them in Shariah-compliant ventures and financing activities. The profits generated from such investments are distributed between the Bank and the customers based on an agreed Weightage Method, in accordance with Shariah principles.

Our Offered Products under Mudarabah Principles	a. Mudarabah Savings Account (Individual & Corporate) b. Mudarabah Short Notice Deposit Account (Individual & Corporate) c. Mudarabah Term Deposit Account (Individual&Corporate) d. Mudarabah Monthly Savings Scheme Account (Individual) e. Mudarabah Monthly Profit Deposit Scheme Account(Individual & Corporate) f. Mudarabah Cash Waqf Deposit Account (Individual & Corporate) g. Mudarabah Mohor Savings Scheme Account h. Mudarabah Hajj Savings Scheme Account i. Mudarabah Rahmah Super Savings Account j. Mudarabah Tawfiqa Monthly Deposit Scheme Account.
The features of Al-Wadeeah Principles	• The customer deposits funds with the Bank as Amanah (trust). • The Bank safeguards the funds and may utilize them only with the customer's permission. • The Bank is fully liable to refund the entire deposited amount to the customer upon demand. • No profit is shared between the Bank and the customer under this arrangement.
Our Offered Products are	a. Al-Wadeeah Current Account (Individual, Joint Account & Corporate Account). b. Parama Aminah Al- Wadeeah Account.

Investment & Financing Products :

New products have been introduced to serve a broader customer base, including CMSME and corporate segments. With the objective of facilitating a complete transition towards exclusive, fully Shariah-compliant offerings, the Bank undertook a comprehensive review of its product portfolio. This strategic initiative was driven by the recognition that conventional products are insufficient to attract and retain customers seeking authentic Islamic financial solutions..

The Investment Products of NCC Islamic Banking	a. Bai-Murabahah (FO) Investment b. Bai-Murabahah (Trust Receipt) Investment c. Bai-Murabahah (Short Term) Investment d . Bai-Murabahah (Work Order) Investment e. Bai-Murabahah (Commercial) Investment f. Bai- Murabahah (Import Bill) g. Musharaka Documentary Bills(MDB)-Inland h. Musharaka Documentary Bills(MDB)- Foreign i. Wakala Investment j. HPSM-Home (Residential) Investment k. HPSM-Home (Commercial) Investment l. HPSM- (Machinery) Investment m. HPSM-(Personal) n. HPSM-Transport (Commercial) Investment o. HPSM-Transport (Personal) Investment p. HPSM-Others Investment q. Bai Salam (ECC/PC) r. Wakala L/C s. Quard

Looking Back: 20 November 2022 – 31 December 2025

NCC Islamic Banking officially commenced its journey on 20 November 2022. Since its inception, it has received an overwhelming and encouraging response from customers, stakeholders, and well-wishers. The steady growth and positive reception reflect the trust and confidence placed in NCC Bank PLC's Shariah-based banking services.

From the very beginning, NCC Bank PLC has undertaken a series of strategic initiatives to expand and strengthen its Islamic Banking operations. These initiatives were designed to ensure sustainable growth, operational excellence, and strict Shariah compliance.

Key initiatives include:

- **Introduction of New Products:** Launching innovative and customer-focused Islamic banking products to attract and serve a wider range of clients.
- **Continuous Product Development:** Ongoing development and refinement of Shariah-compliant deposit and investment products to meet evolving customer needs and market demands.
- **Technological Advancement:** Continuous upgrading of the Islamic Banking Core Banking System software, "Ababil NG," to enhance operational efficiency, accuracy, and service quality.
- **Skilled Human Resource Recruitment:** Recruiting competent and skilled professionals dedicated to Islamic Banking operations.
- **Capacity Building & Training:** Organizing regular training programs to enhance employees' knowledge and expertise in Islamic finance and Shariah principles.
- **Separate Financial Affairs:** Developing and implementing a fully segregated financial structure for Islamic Banking operations, ensuring clear separation from Conventional Banking in compliance with Shariah governance standards.

Through these strategic efforts, NCC Islamic Banking has established a strong foundation within a short period and continues to move forward with a vision of becoming a leading provider of Shariah-based financial services in Bangladesh.

Review of 2025 & Strategic Outlook for 2026:

Expansion of Islamic Banking Network in 2025

01. Opened 32 Islamic Banking Windows:

During the year, NCC Bank PLC successfully expanded its Islamic Banking operations by opening 32 Islamic Banking Windows across different Branches.

02. Opened 03 Full–fledged Islamic Banking Branches:

In 2025, three full-fledged Islamic Banking branches commenced their operations:

- Islamic Banking Branch, Muradpur – 20 March 2025
- Islamic Banking Branch, Thakurgaon – 29 December 2025
- Islamic Banking Branch, Feni – 29 December 2025

Through these strategic expansions, NCC Islamic Banking enhanced its direct service delivery, improved customer accessibility to Shariah-compliant financial services, and reinforced its commitment to expanding Islamic Banking nationwide.

03. Board Approval for Conversion to Full-Fledged Islamic Bank

In a landmark strategic decision, the Board of Directors of NCC Bank PLC, in its meeting held on 2 June 2025, approved in principle the conversion of the Bank's conventional banking operations into a full-fledged Islamic Banking system.

This decision reflects the Bank's long-term vision to operate entirely under Shariah principles and to position itself as a leading Islamic financial institution in the country.

04. Human Capital Development & Capacity Building :

The performance of Islamic Banking can be further enhanced by strengthening the quality of human resources through increased investment in research, innovation, and structured training programs. Developing highly skilled Islamic Banking professionals is essential to effectively address evolving Shariah compliance requirements within the Islamic financial industry.

The creation of new Islamic financial instruments and the refinement of existing modes require continuous knowledge development. Such advancement can only be achieved through systematic research, professional training, and capacity-building initiatives designed to equip employees with specialized expertise and industry insight.

Forward Outlook towards 2026:

Looking ahead, NCC Islamic Banking aims to achieve sustainable growth through the following strategic initiatives:

- Expanding Islamic Banking windows in conventional branches by establishing separate counters and dedicated service desks.

- Gradually conversion of the conventional branches into Islamic Banking as the part of conversion to Islamic Bank.
- Developing and introducing innovative Islamic Banking products tailored to evolving customer needs.
- Opening additional full-fledged Islamic Banking branches to broaden nationwide service coverage.
- Organizing structured training programs to develop highly qualified and professional Islamic Banking officials.
- Ensuring seamless, efficient, and superior Islamic Banking services for all stakeholders.
- Maintaining strict adherence to Shariah-compliant rules and regulatory guidelines in all operations.

Strategic Vision

Under the prudent guidance of the Board of Directors and Management, NCC Islamic Banking is well-positioned to achieve significant milestones in the coming years. By expanding its operational footprint, responding effectively to public demand, and upholding the highest standards of Shariah compliance, the Bank aims to ensure sustainable institutional growth while contributing meaningfully to the overall economic development of the nation.

Conclusion:

Islamic Banking stands today not merely as an alternative financial system but as a forward-looking model built upon justice, transparency, shared prosperity, and unwavering adherence to Shariah principles. NCC Islamic Banking has steadily advanced its strategic objectives through disciplined governance, operational excellence, product innovation, and strong compliance culture.

Our journey reflects a deep commitment to ethical finance — a system that promotes real economic activity, discourages speculative practices, and ensures equitable distribution of wealth. By continuously strengthening institutional capacity, investing in human capital, and enhancing customer-centric services, we are laying the foundation for sustainable and responsible growth.

Looking ahead, we remain confident that Islamic Banking will play an increasingly transformative role in the financial landscape. With the collective dedication of our Board, Management, employees, and valued stakeholders, NCC Islamic Banking is poised to reach new heights — contributing not only to the Bank's long-term success but also to the broader socio-economic development of the nation. We remain grateful to our valued customers, regulators, stakeholders and shareholders for their continuous support and assistance.

بسم الله الرحمن الرحيم

In the name of Allah, the Most Merciful, and the Most Gracious.

Report of the Shariah Supervisory Committee

For the year ended on 31st December 2025

All praise and gratitude are due to Almighty Allah, the Lord of the Universe, Whose infinite mercy, wisdom, and guidance enable us to discharge our entrusted responsibilities with utmost sincerity, diligence, and devotion. May peace and blessings be upon our beloved Prophet Muhammad (peace and blessings be upon him), his noble family, his esteemed companions, and all those who faithfully follow his righteous path until the Day of Judgment.

We humbly supplicate to Almighty Allah to continue bestowing His divine guidance, mercy, and abundant blessings upon this esteemed institution. May He grant us steadfastness in upholding the principles of Shariah in all aspects of our operations, strengthening our commitment to transparency, integrity, and accountability, and bless this institution with sustained growth, stability, and prosperity in full compliance with the noble teachings and values of Shariah. Ameen.

To the Shareholders of the National Credit and Commerce Bank PLC

Praise be to Almighty Allah, and peace and blessings be upon His final Messenger, Prophet Muhammad (peace and blessings be upon him), his family, his companions, and those who follow his guidance.

In compliance with the mandate entrusted to us as the Shariah Supervisory Committee of National Credit and Commerce Bank PLC, we hereby submit our independent report on the Shariah compliance of the Bank's Islamic Banking operations for the financial year ended 31 December 2025.

Our responsibility is to provide an independent opinion, based on our supervision and review, as to whether the Bank's Islamic Banking operations have been conducted in accordance with the principles of Islamic Shariah.

National Credit and Commerce Bank PLC commenced its Islamic Banking operations on 20 November 2022. Since its inception, the Islamic Banking Program has demonstrated steady progress under the guidance of the Board of Directors, Management, and the Shariah Supervisory Committee. We express our sincere appreciation to the Board of Directors and the Management of the Bank for their continued support and commitment towards ensuring Shariah compliance in all Islamic Banking activities.

The Shariah Supervisory Committee held three (03) meetings during the year 2025 to review and deliberate on various matters relating to Shariah compliance, policies, products, and operational procedures of the Islamic Banking Division. The Management of the Bank is responsible for ensuring that all Islamic Banking operations are conducted in accordance with Shariah rules and principles. Our responsibility is to provide an independent opinion, based on our review and supervision, regarding the extent of Shariah compliance in the Bank's Islamic Banking activities.

Our review was conducted in accordance with Shariah rules and principles, as derived from the Holy Qur'an, Sunnah, and relevant Fatwas, as well as applicable Shariah standards, guidelines, and regulatory instructions. The review included examination of policies, procedures, contracts, agreements, and operational practices relating to Islamic Banking transactions. We also reviewed Shariah Audit Reports and monitored the implementation of our resolutions, recommendations, and guidelines issued to ensure proper Shariah compliance.

Furthermore, our review was conducted on a test basis, which included examination of relevant documentation, operational procedures, and transaction records. We planned and performed our review to obtain sufficient information and explanations necessary to provide reasonable assurance that the Bank's Islamic Banking operations were conducted in compliance with Shariah rules and principles.

Shariah Supervisory Committee's Opinion :

Based on our review and supervision, and according to the information and explanations provided to us, we are of the opinion that:

- The contracts, transactions, and dealings entered into by the Islamic Banking Division of National Credit and Commerce Bank PLC during the year ended 31 December 2025, which we have reviewed, are in compliance with Shariah rules and principles.
- The allocation and distribution of profit among the Mudarabah Depositors have been carried out in accordance with the approved Mudarabah principles and the respective contractual agreements between the Bank and the Depositors (Sahib-ul-Mal).
- Any income realized from sources or activities not compliant with Shariah rules and principles has been appropriately identified and excluded from the Bank's income, and necessary measures have been taken in accordance with Shariah requirements.
- Transactions, where interaction with conventional banking operations was unavoidable, were conducted in a manner compliant with Shariah rules and principles, and necessary controls were maintained to ensure Shariah integrity.
- The responsibility for payment of Zakah on the funds invested by Depositors and Shareholders rests with the respective Depositors and Shareholders, as the Bank does not undertake payment of Zakah on their behalf.
- We have reviewed several Product Program Guidelines (PPGs) relating to deposit and investment products and found them to be compliant with Shariah principles.

Observations and Recommendations:

The Shariah Supervisory Committee advises the Bank to continue its efforts to further strengthen Shariah compliance through the following measures:

- Enhancing awareness and understanding of Shariah compliance among employees and customers through structured and continuous training, workshops, and awareness programs.
- Further strengthening Shariah-compliant partnership-based investment modes, particularly Mudarabah and Musharaka.
- Continuing the practice of obtaining prior Shariah clearance from the Islamic Banking Division and Shariah Secretariat before execution and disbursement of investment transactions.
- Expanding Shariah-compliant investment programs, particularly those aimed at supporting small and medium enterprises and improving the socio-economic conditions of underprivileged segments of society.
- Strengthening Shariah governance, internal controls, and Shariah audit mechanisms to ensure continuous and effective Shariah compliance.

Appreciation:

The Shariah Supervisory Committee appreciates the initiatives undertaken by the Bank during the year, including the introduction of new Shariah-compliant deposit and investment products, strengthening of Shariah audit functions, and enhancement of awareness and coordination among Head Office, Islamic Banking Branch, and window officials to ensure Shariah compliance.

We would also like to express our sincere appreciation to the Board of Directors, the Managing Director, and the Management team of the Bank for their continued cooperation, commitment, and support in ensuring the effective implementation of Shariah principles in the Bank's Islamic Banking operations during the year 2025.

We pray to Almighty Allah to grant us continued guidance and steadfastness in upholding Shariah principles, and to bless this institution with sustained growth and success in full compliance with Shariah. May Allah accept our efforts and grant us sincerity in all our actions.

Ma-`assalamah

Sd/-
Professor Dr. H. M. Shahidul Islam Barakati
Chairman, Shariah Supervisory Committe

Dividend Distribution Policy

As per Directive of Bangladesh Securities and Exchange Commission (BSEC) bearing No. BSEC/CMRRCD/ 2021-386/03 dated 14 January 2021, National Credit and Commerce Bank PLC. ("Company") has formulated a dividend distribution policy.

Purpose of the policy:

To comply with the directive of Bangladesh Securities and Exchange Commission (BSEC) towards set out the parameters for distribution of dividend among the Shareholders.

Time line for distribution of dividend:

(i) The Company shall pay off the annual or final dividend to the entitled shareholder within 30 (thirty) days of approval; and

(ii) Interim dividend shall be paid off to the entitled shareholder within 30 (thirty) days of record date.

Procedures for distribution of dividend:

Cash Dividend:

Cash dividend shall be distributed in the following manner and procedures:

(i) Within 10 (ten) days of declaration of cash dividend by the Board of Directors, an amount equivalent to the declared cash dividend payable for the concerned year shall be kept in a separate bank account of the Company, dedicated for this purpose;

(ii) The Company shall pay off cash dividend directly to the bank account of the entitled shareholder as available in the BO account maintained with the depository participant (DP), through Bangladesh Electronic Funds Transfer Network (BEFTN). It may be paid of through bank transfer or any electronic payment system as recognized by the Bangladesh Bank, if not possible to pay off through BEFTN;

(iii) The Company, upon receiving the claim on cash dividend from a stock broker or a merchant banker or a portfolio manager for the margin client or customer who has debit balance or margin loan, or as per intention of the client of stock broker or merchant banker or portfolio manager, shall pay off such cash dividend to the Consolidated Customers' Bank Account (CCBA) of the stock broker or to the separate bank account of the merchant banker or portfolio manager through BEFTN:

Provided that upon receiving the cash dividend, the stock broker or merchant banker or portfolio manager shall immediately account for such dividend in the individual client's portfolio account:

Provided further that the stock broker or merchant banker or portfolio manager shall provide detailed information (e.g. BO account number, code number, bank account number, intention, etc. of the client or customer including CCBA of stock broker or separate bank account of merchant banker or portfolio manager) to the company for such claim.

(iv) In case of non-availability of bank account information or not possible to distribute cash dividend through BEFTN or any electronic payment system, the Company shall issue cash dividend warrant and shall send it by post to the shareholder;

(v) The Company shall pay off cash dividend to non-resident sponsor, director, shareholder, unit holder or foreign portfolio investor (FPI) through the security custodian in compliance with the rules or regulations in this regard;

(vi) The Company, immediately after disbursement of cash dividend and issuance a certificate of tax deducted at source, if applicable, shall intimate to the shareholder through a short message service (SMS) to the mobile number or email address as provided in the BO account or as provided by the shareholder;

(vii) The Company shall maintain detailed information of unpaid or unclaimed dividend and rationale thereof, as per BO account number-wise or name-wise or folio number-wise of the shareholder; and shall also disclose the summary of aforesaid information in the annual report and shall also report in the statements of financial position (Quarterly/Annually) as a separate line item 'Unclaimed Dividend Account'.

The Company shall publish the year-wise summary of its unpaid or unclaimed dividend in the website.

Any unpaid or unclaimed cash dividend including accrued interest (after adjustment of bank charge, if any) thereon, if remains, shall be transferred to a separate bank account of the company as maintained for this purpose, within 01 (one) year from the date of declaration or approval or record date, as the case may be.

Stock Dividend:

(i) The Company shall credit stock dividend directly to the BO account or issue the bonus share certificate of the entitled shareholder, as applicable, within 30 (thirty) days of declaration or approval or record dates as the case may be, subject to clearance of the exchange(s) and the Central Depository Bangladesh Limited (CDBL);

(ii) The Company shall follow the provisions of প্রবিধান 46 of the ডিপোজিটরি (ব্যবহারিক) প্রবিধানমালা, 2003 for issuance of bonus shares:

The Company shall maintain a Suspense BO Account for undistributed or unclaimed stock dividend or bonus shares and shall also follow the under mentioned procedures for ensuring the rightful ownership:

a) The Company shall send at least 03 (three) reminders to the entitled shareholder;

b) The Suspense BO Account shall be held under Block Module and such undistributed or unclaimed stock dividend or bonus shares shall not be transferred in any manner except for the purpose of allotting the bonus shares as and when the allottee approaches to the Company:

Any corporate benefit in terms of shares accrued on such undistributed or unclaimed stock dividend or bonus shares shall be credited to the Suspense BO Account;

c) The Company shall, upon receiving application from the allottee and after proper verification of identity and his/her entitlement, credit the bonus shares lying with the Suspense BO Account to the BO account of the allottee, or issue bonus shares to the allottee, as applicable, within 15 (fifteen) days of receiving application with an intimation to the BSEC and the exchange(s);

d) Any voting rights on such undistributed or unclaimed stock dividend or bonus shares shall remain suspended till the rightful ownership claim of the shareholder is established.

Compliance Report on Dividend Distribution:

The Company shall submit a compliance report to the BSEC and the exchange(s) in a specified format (Mentioned at Annexure-A of the Directive) within 07 (seven) working days of completion of dividend distribution:

The Company shall publish the compliance report in its website.

Forfeiture of unclaimed cash dividend or stock dividend:

The Company shall not forfeit any unclaimed cash dividend or stock dividend till the claim becomes barred by the law of land in force.

Unpaid or unclaimed of unsettled cash dividend:

If any cash dividend remains unpaid or unclaimed or unsettled including accrued interest (after adjustment of bank charge, if any) thereon for a period of 03 (three) years from the date of declaration or approval or record date, as the case may be, shall be transferred by the Company to the Fund as directed or prescribed by the BSEC:

The Company shall provide detailed information to the manager of the Fund during transfer of cash dividend as directed or prescribed by the BSEC:

If any shareholder claims his/her cash dividend after transfer of such dividend to the Fund, within 15 (fifteen) days of receiving such claim, the Company shall, after proper verification of the claim, recommend to the manager of the Fund to pay off such dividend from the Fund and the manager of the Fund shall pay off such cash dividend to the claimant in accordance with the provisions and procedures as directed or prescribed by the BSEC.

Unclaimed of unsettled stock dividend:

If any stock dividend or bonus shares remains unclaimed or unsettled including corporate benefit in terms of bonus shares thereon for a period of 03 (three) years from the date of declaration or approval or record date, as the case may be, shall be transferred in dematerialized form to the BO Account of the Fund as mentioned above:

The Company shall provide detailed information to the manager of the Fund during transfer of stock dividend or bonus shares as directed or prescribed by the BSEC:

If any shareholder claims his/her stock dividend or bonus shares after transfer of such dividend or bonus shares to the BO Account of the Fund, within 15 (fifteen) days of receiving such claim, the Company shall, after proper verification of the claim, recommend to the manager of the Fund to pay off or transfer such stock dividend or bonus shares from the BO Account of the Fund and the manager of the Fund shall pay off or transfer such stock dividend or bonus shares to the claimant's BO Account in accordance with the provisions and procedures as directed or prescribed by the BSEC.

Keeping detail information of Shareholders:

The Company, by itself or by appointing an agent, shall maintain detailed information of BO account, bank account, mobile number, email and address of the shareholder for the purpose of proper distribution of cash dividend or stock dividend:

The Company or its agent or the CDBL or its DP shall keep confidentiality of information.

The Company shall collect detailed updated information of BO account (bank account, mobile number, email address and contact address of the shareholder) from CDBL from time to time when needed for the purpose of proper distribution cash dividend or stock dividend and other compliances:

In case of holding of paper share, the Company shall update the information as above.

Disclosure of the policy:

The Dividend Distribution Policy shall be disclosed in the Annual Report of the company and also be available at Bank's website.

Human Captial and HR Accounting

HR: Shaping the Future of Employee Experience

1.0 Human Capital

Human Capital or HR Capital, represents the collective value of employees' skills, expertise, experience, and competencies, and is widely recognized as a key driver of organizational performance and long-term competitiveness. At NCC Bank PLC., the Human Resources Division is committed to developing a high-quality pool of human capital that exemplifies professional excellence and creates sustainable competitive advantage within the banking industry and in Bangladesh.

Human Resources serves as a vital pillar of organizational effectiveness, fostering constructive relationships between management and employees. We regard our workforce as one of the bank's most valuable assets and focus on continuous professional development to enhance operational strength and customer service excellence. Through targeted initiatives, we ensure that each employee adds meaningful value, supporting both individual growth and the bank's collective success.

Strategic Priorities for 2025

1. **Promoting a Supportive Organizational Culture:**

   The Bank continues to cultivate a positive and inclusive work environment that reinforces employee engagement, enhances job satisfaction, and supports a strong sense of belonging across all levels of the organization.

2. **Strengthening Learning and Development Frameworks:**

   Emphasis is placed on continuous professional development through structured training programs, capacity-building initiatives, and skills-enhancement activities aimed at advancing both employee capabilities and overall institutional effectiveness.

3. **Enhancing Performance Management Systems:**

   The Bank is committed to refining its performance evaluation mechanisms to ensure clear alignment between individual responsibilities and organizational objectives, thereby promoting accountability and merit-based career progression.

4. **Implementing Technology-Driven HR Solutions:**

   Ongoing efforts are being made to introduce and expand HR information systems and other digital platforms to streamline routine administrative activities, improve operational efficiency, and optimize data-driven decision-making.

5. **Prioritizing Employee Well-Being:**

   Recognizing the importance of a healthy workforce, the Bank facilitates employees with **Medical and Fitness Center** which indicates strong focus on comprehensive wellness initiatives, mental health support, and employee assistance programs designed to promote holistic well-being.

Performance highlights in 2025



245 Training Program For 8,102 Participants



4 Foundation Programs for 204 participants



Total Recruitment: 216 Person

HR Challenges and Corresponding Responses

HR Challenges	HR Responses / Strategic Actions
Retention of skilled and high-performing employees	Prioritizing career development and need-based training to enhance employee engagement and long-term retention.
Workforce shortage relative to organizational workload	Recruiting a substantial number of both experienced professionals and fresh graduates to meet business growth needs and address staffing gaps.
Complexities in employee placement and deployment	Ensuring effective and timely replacement of employees to maintain smooth and uninterrupted operations across branches and departments.
Rapid evolution of technology and financial products requiring continuous upskilling	Implementing regular training sessions, workshops, and e-learning modules to keep employees updated on digital banking, regulatory changes, and industry trends.
Stringent and frequently changing regulatory requirements	Strengthening compliance training and ensuring adherence to legal mandates and internal policies across all levels of the organization.
Challenges in building a diverse and inclusive workforce	Promoting diversity and inclusion initiatives, establishing safe workplaces, and enforcing fair hiring practices to support equitable representation of diverse groups.

1.1 Personnel Diversification

Employees by Gender Diversity

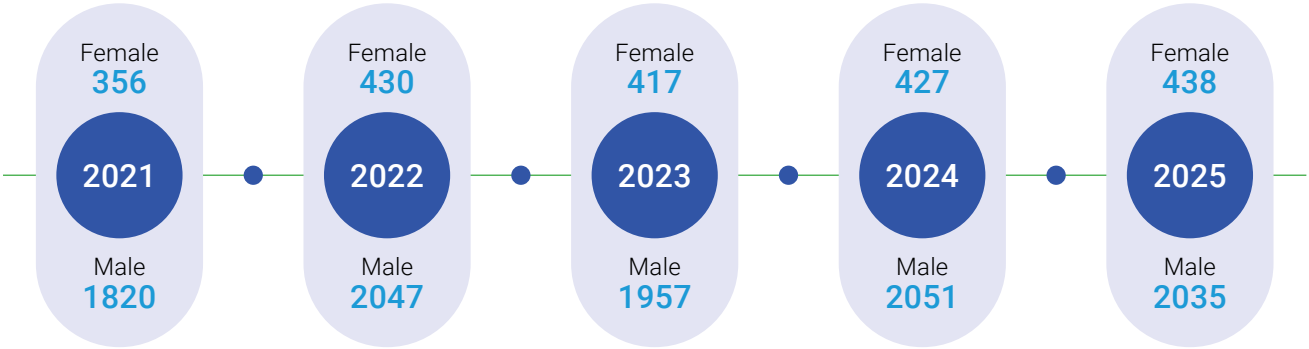


Figure: Gender Wise Employee Categorization

Employees by Age Group	Male	Female	Total
Below 30 Years	120	52	172
30 to 50 Years	1509	333	1842
Above 50 Years	406	53	459

Employees by Age Group & Gender

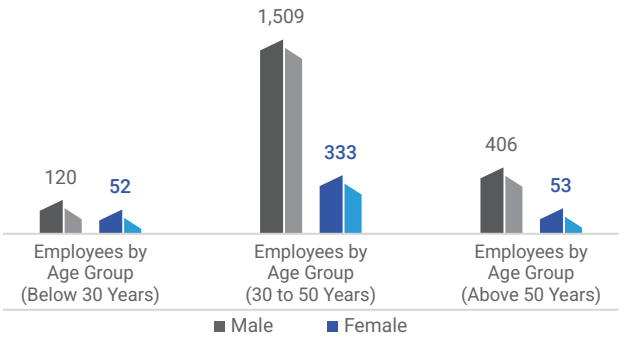


Figure: Age wise employee categorization in 2025

Experience wise Employee Categorization

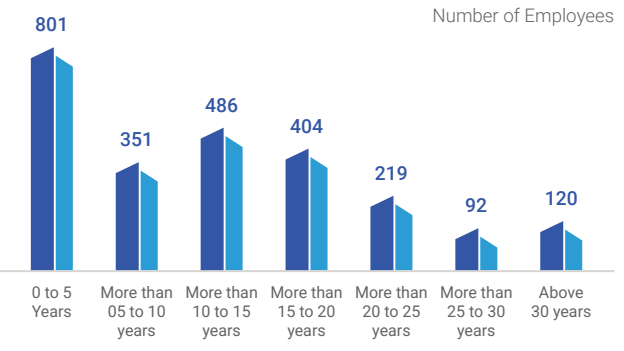
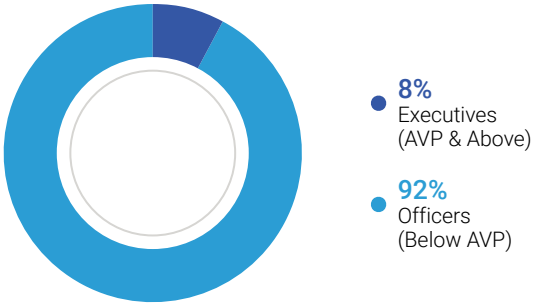


Figure: Employee categorization based on work experience in 2025

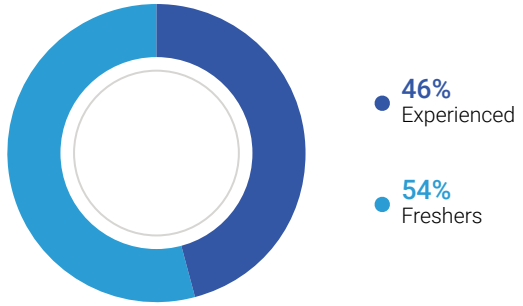
1.2 Recruitment: Placing the best-fit employees in the most appropriate positions when required

Our recruitment philosophy is anchored in the principles of equity, meritocracy, impartiality, and competitiveness. We uphold merit as the primary criterion for selection and ensure that every applicant—irrespective of gender, ethnicity, caste, color, or any other personal attribute—is provided with an unbiased and equal opportunity to demonstrate their capabilities. This structured and inclusive approach enables us to attract and appoint the most suitable talent in the appropriate roles and at the most opportune time, thereby reinforcing a fair, transparent, and diversity-driven hiring process.

Percentage of Executives & Officers Recruited in 2025



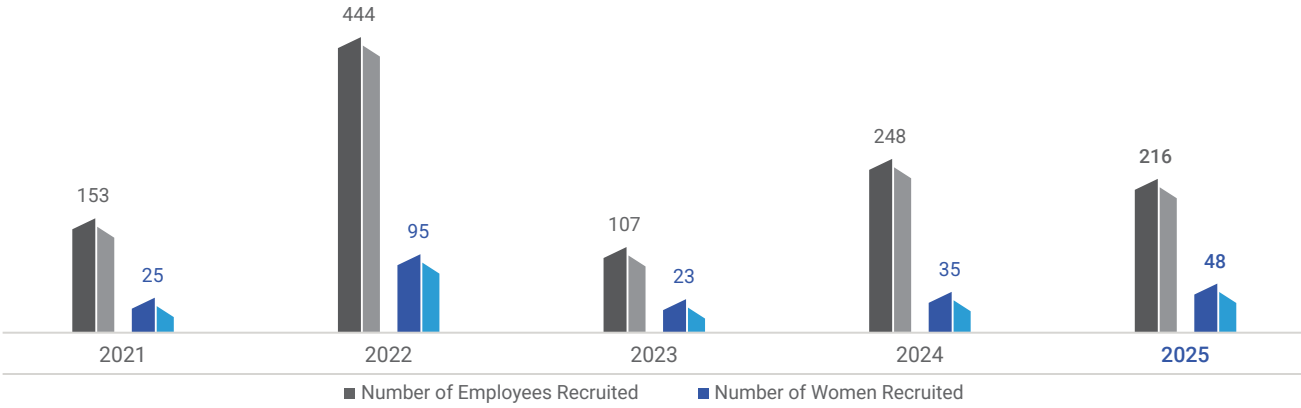
Percentage of Experienced & Freshers Recruited in 2025



Particulars	Number of Employees Recruited
Executives (AVP & Above)	18
Officers (Below AVP)	198

Particulars	Number of Employees Recruited
Experienced	100
Freshers	116

Year Wise Recruitment and Number of Women Hired Over the Years



Particulars	2021	2022	2023	2024	2025
Number of Employees Recruited	153	444	107	248	216
Number of Women Recruited	25	95	23	35	48

1.3 Learning and Development

At NCC Bank PLC., we remain committed to a path of continuous advancement and employee empowerment, with a strong focus on learning and development. We firmly believe that investing in the capabilities, expertise, and professional growth of our workforce not only elevates individual performance but also accelerates the overall success of the Bank. Our steadfast dedication to nurturing a culture of continuous learning, innovation, and excellence is reflected in our customized development programs and initiatives, thoughtfully designed to cultivate talent and unlock the full potential of our employees.

Mentionable Learning and Development Activities in 2025

Training/Workshop/Conference/Seminar

Programs		Number of Participants					
		NCCBTI	BBTA	BIBM	BIIF	Other TIs in BD	Overseas (online)
In-house	126	7641	-	-	-	-	-
External	119	-	35	110	162	149	5
Total	**245**	**7641**	**35**	**110**	**162**	**149**	**5**

Table: Training conducted in 2025

Programs	Training Programs (Number)			
	2023	2024	2025	Total
ESRM, Sustainable & Green Finance Training	10	11	8	29
AML-CFT Training	9	22	10	41
IT Security Awareness	10	4	8	22
Total	**29**	**37**	**26**	**92**

Table: Number of customized training programs run over the years

Year	Number of Training Programs	Number of Participants
2023	153	5107
2024	197	4942
2025	245	8102

Table: Number of training programs run and number of trainees over the years

Remote Learning Statistics

Particulars	2023	2024	2025
Number of training program run through remote learning (Online)	23	17	37
Number of participants in remote learning (Online)	2202	1999	3255

Table: Remote learning statistics

Organizational Development

Organizational Development (OD) is a critical, evidence-based discipline that enables institutions to strengthen their capacity for transformation and achieve higher levels of effectiveness by enhancing, refining, and reinforcing their strategies, structures, and operational processes. At NCC Bank PLC., HR shapes organizational culture by intentionally influencing how people are hired, developed, led, and rewarded.

A core responsibility of the OD is to lead and manage strategic change efforts that improve operational effectiveness and reinforce the Bank's competitive strength in a dynamic financial landscape. This role includes systematically reviewing existing processes, assessing organizational performance, identifying areas for improvement, and proposing focused interventions. In addition, this function guides the advancement of learning and development systems, ensuring employees' skills and capabilities remain aligned with evolving industry benchmarks and best practices.

Key Functional Highlights of the Organizational Development

- Management Trainee Officer (MTO) Development Program
- Organizational Structure Development and Review Initiatives
- Coordination of specialized training programs in partnership with Bangladesh Bank
- Design and execution of short-term and long-term strategic projects
- Management of assignments that extend beyond the conventional scope of HR operations

Overall, the functions of Organizational Development are fundamental to strengthening the Bank's adaptability,

driving institutional growth, and ensuring sustained excellence within the financial sector.

1.4 Compensation & Benefits

At NCC Bank PLC., we remain steadfast in our commitment to recognizing excellence and prioritizing the well-being of our valued workforce. Our approach to compensation and benefits reflects our dedication to cultivating a motivated, productive, and future-ready employee base. We understand that a rewarding career encompasses far more than remuneration alone; therefore, our comprehensive rewards framework is thoughtfully designed to provide financial security, long-term stability, and an enhanced quality of life—ensuring that every employee feels appreciated and supported throughout their professional journey.

Overview of Compensation and Rewards

To uphold fairness, competitiveness, and meritocracy, our compensation structure includes:

- Pay fixation
- Annual salary increment
- Festival bonuses
- Incentive bonuses
- Additional performance-related incentives
- Competitor compensation benchmarking
- Periodic pay package review based on organizational needs

Long-Term Employee Benefits

In addition to monthly and annual rewards, NCC Bank PLC. offers a suite of long-term financial benefits designed to support employees beyond their working years. These include:

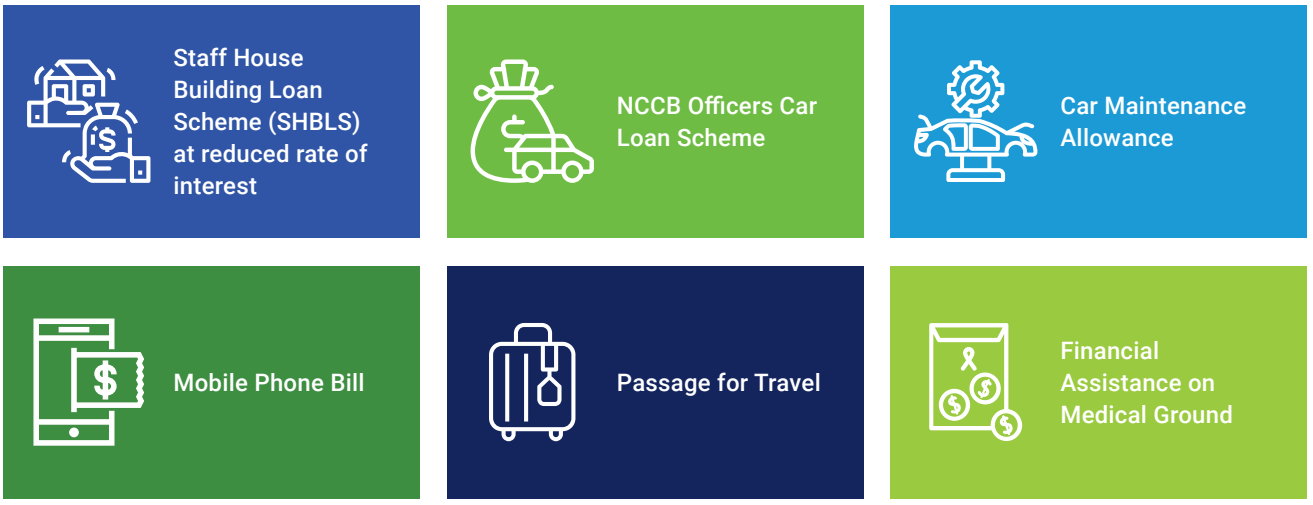
- Leave encashment facilities
- Contributory provident fund
- Gratuity benefits
- Superannuation fund
- Funeral support benefits for dependents in the event of an employee's death

Fringe Benefits and Additional Support

Beyond core compensation, the Bank provides a range of supplementary benefits aimed at enhancing the holistic well-being of employees. These include:

- Home loan facilities
- Car loan facilities including attractive car maintenance allowance
- Loan facilities against provident fund balances

By offering a well-rounded mix of monetary rewards, long-term financial safeguards, and lifestyle-enhancing benefits, NCC Bank PLC. reinforces its commitment to the comprehensive development, financial stability, and personal well-being of its employees—empowering them to build secure and fulfilling careers.



Other fringe benefits include:

- Attractive honorarium for obtaining JAIBB, DAIBB, CDCS, CS, CFA, CA, CPA, CMA, CHIA, CIPM & PGDHRM
- HR risk mitigation
- Grievance handling policy
- Canteen facilities
- Hospitalization & medical center
- Others

1.5 Organizational Climate and Employee Support Systems

Culture & Ethics

At NCC Bank, we cultivate a culture of excellence where our foundational values—integrity, accountability, and innovation—guide every facet of our operations. Integrity is not merely a principle we uphold; it is embedded in our organizational identity. In every decision, transaction, and interaction, our employees demonstrate unwavering commitment to ethical conduct, honesty, and transparency.

This dedication creates a powerful ripple effect across the institution, shaping a workplace culture built on trust, reliability, and mutual respect. By placing ethics at the forefront of everything we do, we safeguard our reputation and reinforce our relationships with customers, stakeholders, and the broader community. Choosing NCC Bank—as a customer or as an employee—means choosing an institution where integrity is practiced, not just proclaimed.

Employee Experience & Engagement

At NCC Bank, we recognize that a highly engaged workforce is the foundation of our organizational success. We are committed to cultivating a workplace environment where every employee feels valued, respected, and encouraged to deliver their best. Through a diverse range of engagement initiatives—including talent competitions, sports events, and employee recognition programs—we promote a culture of inclusiveness, teamwork, and shared accomplishments.

Our emphasis on transparent and open communication ensures that every employee's voice is acknowledged, fostering continuous improvement and driving innovation across the Bank. By investing in the well-being, motivation, and professional growth of our employees, we strive to build a dedicated and inspired workforce that propels NCC Bank PLC toward achieving its strategic objectives.

In line with this objective, NCC Bank PLC arranged a nationwide HR Roadshow to educate and align employees on Culture, Compliance, and Competency. The roadshow comprised 50 interactive sessions conducted across 10 different cities, enabling widespread participation from employees at various levels of the organization. These sessions created an open platform for dialogue, learning, and experience-sharing, ensuring consistent understanding of the Bank's cultural values, regulatory obligations, and professional standards.

Work-Life Balance: Embracing the Essence of Balance

At NCC Bank PLC., we fully acknowledge the significance of maintaining a harmonious balance between professional responsibilities and personal well-being. We place strong emphasis on the holistic development, wellness, and overall fulfillment of our employees, recognizing that a balanced lifestyle fosters greater productivity, creativity, and job satisfaction.

Through initiatives such as flexible work arrangements, comprehensive wellness and health programs, and targeted efforts that promote mental well-being and work-life integration, we strive to create an environment where individuals can excel both personally and professionally.

Our unwavering commitment to supporting a healthy work-life balance reflects our core values—care, respect, sustainability, and employee-centric growth—and reinforces our dedication to nurturing a workplace where every member of the NCC Bank PLC. family can thrive and pursue long-term fulfillment.

1.6 Performance Management System

NCC Bank PLC. implements a KPI-based Performance Management System aligned with industry best practices to ensure transparency, objectivity, and clear alignment with organizational goals. This structured approach enables the Bank to systematically measure and recognize employee performance while fostering a culture of accountability, excellence, and continuous improvement.

Under this system, employee performance is evaluated through clearly defined Key Performance Indicators (KPIs) that reflect both individual responsibilities and strategic priorities of the Bank. The evaluation process integrates quantitative targets and qualitative contributions, ensuring a holistic and fair assessment of individual and team performance. By relying on measurable outcomes and well-defined benchmarks, the system promotes consistency, clarity of expectations, and performance discipline across the organization.

This framework also serves as an effective tool for talent management and succession planning, allowing the Bank to identify high performers, assess leadership potential, and address development needs proactively. It encourages constructive feedback, coaching, and performance-driven development discussions, thereby enhancing employee engagement and supporting long-term career growth.

At NCC Bank PLC., our commitment to excellence is reflected in our performance management philosophy. Through a robust KPI-driven system, we empower our employees to achieve their full potential and contribute meaningfully to the Bank's sustained growth and competitiveness.

1.7 Grievance Management

At NCC Bank PLC., we prioritize the well-being and satisfaction of both our employees and customers. While grievances

may occasionally arise, we are committed to addressing them with fairness, sensitivity, and transparency. To ensure a seamless and respectful resolution process, we have established a structured and comprehensive Grievance Management Framework. The following outlines how the process is carried out:



Our bank prioritizes prudence and fairness in managing complaints, striving to uphold our commitment to customer and employee satisfaction.

1.8 Nurturing Our Talent: Retention Strategies

In the rapidly evolving banking environment, the commitment, expertise, and professionalism of our talented workforce continue to serve as the foundation of our success. Recognizing the crucial role our employees play in driving organizational progress, NCC Bank PLC. has developed a comprehensive set of employee retention strategies designed to strengthen loyalty, enhance engagement, and promote long-term commitment.

Our key initiatives include:

- Competitive and market-aligned compensation and benefits packages
- Clear pathways for career advancement and professional development
- Work-life integration and employee well-being programs
- Structured recognition and appreciation initiatives
- Transparent communication channels and opportunities for continuous feedback

Each of these measures is thoughtfully designed to ensure that employees feel valued, supported, and empowered, enabling them to contribute meaningfully to the sustained growth and continued success of NCC Bank PLC.

2.0 HR Accounting

As we navigate the continually evolving landscape of modern banking, our commitment to transparency, accountability, and responsible governance extends well beyond financial performance metrics. It encompasses the comprehensive stewardship of our most valuable resource—our people.

This section provides an overview of Human Resources Accounting, illustrating both the measurable and immeasurable value contributed by our workforce. By recognizing their skills, expertise, and collective impact, we underscore the essential role our employees play in driving the sustained growth and long-term success of NCC Bank PLC.

BDT in Million

Particulars	2021	2022	2023	2024	2025
Net interest income (A)	5,712	4,857	5,501	6,105	5,626
Salary and allowances (B)	2,933	3,241	3,531	3,880	4,037
Net value-addition (C=A-B)	2,779	1,616	1,970	2,225	1,589
Number of permanent employees (D)	2,176	2,477	2,374	2,478	2,473
Net value-addition per employee (E=C/D)	1.28	0.65	0.83	0.90	0.60

Table: Net value-addition per employee

Particulars	2021	2022	2023	2024	2025
Number of employees (permanent)	2,176	2,477	2,374	2,478	2,473
Operating cost per employee	2.38	2.23	2.64	2.62	2.83
Training cost per employee	0.003	0.003	0.004	0.003	0.013
Net interest income per employee	2.62	1.96	2.32	2.46	2.28
Operating income per employee	5.35	5.12	6.11	7.09	8.12
Profit before tax per employee	2.02	2.10	2.03	2.04	2.39
Profit after tax per employee	1.20	1.07	0.97	0.94	1.97

Table: Employee-wise cost attribution

Employee wise Income Contribution

in BDT Million

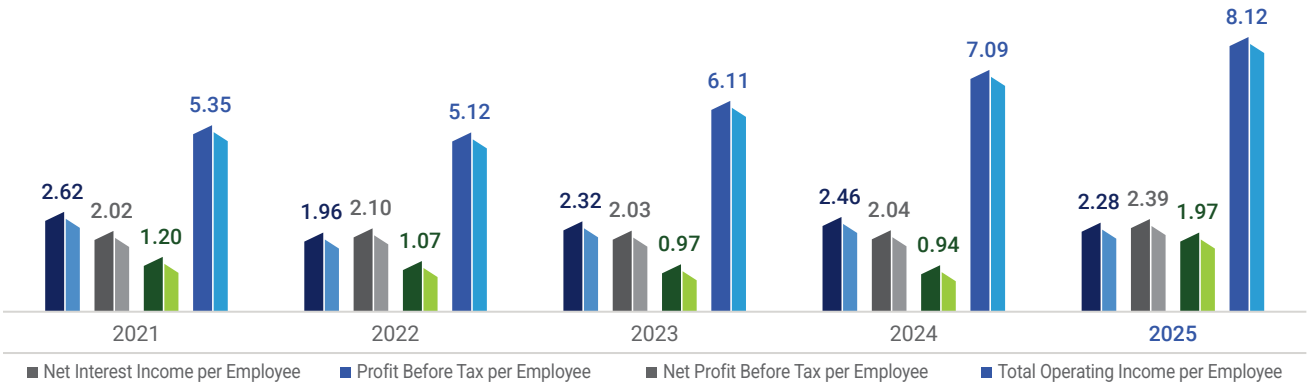


Figure: Measures of Human Resources Accounting

3.0 HR Event Highlights



A new batch of Management Trainee Officers joins NCC Bank PLC.



NCC Bank PLC. organized training program on 'Leadership Development & Team building' for future leaders



NCC Bank PLC. organized 83rd Foundation training Program



NCC Bank PLC. organized promotion program for newly promoted officers and executives



NCC Bank PLC. arranges HR Roadshow to aware employees about Culture, Compliance, and Competency

Information Technology

Introduction

In an era defined by rapid digital transformation, the role of Information Technology has never been more central to the success of financial institutions. Globally, banking and finance are being reshaped by advances in cloud computing, data analytics, artificial intelligence (AI), and cybersecurity, which are driving efficiency, enhancing customer experiences, and enabling new business models. Customers now expect seamless digital services, real-time processing, and secure access across channels — trends that continue to redefine competitive dynamics in the industry.

For NCC Bank, Information Technology is a strategic enabler that underpins our commitment to innovation, operational excellence, and customer-centric service. Over the past year, we have continued to align our technology initiatives with global best practices, while thoughtfully considering the unique needs and opportunities of the Bangladesh market. This includes concerted efforts to modernize our core banking systems, strengthen digital channels, and enhance risk management frameworks to meet emerging threats and regulatory expectations.

Significant Achievements 2025:

Strengthens Digital Transformation with Flora Bank CBS Upgrade:

NCC Bank has successfully completed a major upgrade of its Core Banking System (CBS) from version 18.4 to 22.4, ensuring system modernization, enhanced stability, and stronger regulatory compliance. As part of this initiative, compliance with Bangladesh Bank control points improved significantly from 72 percent to 93 percent, strengthening audit readiness and regulatory adherence. As part of the Core Banking System (CBS) upgrade initiative, the Bank has modernized its legacy CBS infrastructure to address critical information security vulnerabilities and scalability limitations, ensuring enhanced system resilience, regulatory compliance, and readiness for future business growth.



These improvements have collectively strengthened operational efficiency, risk management, customer service delivery, and overall regulatory compliance.

Offshore Banking Unit CBS Migration Strengthens International Operations:

The Offshore Banking Unit (OBU) successfully upgraded, ensuring full compliance with international banking standards. The migration enhances transaction processing, strengthens system security, and reinforces operational resilience. With this upgrade, the bank's offshore banking capabilities are significantly improved, providing a reliable and efficient platform for international clients.

NCC Bank Boosts Digital Payment Security

NCC Bank has achieved PCI DSS certification for the second time in 2025, reinforcing its commitment to a secure payment ecosystem. Key highlights include enhanced cardholder data protection, secure payment infrastructure, fraud risk mitigation, regulatory compliance, improved operational integrity, and increased customer confidence and loyalty.

Faster, Smarter Travel: Top-Up Your Pass via NCC Always

NCC Always now allows customers to recharge their Rapid, MRT passes quickly and conveniently. Using the NCC Always app or the Rapid Pass website, travellers can top up their cards digitally — no waiting in queues, no cash required.

Upgradation of Islamic CBS for Improved Shariah Compliance

Upgraded the Islamic Core Banking System (CBS) to strengthen Shariah-compliant operations, improve performance, and enhance reporting. A key improvement is the shift from Profit Sharing Ratio (PSR) to a Weighted Profit Calculation model, ensuring accurate, transparent, and Shariah-aligned profit distribution. The upgrade also strengthens regulatory compliance and boosts operational efficiency across Islamic banking products and services.

Introduces Visa Business Debit Card for SMEs

NCC Bank has launched its Visa Business Multicurrency Debit Card to help SMEs and start-ups manage finances, track expenses, and transact internationally. The card features dual-currency support and business name embossing.

Experience Fast and Easy Toll Payment with NCC Always

NCC Always now allows customers to pay Padma Bridge tolls digitally through its innovative D-Toll system. Vehicles with an RFID tag have tolls automatically deducted, eliminating cash payments and long queues while ensuring speed and convenience.

Customers can register vehicles, link accounts, and top up balances easily via the NCC Always app, enabling uninterrupted travel.



Service Management Platform for Employees - NCCB Help Desk

NCC Bank launched a comprehensive Service Management Platform for its employees through the NCCB Help Desk. The platform enables staff to raise tickets, manage requisitions, track change requests, and report incidents efficiently in a centralized system. It also offers detailed reports, analytics, and a robust FAQ section to resolve common queries quickly, enhancing transparency, operational efficiency, and informed decision-making.

"TakaPay" – Bangladesh's National Debit Card

NCC Bank has introduced TakaPay, the country's first national debit card under the National Payment Switch Bangladesh (NPSB), providing a local alternative to Visa and Mastercard. TakaPay enables secure, seamless transactions in Bangladeshi Taka, including free ATM withdrawals, POS payments at over 1,000 partner outlets, and exclusive year-round discounts. The card is available to all NCC Bank savings account holders and operates alongside existing Visa debit cards.

NCC Bank Enhances Network, Security, and Digital Payments

In 2025, the Bank further strengthened and optimized its technology infrastructure to enhance nationwide digital banking efficiency, operational resilience, and overall information security posture. Key initiatives included establishing network connectivity for 16 new ATMs across

Metro-Rail stations and reinforcing service redundancy for critical infrastructure components such as BGP/ Internet Gateway, BACH, Extranet, and Public VPN to ensure uninterrupted and secure service delivery. VMware infrastructure optimization and version upgrades were also completed to improve virtualization performance, security, and system stability.

Additionally, the team successfully executed ACI and ISE upgrades at both the Primary and Disaster Recovery Data Centers, deployed enterprise-grade tape backup solutions to enhance data protection and regulatory retention compliance, and implemented secure VPN connectivity for multiple remittance partners to ensure safeguarded financial transactions.

NCC Bank Achieves Global Standard in Information Security

NCC Bank has successfully achieved ISO 27001 recertification, marking a significant milestone in its ongoing commitment to robust information security and governance. This internationally recognized certification validates the bank's adherence to stringent global standards for managing sensitive data and protecting customer information.

Online A-Chalan Service for Government Fee Payments

Under its Transaction Banking and Cash Management division, NCC Bank has launched a new digital service allowing customers to pay 206 types of government fees, including passport fees, income tax, VAT, and customs duties, via the online A-Chalan platform. Payments can now be made anytime, anywhere through the bank's internet banking service.

NCC Always Expands Digital Payments - Sonali, Merchant, and Utility Payments

Fast, secure, and flexible payments banking anytime. NCC Bank's NCC Always now supports Sonali Pay, Merchant, and Utility Bill Payments, enabling customers to securely manage transactions directly from their smartphones with ease and real-time tracking.



Stay in control with 24/7 RTGS approval through NCC ICON.

Manage transactions seamlessly from anywhere at any time—designed to give you greater flexibility and convenience. Experience the power of real-time financial control. Whether you are managing corporate payrolls or urgent vendor payments, our advanced RTGS integration within NCC ICON provides a robust, secure, and lightning-fast solution. Say goodbye to banking hours and hello to a boundary-less banking experience that works as hard as you do.

A new era begins — Mastercards, bringing you convenience, speed and simplicity.

NCC Bank presents its Mastercards — Titanium Credit Card, Multicurrency Platinum Debit Card, and Business Debit Card — offering secure, seamless, and globally accepted transactions. Perfect for everyday spending, international travel, or managing business expenses, these cards provide enhanced security, convenience, and full control over your finances.



Loan Management System - A fully digital paperless loan management

NCC Bank has implemented and integrated a dedicated Loan Management System (LMS) for retail lending operations, streamlining loan processing, improving end-to-end lifecycle management, and enhancing data accuracy. The system supports faster turnaround times, delivering a more efficient and customer-friendly experience for retail loan customers.

Digital CASA,FDR & DPS Accounts opening anytime, anywhere

NCC Always makes opening Current/Savings, Fixed Deposit Receipt (FDR) and Daily Profit Savings (DPS) accounts easier than ever. Customers can complete the entire process digitally, anytime and anywhere from NCC Always app, without visiting a branch. The platform provides instant account setup, real-time updates, and full control over savings, offering a seamless and convenient banking experience.

NCC Bank Strengthens ICT Operations with Major Upgrades and Support

In 2025, NCC Bank's ICT team continued to strengthen the Bank's digital infrastructure and operational efficiency through strategic technology enhancements. Key initiatives included a comprehensive Data Center assessment, deployment of an advanced Enterprise Monitoring System (EMS), implementation of the NCC Help Desk System, and modernization of Board Room conference facilities.

The team also completed large-scale end-user device deployment and system upgrades, including Windows security updates and migration to Windows 11; addressing audit observations, and maintaining critical power systems—reinforcing the Bank's commitment to secure, resilient, and efficient banking operations.

DR Site Relocation to New Premises (Felicity, Kalikair)

NCC Bank PLC has consistently prioritized strengthening its Business Continuity Planning (BCP) and Disaster Recovery (DR) capabilities to ensure uninterrupted banking operations in the event of any disaster or disruptive incident. As part of this strategic initiative and in alignment with Bangladesh Bank guidelines and other regulatory requirements, the Bank has relocated its Disaster Recovery site to a Tier-standard colocation facility at Kaliakair Felicity.

This relocation reinforces regulatory compliance, enhances operational resilience, and provides an opportunity to standardize DR services, infrastructure, and governance in accordance with industry best practices.

Strategy 2026: Transform from Digital to Intelligent Banking

NCC Bank continues to position itself as a trusted financial partner in the digital age by enabling cutting-edge technologies. For the year 2026, we are focusing on transforming from digital to intelligent banking by leveraging advanced technologies to make banking data-driven, predictive, automated, and personalized. With the evolution of Artificial Intelligence (AI), Machine Learning (ML), Big Data, Robotic Process Automation (RPA) we are transforming and innovating our upcoming services for optimizing decisions and better experiences. Following is the major roadmap for the upcoming year.

Future-Ready Banking: What's Next in NCC Always

NCC Bank is moving forward with a strong digital vision through its flagship mobile application, NCC Always, bringing more convenience, speed, and security to customers' daily banking needs.

- **Digital Banking Services:** Introduction of wallet services, and Bangla QR payments.

- **QR-Based Withdrawals:** Enabling customers to perform QR-based branch cash withdrawals with minimal physical interaction.
- **MRT Payment Facilities:** Launching seamless and cashless travel payments directly from the app.
- **Service Request Module:** A comprehensive system to submit and track card and account-related requests without visiting a branch.
- **Virtual Wallet:** Load, transfer, and manage funds instantly within the NCC Always app.

With the launch of NCC Always, NCC Bank is poised to lead the digital transformation in Bangladesh, offering a more accessible, secure, and efficient banking experience to its customers.

Ai Based Trade Management System

Trade is a major part of our NCC bank's business. This solution uses artificial intelligence to track and analyze trade transactions in real time and identifies suspicious or high-risk activities automatically. It will also improves speed, accuracy, and transparency of trade processes.

Strengthening Business Continuity and Disaster Recovery

NCC Bank has been proactively enhancing its Disaster Recovery (DR) capabilities to ensure the uninterrupted delivery of critical banking services to its customers in the event of any disaster or operational disruption. The Bank has been making its DR site fully functional, equipped with modern, scalable technology infrastructure to support seamless service continuity. In line with Business Continuity Planning (BCP) best practices, regular DR drills and simulations are to be conducted to validate system readiness, test operational processes, and ensure staff preparedness.

These initiatives collectively strengthen operational resilience, improve response times during disruptions, and align with Bangladesh Bank guidelines and industry standards for secure, reliable, and efficient banking operations.

On Premise Card Management System

Currently the bank uses third-party card system for all its services. On-premise own card management system will enable a fully controlled system for issuing and managing debit, credit, and prepaid cards. It will also enable seamless card services, including PIN management, blocking, and transaction tracking.

Artificial Intelligence Based ATM Monitoring System

It's an AI-Powered ATM Monitoring System uses artificial intelligence to track and analyze ATM operations in real time and identifies cash shortages, technical faults, and security risks instantly. It detects suspicious activities and potential fraud automatically. It also provides actionable analytics for better management and decision-making.

NCC Icon Mobile App-Personalized corporate Banking

It will be an in-house development for corporate customers to provide all banking services digitally from anywhere anytime.

Conclusion

The banking industry is entering a new era where competitive advantage is no longer defined solely by digital presence but by the intelligence embedded within systems, processes, and decision-making frameworks. Globally, financial institutions are advancing toward data-driven, AI-enabled, and highly secure banking ecosystems. In Bangladesh, rapid digital adoption, evolving regulatory expectations, and increasing customer sophistication are accelerating this transformation.

The journey from digital to intelligent banking is continuous and evolving. NCC Bank Limited recognizes that technology transformation is not merely about systems modernization but about cultivating innovation, strengthening risk management, empowering employees, and enhancing customer trust. As we move forward, our focus will remain on building scalable, secure, and data-driven capabilities that support strategic objectives and long-term resilience.

With a clear vision, strong governance, and sustained investment in intelligent technologies, NCC Bank Limited is well-positioned to navigate the complexities of the modern financial landscape and to deliver superior value to customers, shareholders, and the broader economy.

Sustainable Banking

Sustainable Finance and Climate Responsibility: A Commitment beyond Compliance

In a country highly vulnerable to climate change, sustainable banking is both a regulatory responsibility and a developmental imperative. NCC Bank PLC recognizes its role as a financial intermediary in order to lending toward environmentally sound, socially inclusive and climate-resilient economic initiatives.

At NCC Bank PLC, sustainability is not treated as a parallel initiative - it is embedded into the Bank's belief of responsible intermediation. In alignment with the Sustainable Finance Policy and the Environmental & Social Risk Management (ESRM) Guidelines issued by Bangladesh Bank, the Bank continues to integrate environmental, social and governance (ESG) considerations into its credit operations, risk framework, governance structure and stakeholder engagement.

Complying with the Bangladesh Bank Guidelines on Sustainability, the Bank has started calculating and reporting Scope 1 and 2 emissions generated by its own operations and Scope 3 emission generated by its financed activities according to IFRS S1 and S2 standards. Sustainable Banking Division is acting as a centre for implementing the regulatory requirements in collaboration with the Branches, Sub-Branches and Regional Offices along with the concerned Divisions, Departments, Units and Cells of Head Office of the Bank.

A Pinnacle Achievement: Recognized as One of the Top 10 Sustainable Banks:

It is a matter of pride that NCC Bank PLC has honored as one of the Top 10 Sustainable Banks in Bangladesh by the Central Bank in its Sustainability Rating 2024. This prestigious recognition serves as a testament to our unwavering commitment to environmental, social, and governance (ESG) excellence.

NCC Bank received the Certificate of Excellence and Crest from the Governor of Bangladesh Bank. This award reflects Bank's balanced performance across all parameters of Sustainability Rating of Bangladesh Bank. To provide a comprehensive view of this achievement, the following sections describe the performance of NCC Bank PLC in direct alignment with the five core Bangladesh Bank Sustainability Rating parameters:

Sustainable Finance Indicators: At NCC Bank PLC, the Sustainable Finance Indicators represent more than just a regulatory checklist. By aligning operations with 55 quantitative and qualitative indicators, the Bank has moved beyond traditional lending to achieve Green and Sustainable Finance targets. This progress is driven by financing toward high-impact sectors like CMSMEs and sustainable agriculture while maintaining rigorous ESRM compliance and portfolio quality.

NCC Bank PLC has transformed its internal operations by prioritizing gender equality and in-house green practices, fostering inclusive workplace policies and gender-responsive leadership. The Bank is reducing its operational footprint through a digitized banking ecosystem and maintains accountability via transparent climate-related financial disclosures following Bangladesh Bank guidelines. Supported by robust MIS integration, these initiatives ensure sustainability is fully embedded in the Bank's corporate governance.

Core Banking Sustainability: NCC Bank implants sustainability goals in its financial strength and ethical governance. The Bank ensures institutional resilience by adhering to 13 quantitative metrics, maintaining superior asset quality (low Net NPL), strong capital adequacy (CRAR and Tier-1), and healthy liquidity positions (LCR/ NSFR) while driving consistent profitability.



Photo: Managing Director of NCC Bank received Crest and Certificate from Bangladesh Bank for being recognized as one of the Top Sustainable Banks.

Beyond the numbers, NCC Bank maintains regulatory excellence by meeting 11 qualitative factors, ensuring full compliance with SLR, CRR, and single-borrower exposure limits. The Bank integrates stability with social mandates by prioritizing CMSME loan growth. Through transparent governance and long-term integrity, NCC Bank ensures its sustainable banking remains stable, compliant and inclusive.

CSR Activities: NCC Bank PLC has shifted its CSR framework toward social equity and climate resilience. The Bank provides structured support across all CSR segments, prioritizing gender-responsive governance and workplace inclusivity. Key measures include enforcing zero-tolerance harassment policies.

NCC Bank has been focusing on CSR expenditure to rural areas to support underserved communities. The Bank prioritizes climate adaptation projects that empower women and promote their leadership in sustainable industries.

Banking Services Coverage: NCC Bank PLC expands its physical and digital footprint to reach underserved communities through an extensive network of branches and sub-branches. By increasing deposit and loan account volumes, the Bank fosters participation in the formal economy and aligns traditional banking with sustainable development requirements.

NCC Bank has established Sustainable Finance Help Desks in 30 Branches, providing nationwide access to specialized green products. To ensure seamless service, the Bank offers free access to over 14,000+ ATM and CRM terminals across the country. This reach provides 24/7 transaction capabilities, bridging the gap between traditional banking and the requirements of a sustainable economy.





Bangladesh Bank
Central Bank of Bangladesh

20 August 2025

Letter of Appreciation

Congratulations for being one of the Top Banks/FCs in Sustainability Rating 2024. Your dedicated efforts, innovative strategies, and unwavering commitment to Sustainable Finance, Core Banking Activities and Inclusive Green Finance are truly commendable and have left an indelible mark on our collective journey toward a more sustainable future.

Your dedication to promoting sustainable practices and fostering awareness about the importance of aligning financial activities with broader sustainability goals has been both impressive and impactful.

Once again, I would like to congratulate you and your entire team for your relentless pursuit of excellence in the realm of Sustainable Finance activities.

Dr. Ahsan H. Mansur
Governor
Bangladesh Bank

Managing Director/Chief Executive Officer
NCC Bank PLC

Photo: NCC Bank Received Crest and Certificate for being one of the 10 Sustainable Banks in Bangladesh.

Green Refinance: NCC Bank PLC proactively utilizes Bangladesh Bank's low-cost funding windows to scale eco-friendly investments and provide affordable refinance facility. The Bank's performance is evaluated by the annual percentage of refinance claimed across three primary channels i.e. the Refinance Scheme for Environment-Friendly Products/Projects/Initiatives, the Technology Development/Up-gradation Fund (TDF/TUF) and the Green Transformation Fund (GTF).

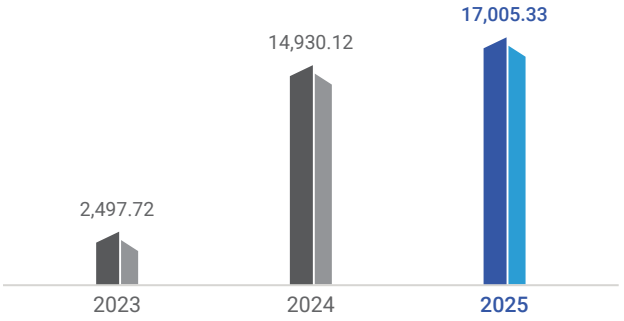
Through the strategic allocation of these funds into diverse sectors, NCC Bank PLC remains incentivized to drive industrial modernization while placing a heavy emphasis on gender equality. By prioritizing projects that empower women within the green economy, the Bank ensures that its sustainability efforts are both environmentally impactful and socially inclusive. This active participation as a Participatory Financial Institution (PFI) reinforces the Bank's role in bridging the gap between central bank facilities and real-world sustainable development.

Exceptional Growth in Sustainability Parameters:

Our dedication is backed by significant capital allocation towards an eco-friendly and socially impactful projects. As of 31 December 2025, our performance against major sustainability parameters has been exemplary.

Sustainable Finance: In alignment with the Bank's commitment to large-scale impact, NCC Bank PLC achieved a remarkable disbursement of BDT 17,005.33 Crore under Sustainable Finance. This performance represents a significant and scaled contribution toward the growth of sustainable sectors and the transition to a greener economy.

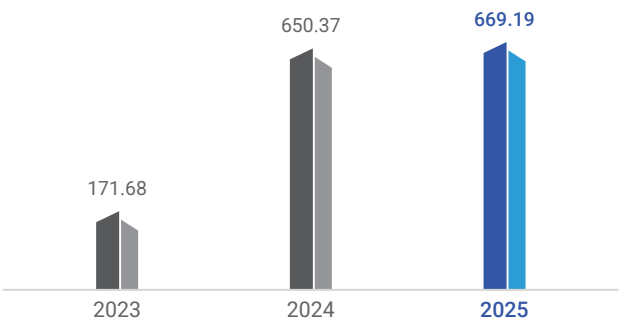
Year wise Disbursement : Sustainable Finance in BDT Crore



Graph: Year wise Disbursement under Sustainable Finance.

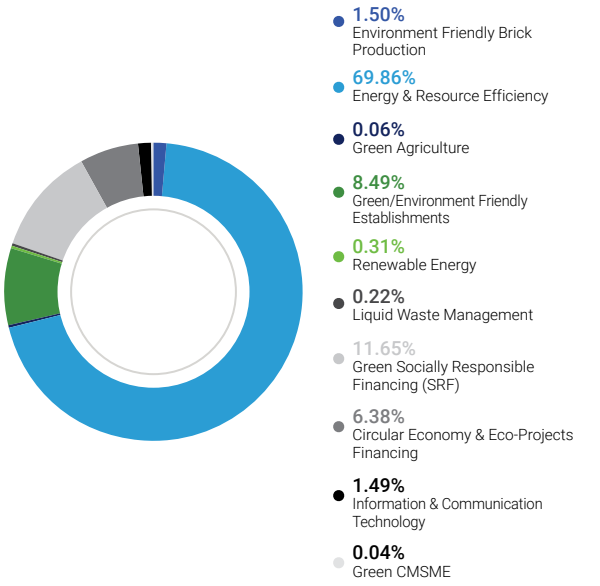
Green Finance: In 2025, NCC Bank PLC disbursed BDT 669.19 Crore under Green Products/ Projects/ Initiatives. While green finance disbursement remained below due to the last moment policy change by the Bangladesh Bank along with prevailing sluggish economic conditions and constrained credit growth across Bangladesh's financial sector, the Bank has taken proactive measures to counter these headwinds. By instituting intensified branch-level engagement, strategic monitoring and priority processing mechanisms, the Bank is positioned to accelerate growth in this vital segment as market conditions stabilize in the coming years.

Year wise Disbursement : Green Finance in BDT Crore



Graph: Year wise Disbursement under Green Products/ Projects/Initiatives.

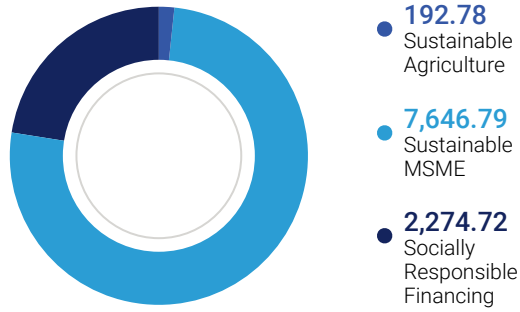
Sector-wise Green Finance



Graph: Sector wise Disbursement under Green Finance-2025

Sustainable Link Finance (SLF): In 2025, NCC Bank PLC demonstrated its commitment to impactful lending by disbursing a total of BDT 10,114.29 Crore under Sustainable Linked Finance (SLF) framework. This disbursement was heavily concentrated in Sustainable MSMEs, which covered BDT 7,646.79 Crore, highlighting the Bank's role in driving industrial and entrepreneurial growth. Furthermore, the Bank disbursed BDT 2,274.72 Crore under Socially Responsible Financing (SRF) and BDT 192.78 Crore under Sustainable Agriculture, ensuring a diverse and balanced portfolio that addresses social equity and food security needs within the national economy.

Disbursement Under Sustainable Linked Finance in BDT Crore



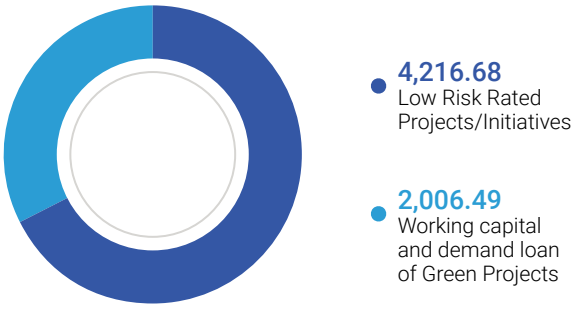
Graph: Sector wise Disbursement under Sustainable Linked Finance-2025.

Other Sustainable Link Finance (OSLF): NCC Bank PLC demonstrated its commitment to high-quality sustainable lending by disbursing a total of BDT 6,223.17 Crore under

its Other Sustainable Linked Finance (OSLF) framework in 2025. This portfolio reflects a strategic focus on both stability and eco-friendly operational growth, with BDT 4,216.68 Crore disbursed to Low Risk Rated Projects/Initiatives. Furthermore, the Bank financed BDT 2,006.49 Crore in working capital and demand loans for Green Products/Projects/Initiatives, ensuring that environmentally conscious enterprises have the necessary liquidity to maintain and balance their sustainable operations.

Disbursement Under Other Sustainable Linked Finance

in BDT Crore

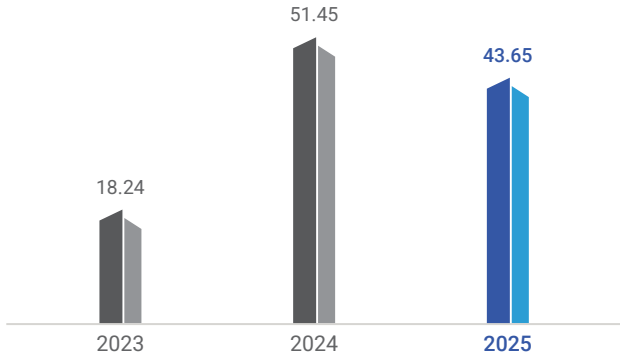


Graph: Sector wise Disbursement under Other Sustainable Linked Finance-2025.

Green Refinance: NCC Bank PLC has streamlined the processing of the Green Transformation Fund (GTF), Technology Development Fund (TDF) and the Refinance Scheme for Environment-Friendly Products/Projects/ Initiatives. This operational efficiency enabled the Sustainable Banking Division to process total 26 numbers of files since July 2025 and receipt refinance BDT 43.65 Crore at the end of the year. By optimizing these channels, the Bank ensures that clients can more effectively access low-cost fund to scale their eco-friendly investments and industrial modernizations.

Year wise Disbursement : Green Refinance

in BDT Crore



Graph: Year wise Disbursement under Green Refinance Schemes.

Strategic Alignment with Bangladesh Bank Guidelines:

Sustainable Finance Framework: In alignment with the Bangladesh Bank Sustainable Finance Policy, NCC Bank PLC has integrated sustainability into its core operations by separately tracking green finance portfolios and aligning internal targets with regulatory benchmarks. The Bank reinforces this strategy by providing structured guidance to Branches/Sub-Branches before proposal submissions and foster accountability and performance improvements through useful engagement.

NCC Bank PLC ensures sustainability is anchored at the highest level through robust governance; including the reconstitution of the Sustainable Banking Committee. During the year, the Sustainable Banking Committee conducted 03 (Three) Sustainable Banking Committee (SBC) meetings, with minutes regularly submitted and guided by the Risk Management Committee (RMC) of the Board of the Bank to ensure integration into institutional accountability. To further embed these values, the Bank disseminated Bangladesh Bank's Sustainability Rating parameters to Branches/Sub-Branches and Regional Offices including concerned Divisions/ Departments/ Units/ Cells of Head Office, ensuring that senior management's strategic direction translates into measurable performance across all levels of the organization.

Environmental & Social Risk Management (ESRM): NCC Bank PLC highlights its commitment to sustainable banking through the rigorous implementation of ESRM Guidelines, which integrate environmental and social due diligence and sector-specific risk categorization into its credit operations. By embedding mitigation measures into loan covenants and launching an Automated ESRM system in recent time for real-time monitoring, the Bank effectively safeguards against environmental degradation along with credit, market, operational, legal and reputational risks while balancing profitability with responsibility.



Photo: Launching Ceremony of Automated ESRM Solution named "ESRM Solve".

Climate Risk Management (CRM): In alignment with the Guidelines on Climate Risk Management, NCC Bank PLC has fortified its climate governance framework by identifying climate-sensitive sectors and prioritizing financing for low-carbon and climate-resilient projects. The Bank has further solidified its commitment by enhancing internal expertise to better manage the physical and transition risks associated with climate change.

Partnership for Calculation of GHG Emission: The Bank partnered with the Joint Impact Model (JIM) Foundation and also became a signatory of the Partnership for Carbon Accounting Financials (PCAF), committing to internationally recognized methodologies for measuring and disclosing financed emissions. This step marks an important milestone in aligning with global climate disclosure standards.





Photo: NCC Bank partnered with JIM Foundation and became a Signatory of PCAF.

Capacity Building on Sustainability Reporting: In a significant move to strengthen its commitment to sustainable banking, NCC Bank PLC organized a capacity-building session titled "Beyond Compliance: How Sustainability Reporting Drives Bank Strategy". By moving beyond mere regulatory adherence, NCC Bank is fostering a culture of transparency and accountability, ensuring that its sustainability reporting actively shapes its roadmap toward a resilient, low-carbon future.





Photo: Workshop on "Beyond Compliance: How Sustainability Reporting Drives Bank Strategy".

Capacity Building & Cultural Transformation:

To drive institutional sustainability, NCC Bank PLC prioritized employee engagement in 2025 by training more than 480 officials on sustainable finance, green finance & ESRM. The Bank streamlined operations by introducing priority processing for green finance proposals and sharing regular sustainability MIS reports with concerned to ensure data-driven decision-making. Furthermore, by promoting responsible water, electricity, paper consumption and structured training, the Bank has fostered a culture of accountability that aligns internal behavior with its broader environmental and social goals.

Awareness Building Program on Sustainable Finance:

In 2025, NCC Bank PLC hosted intensive Awareness Building Programs on Sustainable Finance led by expert executives and Officers from the Bangladesh Bank Sustainable Finance Department (SFD). These sessions empowered 150 executives/officials with regulatory insights, fostering a deeper understanding of Green & Sustainable finance, ESRM, Green Refinance and sustainability reporting benchmarks. By bridging the gap between policy and practice, this collaboration ensures the Bank's workforce is fully equipped to meet national sustainability standards.







Photo: Awareness Building Program on Sustainable Finance at NCC Bank Head Office.

Green Olympiad 2025: To foster environmental stewardship, NCC Bank PLC organized the "Green Olympiad 2025," a signature initiative that saw active participation from more than 250 employees across three competitive groups. This event successfully translated sustainability goals into employee engagement, with the Bank's Management honoring 16 outstanding performers with cash rewards and certificate distribution as recognition to their environmental consciousness. By incentivizing green knowledge, the Bank continues to build a socially responsible workforce that is deeply aligned with its long-term sustainable banking vision.



Photo: Distribution of Certificate and Prize Money to the Winner of NCC Green Olympiad-2025.

GoGreen Plus: With an aim to strengthening environmentally responsible and sustainable banking practices, NCC Bank has entered into a strategic partnership with DHL Express under "GoGreen Plus-Carbon Reduced Service". This collaboration marks a significant milestone in integrating environmental protection objectives with the delivery of financial services.

Through this strategic partnership with DHL Express, NCC Bank PLC will utilize Sustainable Aviation Fuel (SAF) to significantly lower the carbon emissions associated with its international air shipments. This initiative directly supports the Bank's broader commitment to sustainable banking. By collaborating with a global logistics leader, the Bank aligns its operations with international standards, accelerating its transition toward a green and resilient economy.



Photo: NCC Bank partnered with DHL Express to cut carbon emissions throgh "GoGreen Plus".

IT Initiatives to Reduce Paper and Promote other Digital Solutions: NCC Bank PLC has undertaken comprehensive IT-driven initiatives to reduce paper consumption and promote environmentally sustainable banking operations. Through its flagship digital platforms such as NCC Always and NCC ICON, customers can open accounts (FDR/DPS), submit service requests, approve RTGS transactions, fund transfer, pay utility bills and government fees via online A-Chalan, manage MFS payments, and access digital statements-significantly reducing reliance on printed forms, physical vouchers and branch visits.

The introduction of TakaPay, Bangladesh's national debit card under NPSB, further promotes cashless and paperless transactions through secure ATM, POS, contactless and online payments in local currency, minimizing manual processing and paper-based receipts.

Additionally, the implementation of the Loan Management System (LMS) has streamlined end-to-end retail loan processing, automated documentation workflows, enhanced data accuracy, and reduced extensive paper files traditionally associated with credit operations. Internally, centralized dashboards, BI reporting and the NCCB Help Desk have minimized manual record-keeping and physical file movement.

These digital initiatives collectively enhance operational efficiency, transparency, and regulatory compliance while lowering carbon footprint, conserving natural resources and aligning the Bank's ICT strategy with sustainable finance and green banking objectives of Bangladesh Bank.

Disclosure & Stakeholder Engagement:

Annual Sustainability Report: In a landmark achievement, NCC Bank PLC published its inaugural Annual Sustainability Report 2024, significantly bolstering its corporate transparency and ESG disclosure practices. Meticulously prepared in alignment with Global Reporting Initiative (GRI) Standards, the report provides a comprehensive overview of the Bank's impact across its nationwide operations while highlighting its strategic alignment with the United Nations Sustainable Development Goals (SDGs). By formalizing these disclosures, the Bank offers stakeholders a transparent, data-driven account of its commitment to environmental stewardship, ethical governance and inclusive financial growth, effectively bridging the gap between its commercial objectives and long-term sustainable value creation. The Annual Sustainability Report of NCC Bank PLC is available at https://www.nccbank.com.bd/assets/files/annual_report/sustainability_report_2024_updated_dec.pdf.



Disclosure of GHG Emission: In alignment with the Sustainable Finance Policy, Environmental & Social Risk Management (ESRM) Guidelines and Sustainability and Climate-Related Financial Disclosure requirements of Bangladesh Bank, NCC Bank PLC has systematically assessed and disclosed its Greenhouse Gas (GHG) emissions across Scope 1, Scope 2 and Scope 3 categories. For the year 2025, the Bank reported total emissions of 550,371.04 tCO2e, with Scope 1 (direct emissions) accounting for 2,288.80 tCO2e and Scope 2 (indirect emissions from purchased electricity) totals 6,056.87 tCO2e. The vast majority of the footprint, amounting to 542,025.37 tCO2e, originated from Scope 3 (financed emissions), reflecting the carbon intensity of the Bank's lending and investment portfolio. The scope 3 emission has been calculated by using the toolkit of Joint Impact Model (JIM) Foundation.

This detailed disclosure underscores a steadfast commitment to transparent climate risk reporting and portfolio-level carbon accounting. By integrating these climate considerations into its credit risk assessment framework, the Bank highlights the role of green finance expansion and sectoral transition strategies. This data-driven approach supports Bangladesh's low-carbon development pathway while remaining fully compliant with the central Bank's sustainable finance and climate risk management frameworks.

Earth Day Photography Contest: NCC Bank celebrated Earth Day-2025 by organizing Photography Competition with the participation of the employees of the Bank in order to create environmental awareness.

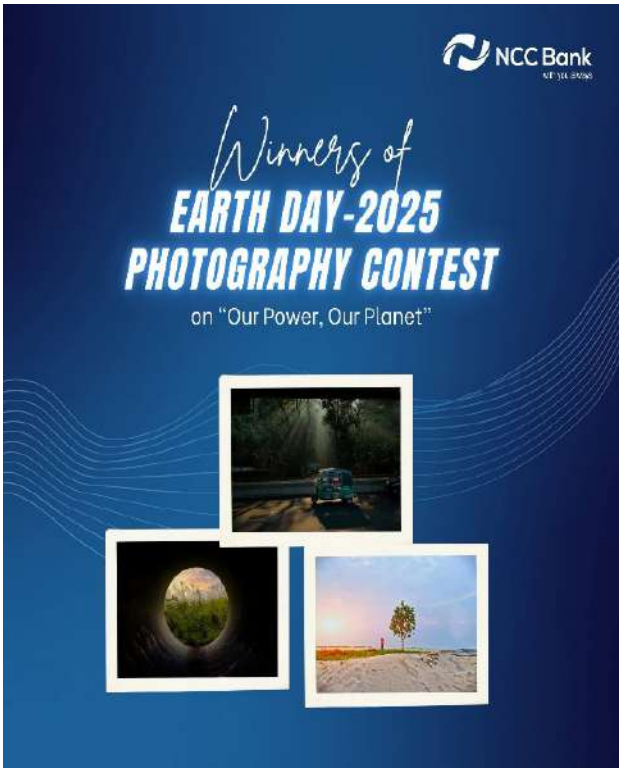




Photo: NCC Bank celebrated Earth Day-2025 by organizing a Photography Competition.

This initiative has taken to build environmental consciousness among younger generations as a part of contribution to carbon absorption and ecological restoration.

As Bangladesh advances toward a low-carbon, inclusive and resilient economy, NCC Bank PLC remains dedicated in its commitment to responsible financing today without compromising tomorrow. At NCC Bank, every sustainable loan disbursed represents more than a financial transaction; it symbolizes support for a cleaner factory, a solar-powered and energy efficient enterprise, a climate-resilient farmer or a socially responsible entrepreneur. NCC Bank PLC believes that sustainable banking is ultimately about protecting livelihoods, preserving ecosystems and ensuring equality.

Business Review

Corporate Banking Division

Corporate Banking remains a core strategic pillar of NCC Bank PLC, contributing significantly to the Bank's asset base, deposit mobilization, trade finance activities, and income diversification. In order to further strengthen governance, policy standardization, and service delivery across corporate business channels, the Bank established a dedicated Corporate Banking Division in 2022. The division was formed with the objective of centralizing corporate banking oversight, enhancing relationship management effectiveness, and aligning corporate growth with the Bank's overall risk appetite and regulatory framework.

Since its inception, Corporate Banking has been working towards embedding best practices in corporate banking through structured policies, disciplined credit processes, and relationship-led business development. Dedicated, customer-specific Relationship Managers (RMs) have been assigned to key corporate clients to ensure continuity, deeper client understanding, and proactive portfolio monitoring. In support of this approach, the Bank recruited experienced and performance-oriented professionals to strengthen relationship management, credit assessment, and sectoral expertise.

To enhance value-added services and non-funded income, the Bank developed its Transaction Banking for strengthening trade business. Furthermore, specialized corporate business units, including a dedicated Ready-Made Garments (RMG) Unit, were established to provide industry-focused solutions and ensure a "one-stop service" experience for corporate clients. These initiatives supported improved customer engagement, increased wallet share, and enhanced operational efficiency.

Despite operating in a challenging political and macroeconomic environment during 2025, Corporate Banking demonstrated resilience and disciplined execution. The corporate loan portfolio recorded a growth of 16.96%. As at year-end 2025, Corporate Loans & Advances constituted 78.68% of the Bank's total loan portfolio, reaffirming the strategic importance of the segment.

A notable achievement during the year was the division's focused effort to strengthen the Bank's trade finance and foreign exchange operations through relationship-building with leading exporters across diversified sectors. As a result, NCC Bank PLC achieved a pan-bank export growth of 32.27% in 2025. This performance contributed to multiple ancillary benefits, including increased off-balance-sheet income, improved foreign exchange liquidity, reduced reliance on secondary currency markets, and enhanced customer satisfaction. The expansion of trade-related business also supported income diversification in line with regulatory guidance on reducing excessive dependence on funded assets.

Consistent with Bangladesh Bank's supervisory emphasis on asset quality, concentration risk management, and sustainable growth, Corporate Banking maintained a selective approach to client acquisition and portfolio expansion. In line with the Bank's strategic priorities, greater emphasis was placed on establishing and nurturing relationships with prime and well-rated corporate borrowers, strengthening credit discipline, and improving overall portfolio quality alongside measured balance sheet growth.

CMSME Business Division

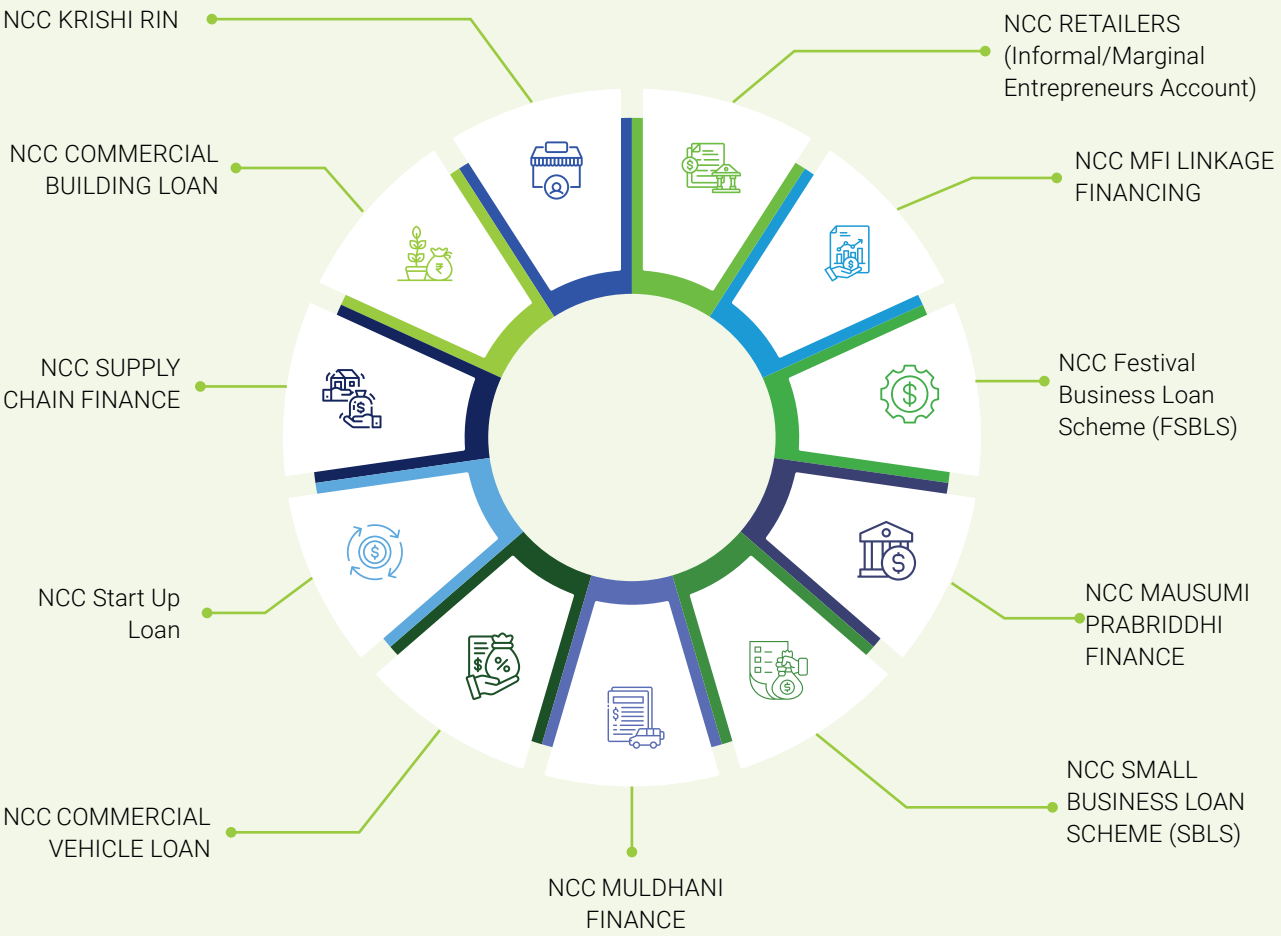
NCC Bank remains steadfast in its vision to bridge the gap between institutional banking and the informal/marginal, Cottage, Micro, Small, and Medium Enterprise (CMSME) sectors. Once marginalized as "non-creditworthy", these enterprises are now the focal point of our growth strategy. Today, NCCB has established a formidable footprint in CMSME financing, demonstrating that with strategic support and expert financial guidance, these businesses can evolve into a high-performing pillar of the national economy.

Our strategic roadmap is clear: to fortify our SME portfolio through sustainable, inclusive, and digitally driven solutions that meet the demands of a modern economy.

Taking inspiration from its founding principles, NCCB has pioneered specialized loan products specifically designed to integrate grassroots businesspeople into the formal banking fold. These initiatives have served as a catalyst for transformation, enabling thousands of entrepreneurs to transition from informal operations to documented, sustainable enterprises. By providing structured financial solutions, we are not just lending; we are institutionalizing the growth of local commerce.

CMSMEs remain the backbone of Bangladesh's economy, driving innovation, employment, and inclusive development. In 2025, NCCB reaffirmed its leadership in SME banking by delivering comprehensive financial solutions tailored to the evolving needs of these sectors. By combining financial facilitation with digital innovation, NCCB continues to strengthen Bangladesh's entrepreneurial ecosystem and ensure that CMSMEs remain central to the nation's growth story.

CMSME & AGRI. SPECIAL ASSET PRODUCTS



Trusted Financial Partner - NCC BANK PLC

CMSME Deposit Products



- Formal Businesses
- Registered CMSMES
- Business Transactions

- Informal Businesses
- Small Traders
- Daily Savings/Micro-Deposits

CMSME Achievement/Successes Y- 2025

CMSME & Agri. Business Performance - 2025

24.73%
CMSME Loan Portfolio of total loans

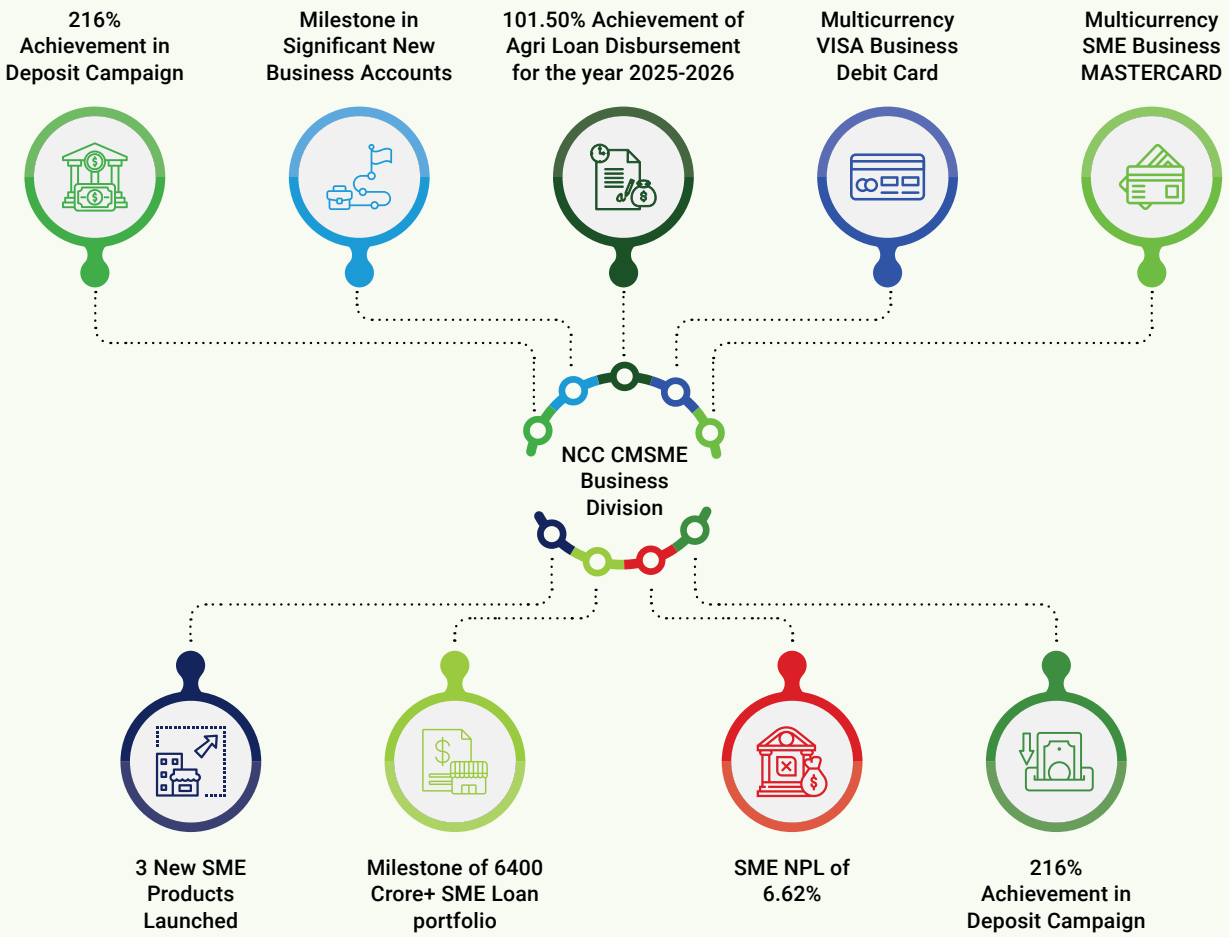
30.80%
CMSME loans growth

13.06%
CMSME Deposits growth

9.43%
Cluster Financing outstanding

212.63%
BB Pre-finance Scheme disbursement target achieved.

101.50%
Agri Loan disbursement achieved.



NCC SME Participations' 2025



International MSME Day



Open Credit Disbursement under EDP (SICIP)



Victory Day Meena Bazar" by Dhaka Club Limited



SME Women Entrepreneur Product Exhibition Fair



Strategic partnership on Supply Chain Financing with Akij Resource Group



Strategic partnership on Supply Chain Financing with PRAN-RFL Group



12th National SME Fair, Arranged by SME Foundation



Launching Multicurrency SME Business Debit Card- Visa Card



Launching Multicurrency SME Business Debit Card- Master Card

Retail Banking Division

"Driving Responsible Growth Through Digital Innovation and Financial Inclusion"

Retail Banking continued to serve as a core pillar of the Bank's balance sheet strength, liquidity stability, and financial inclusion mandate throughout 2025. Operating within a cautious credit environment and evolving regulatory landscape, the division adopted a disciplined, risk-calibrated growth strategy while reinforcing customer trust and operational efficiency.

Strengthening the Deposit Franchise

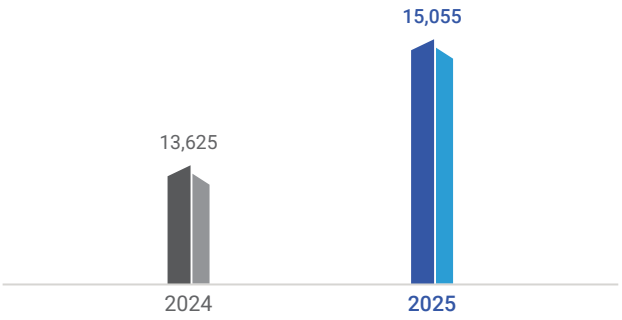
Retail Deposits remained the foundation of our funding structure and long-term liquidity resilience. Through targeted customer campaigns, granular CASA mobilization strategies, and enhanced branch-level accountability frameworks, the Division delivered strong and sustainable growth.

The Retail Deposit Balance increased from BDT 13,625 crore in 2024 to BDT 15,054 crore in 2025, reflecting robust expansion driven by:

- Structured deposit campaigns
- Digital onboarding facilitation
- Relationship deepening initiatives
- Product feature optimization

Retail Deposit Balance

in BDT Crore



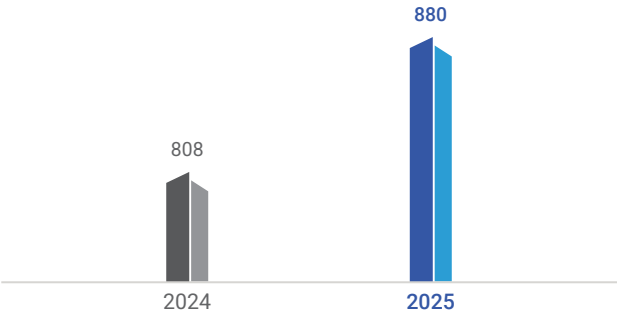
This growth demonstrates not only volume expansion but also improved deposit stability and customer engagement across segments.

Retail Asset Portfolio – Disciplined Expansion with Improved Quality

In 2025, Retail Asset strategy emphasized quality enhancement over aggressive expansion, ensuring alignment with prudent risk governance and sector realities. The total Retail Loan Portfolio increased to BDT 880 crore in 2025, up from BDT 808 crore in the previous year. More importantly, the division achieved a 3.80% improvement in NPL ratio, reflecting strengthened early-warning mechanisms, focused recovery drives, and improved portfolio monitoring systems.

Retail Asset Portfolio

in BDT Crore



Key initiatives included:

- Data-driven collection monitoring
- Centralized portfolio oversight
- Targeted loan campaigns
- Enhanced credit underwriting discipline

This balanced approach ensured sustainable growth while materially improving portfolio health.

Product Innovation & Inclusive Finance

Retail Banking maintained its commitment to accessible and responsible financial solutions.

During the year, we:

- Strengthened the Remittance Beneficiary Loan under the Unsecured Personal Loan segment
- Introduced a tailored deposit product – "Freelancer" to strengthen engagement with the growing freelance and digital workforce segment, encouraging formal savings and long-term financial security.
- Refined existing retail loan structures to better align with customer affordability and repayment capacity

These initiatives reinforce our strategic focus on expanding financial inclusion while maintaining responsible lending standards.

Digital Integration & Operational Efficiency

A key driver of performance in 2025 was the continued integration of digital monitoring and centralized performance dashboards across the retail network. These enhancements contributed to:

- Achieved measurable improvement in turnaround time (TAT) through the design and nationwide

deployment of a Loan Management System (LMS), replacing manual processes with an integrated digital workflow across the branch network.

- Greater portfolio visibility
- Strengthened compliance monitoring
- Enhanced branch-level productivity tracking

By embedding technology into governance and performance frameworks, Retail Banking improved efficiency while reducing operational risk exposure.

Performance Snapshot 2025

- Retail Deposits: BDT 15,054 crore
- Retail Assets: BDT 880 crore
- NPL Improvement: 3.80% reduction
- Strengthened recovery and monitoring framework
- Expanded inclusive retail product portfolio

Outlook

Looking ahead, Retail Banking will continue to prioritize:

- Stable and low-cost deposit growth
- Risk-sensitive retail asset expansion
- Enhanced recovery optimization
- Digitally enabled portfolio governance
- Inclusive credit access for remittance families and emerging retail segments

Our strategic objective remains clear: to build a resilient, technology-driven, and customer-focused retail banking ecosystem that supports long-term profitability, financial inclusion, and sustainable institutional growth.

Retail Banking will continue to play a central role in strengthening the Bank's competitive positioning while contributing to broader economic participation and financial stability.

NCC Parama: Empowering the Women

NCC Bank PLC significantly advanced its commitment to financial inclusion by launching "NCC Parama," a dedicated women's banking segment designed to support the financial prosperity and entrepreneurial development of women in Bangladesh. NCC Parama aims to provide specialized products and personalized services to female customers across all branches and sub-branches.

This initiative aligns with the bank's broader commitment to the Sustainable Development Goals (SDGs), specifically targeting increased financial inclusion and women's empowerment. The bank has established a dedicated Women Banking to oversee these initiatives and ensure that we meet the evolving needs of female clients.

NCC Bank has introduced a suite of tailored financial solutions to bridge the credit gap and provide savings opportunities:

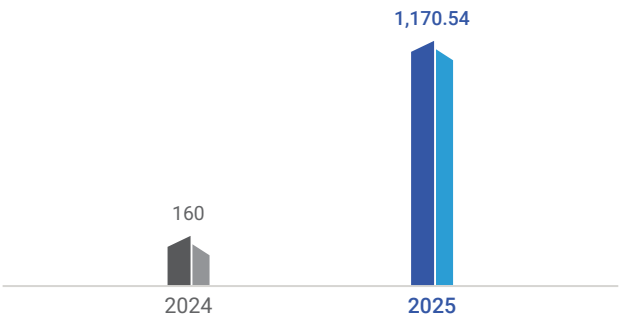
Specialized Savings & Deposit Products	Loan Products	Cards & Digital Solutions
• Parama Super Saver Account • Parama Power Saver Account • Parama Uddokta • Parama Payroll • Parama Monthly Savings Scheme • Parama Nari Shomota • Parama Fixed Deposit • Parama Special Fixed Deposit Scheme (Parama SFDS)	• Parama Nari Shabolombi Rin • Parama Personal Loan • Parama SOD (FO)	• Women-Exclusive Cards: o Debit card o Credit card o Prepaid card • Digital Access: o NCC Always

Portfolio Growth

Particulars	2025 (Year-end)	2024 (Year-end)	Growth (%)
Deposit Portfolio	BDT 1,170.54 Crore	BDT 160 Crore	+632%

Parama Deposit Portfolio

in BDT Crore



Over the fiscal year 2024–2025, NCC Parama has delivered extraordinary results, transforming from a developing initiative into a high-growth banking segment. The deposit portfolio surged by 632% — from BDT 160 crore to BDT 1,170.54 crore.

NCC Parama Drives Women's Financial Prosperity: Breaking the Barriers

The success of NCC Parama in 2025 demonstrates that when barriers—such as high collateral requirements and lack of financial knowledge—are systematically removed, the women's segment exhibits high loyalty and strong repayment behaviors. By analyzing spending patterns and savings goals, we aim to offer financial advice, ensuring that NCC Bank remains the primary catalyst for the financial prosperity of women in Bangladesh.

NCC Bank PLC demonstrated its commitment to women's financial empowerment by disbursing in 2025 approximately BDT 659.46 crore to female-led SME sectors. This funding comprised BDT 14.50 crore facilitated through the Bangladesh Bank refinance scheme, with the remaining balance strategically funded via the bank's own capital resources.

Parama product-based loan portfolio grew by an astounding 846%, rising from BDT 4.02 crore to BDT 38.04 crore. Through the Parama Nari Shabolombi Rin, the Bank provided critical working capital and fixed-asset financing to women-led SMEs, leveraging Bangladesh Bank's refinance schemes to offer highly competitive interest rates (as low as 5% p.a.) and from the bank's own sources.

For those women entrepreneurs who are unable to provide acceptable collateral security, NCC Bank PLC provides credit guarantee coverage under Bangladesh Bank's Credit Guarantee Scheme to support them.

Islamic Parama Product:

NCC Bank PLC has launched 03 (three) Islamic PARAMA Products under Islamic Banking Window on 15 May 2025 to promote women's financial inclusion through Shariah-compliant banking solutions. The initiative offers ethical savings, investment, and financing facilities designed exclusively for women, in line with Islamic principles.

Through Islamic PARAMA, NCC Bank aims to support women's economic empowerment and entrepreneurial growth while strengthening its commitment to inclusive, transparent, and sustainable Islamic banking practices.

1. Parama Aminah Al-Wadeeah Current Account
2. Mudarabah Rahmah Super Savings Account
3. Mudarabah Tawfiqa Monthly Deposit Scheme

Key Initiatives:

"NCC Parama." By moving beyond traditional service models, NCC Bank has successfully addressed the unique structural and cultural barriers that often limit women's access to the formal financial system. This analytical review outlines the strategic pillars and milestones that defined our performance this year.

This year, we transitioned from generic offerings to a need-based product strategy. The launch of specialized products— Parama SFDS & Parama SOD (FO) — were designed to provide to diverse demographics, from salaried professionals to household savers.

The integration of women's banking into the "NCC Always" app has reduced the "distance barrier," allowing customers to manage transactions, bill payments, and MFS transfers securely.

A significant milestone this year was the shift toward Financial Literacy as a precursor to inclusion. Following the Bangladesh Bank guidelines under the Sustainable Development Goals (SDGs), NCC Bank PLC participated in Bangladesh Bank's nationwide literacy programs while simultaneously conducting nationwide training program for Women Entrepreneurs across its entire branch network.

We also have done some television advertising through cooking shows at the time of Ramadan to maximize visibility of PARAMA. We also made Facebook boosting campaigns for continuous digital awareness. Our outstanding performance in two deposit campaigns and loan campaigns organized by the Bank, drove exceptional growth in the bank's overall portfolio.

International Women's Day celebration with customer engagement programs and initiatives:

NCC Bank PLC celebrates International Women's Day as a core part of its commitment to women's empowerment and sustainable economic development. To honour the contributions of both women officials and valued female customers the bank enhances customer engagement by

hosting interactive programs at various branches as well as Head Office. To further mark the occasion and show appreciation, the bank frequently organizes customer appreciation gestures, reinforcing its goal of creating a "women-friendly" banking environment that supports the entrepreneurial and personal financial growth of women across Bangladesh.

Participation in SME Fair arranged by Bangladesh Bank:

Banker-SME Women Entrepreneur Seminar, Product Display and Fair-2025 were arranged at Bangla Academy premises. The fair was continued for 4 days long. 50 Banks and approximately 90 women entrepreneurs participated in the Fair.



Photo: Banker-SME Women Entrepreneur Seminar, Product Display and Fair-2025.

Parama Women's Banking of NCC Bank PLC successfully participated in the Bangladesh Bank Fair–2025, showcasing a wide range of women-centric deposit, loan, and card products designed to empower women entrepreneurs. The stall attracted significant attention from visitors and stakeholders, providing on-the-spot consultations and promoting financial literacy, SME financing, and inclusive banking in line with Bangladesh Bank's guidelines. The successful participation reflects NCC Bank PLC's continued commitment to women empowerment and sustainable economic growth through innovative banking solutions.

School banking & Women's banking synergized initiative:

To foster long-term financial habits, NCC Bank integrated PARAMA women's banking initiatives with school banking outreach, creating a collaborative platform where mothers and children learn to manage finances together. By engaging with schools, we empowered women to take the lead in their children's financial literacy, ensuring that the next generation is equipped with the tools for economic independence from an early age.



Photo: School Banking & Women's banking campaign at Kallyanpur Girls School & College, Kallyanpur, Dhaka.

Capacity Building

During the reporting year, NCC Bank PLC Women's Banking Division undertook a series of structured capacity-building and awareness initiatives to strengthen service excellence and expand outreach to women customers across the network. Comprehensive training programs were conducted for staff members to enhance their understanding of women-centric financial products, improve customer relationship management, and ensure effective service delivery. In addition, focused discussion sessions were held with the Call Centre team and branches to align communication standards, enrich product knowledge, and ensure consistent, responsive support for women clients. As an innovative capacity-building approach, regular branch visits were carried out to promote product awareness, engage directly with branch personnel, and identify opportunities for increasing women's financial inclusion at the grassroots level. These coordinated efforts significantly enhanced staff competency, strengthened internal alignment, and contributed to improved customer experience and greater adoption of Women's Banking services across the Bank.

NCC Parama's 2025 performance is a compelling demonstration that gender-inclusive banking, when executed with strategic product innovation, digital integration, and public engagement, earns exceptional commercial results while advancing social equity. The initiative has evolved from a banking product into a movement toward an equitable financial future.

Transaction Banking & Cash Management (TBCM)

Business Overview

In 2025, Transaction Banking & Cash Management continued to play a pivotal role in strengthening NCC Bank PLC's corporate franchise. Our strategic priority remained centered on liquidity optimization, digital transformation, and scalable transaction infrastructure to support corporate, institutional, and government clients.

Operating within an increasingly digital and competitive environment, TBCM enhanced its integrated cash management architecture—combining nationwide physical reach with advanced digital capabilities. This ensured secure transaction processing, improved operational efficiency, and real-time financial visibility for clients across sectors.

Core Capabilities & Strategic Focus

Liquidity & Working Capital Optimization: Structured receivable and payable solutions enabling faster fund realization and improved cash flow cycles for corporate clients.

Real-Time MIS & Reconciliation: Strengthened reporting architecture providing 360-degree transaction visibility, reducing manual dependency and enhancing accuracy.

API & ERP Integration: Expanded connectivity with leading ERP platforms (SAP, Oracle, and domestic systems), facilitating seamless automated transaction processing.

Digital Intelligence & Analytics: Enhanced dashboards and reporting tools to support informed financial decision-making at management and board levels.

Key Service Verticals

Nationwide Collection Services: Our centralized collection model continued to support large corporates, government entities, NGOs, educational institutions, and utility providers by consolidating multi-point collections into single accounts. This structure accelerated fund availability, simplified reconciliation, and improved working capital efficiency.

NCC ICON (Interoperable Corporate Online Network): Our flagship corporate digital banking platform provided secure, interoperable, and scalable payment capabilities, including complex trade transactions and bulk payment processing.

Payroll Banking Solutions: Automated and scalable salary disbursement services supported large corporates, MNCs, and FMCG clients, ensuring operational efficiency and compliance.

Specialized Government Collections: A-Challan and Hajj fee collection modules continued to facilitate secure and seamless public payment processing aligned with regulatory frameworks.

Electronic Toll Collection (D-Toll): Through RFID-enabled ETC services, NCC Bank supported seamless toll payments at strategic national infrastructure points, enhancing digital transaction adoption.

Key Achievements in 2025



Photo: NCC Bank has signed a 24/7 Cash Management Solution Agreement with bkash.

Strategic Partnership with bKash: Successfully launched a 24/7 automated cash management solution enabling real-time e-money transfer and "Add Money" facilities for distributors, agents, and merchants—ensuring uninterrupted business continuity. Strengthened digital transaction volume and corporate onboarding across key sectors. Expanded API integrations and enhanced system scalability to accommodate growing transaction throughout.



Universal Pension Scheme Integration: Signed a landmark MoU with the National Pension Authority (NPA). NCC Bank now serves as a key intermediary for the registration and collection of contributions for the national Universal Pension Scheme.



*** Tuition Fees Collection:** In 2025, NCC Bank partnered with Dr. Mahmud Hasan Academy, Chattogram, and fintech company The World to collect students' tuition fees through a fully digital platform. NCC Bank manages all fee collections with technical support from The World, providing a seamless, efficient, and transparent solution for the academy.



Digital Payment Solution via Sonali Bank PLC: In 2025, NCC Bank signed an MoU with Sonali Bank PLC to enhance collaboration in digital payments. Through this partnership, NCC Bank can now collect government challans, utility bills, universal pension installments, and other service-related fees via its internet banking portal using the Sonali Payment Gateway (SPG), delivering a faster, secure, and fully digital payment experience.



Online A-Challan : In 2025, NCC Bank launched "A-Challan", a digital platform enabling customers to pay 206 types of government fees—including passport fees, income tax, VAT, customs duties, and surcharges—through internet banking. This service allows secure, convenient, and round-the-clock payment from anywhere in the country.



D-Toll: NCC Bank customers can now pay Padma Bridge toll digitally through D-Toll using NCC Always. With RFID-enabled vehicles, tolls are deducted automatically at the toll plaza—ensuring faster movement, reduced manual handling, and a smooth, fully digital Payment experience.

Launched ATM Booths at Dhaka Metro Rail Stations: NCC Bank is establishing ATM booths at every metro rail station to facilitate seamless financial transactions for passengers and ensure uninterrupted banking services for cardholders. This initiative will further support local businesses and commuters by making banking services more accessible and secure. NCC Bank's commitment to providing comprehensive banking support to DMTCL and all stakeholders involved in the metro rail network, as part of the Bank's broader goal of contributing to national development through financial innovation and inclusion.



Future Business Plans & Strategies

Looking ahead to 2026, NCC Bank is focused on:



AI-Driven Cash Forecasting: Implementing predictive analytics to help corporate clients anticipate liquidity needs and optimize investment cycles.



Virtual Account Services: Enhanced banking efficiency through integrated virtual accounts for granular collection tracking.



Blockchain for Supply Chain Finance: Exploring blockchain-based solutions to enhance security and transparency in vendor financing and trade transactions.



Merchant Acquisition through Bangla QR Code: In alignment with the central bank's "Cashless Bangladesh" initiative, the Transaction Banking and Cash Management Department is working for Merchant Acquisition business utilizing the unified Bangla QR platform. This strategic move will be designed to modernize our cash management ecosystem and expand our footprint in the retail and micro-merchant segments as well as corporate bodies.

Operational Excellence

The Operations Division of NCC Bank PLC continues to play a pivotal role in ensuring the smooth functioning of branch operations across the network. This Division oversees operational governance, ensures compliance with regulatory guidelines, formulates and updates policies and procedures, monitors internal controls, addresses operational risk issues, coordinates with branches for service standardization, and facilitates implementation of Bangladesh Bank directives. It also works closely with other divisions to strengthen process efficiency, mitigate operational lapses, and uphold service excellence throughout the Bank.

During the year 2025, the Operations Division of NCC Bank PLC undertook a series of strategic initiatives aimed at further strengthening governance, enhancing operational efficiency, ensuring strict regulatory compliance, minimizing operational and insurance-related costs, and improving customer experience across the branch network. These initiatives were designed not only to address emerging operational challenges but also to establish a more structured, risk-aware, and technology-driven operational framework. Through policy enhancements, process standardization, and proactive risk mitigation measures, the Division reinforced its commitment to operational excellence and sustainable service quality across all branches.

A landmark achievement of the year was the introduction of the Branch Operations Manual (Version 2025.1), a comprehensive guideline for branch operations approved by the Board on 11 May, 2025 (Memo 537) and circulated through Information Circular No. 16/2025 dated May, 2025. This manual consolidates operational policies and instructions to follow all branches.

To reinforce coverage of risks, we have introduced a Comprehensive Crime Insurance Policy, approved by the Board on 07 August, 2025 (Memo 541) and circulated through Instruction Circular No. 79/2025 dated 28 August 2025. It features coverage of all major risks under one umbrella rather than availing policies separately for different risks. This initiative ensures extensive risk coverage while significantly optimizing insurance costs.

A Business Continuity Plan (BCP), for the very first time for our bank, has been introduced with management approval dated 28 December 2025 in order to ensure uninterrupted customer service during unforeseen disruptions.

The enforcement of regulatory compliance was further strengthened through the following measures:

- Implementation of exchange of torn, soiled, and mutilated notes with feeding branches to prevent unwanted accumulation instructed through Instruction Circular No. 99/2025.
- To bring uniformity and eliminate procedural inconsistencies, we have introduced eleven (11) unique standardized Service Request Forms and a simplified one-page FDR/DPS form.
- A Document Archival, Retrieval & Destruction Policy through Instruction Circular No.15/2025.
- An Undelivered Cheque Book Destruction Policy through Instruction Circular No.19/2025.

Enhancing customer convenience has remained one of our core priorities. Key initiatives in this area include the following:

01

Introducing cash transactions of conventional banking accounts at Islamic Banking branches through Management approval, ensuring greater flexibility and service accessibility for customers.

02

Permitting continuation of DPS/SSS accounts with 03/04 failed installments through Instruction Circular No. 95/2025, reinforcing customer satisfaction and retention.

03

Introduction of half-yearly statements and balance confirmation via SMS through secure URL access.

04

Issuance of mandatory debit cards with every savings account through Instruction Circular No.107/2025 to promote cashless transactions and financial inclusion.

05

Introduction of FDR Advice copy in place of traditional FDR security leaves through Instruction Circular No. 83/2025, reducing significant operational costs.

06

To bring uniformity and eliminate procedural inconsistencies, we have introduced eleven (11) unique standardized Service Request Forms and a simplified one-page FDR/DPS form.

Throughout 2025, the Operations Division of NCC Bank PLC remained steadfast in its commitment to operational excellence, regulatory adherence, risk mitigation, cost optimization, and superior customer service delivery. The initiatives undertaken during the year have moved our bank further towards enhanced compliance and a more resilient operational framework for the Bank.

Corporate Social **Responsibility**



NCC Bank PLC donated 1,000 umbrellas to the members of Dhaka Metropolitan Police (DMP), as part of its Corporate Social Responsibility (CSR). At a recent program held at the Ministry of Home Affairs, Chairman of NCC Bank Mohammed Nurun Newaz Salim symbolically handed over an umbrella to Dr. Nasimul Gani, Senior Secretary of the Ministry of Home Affairs.

In the contemporary business ecosystem, Corporate Social Responsibility (CSR) is a strategic imperative, embedding accountability to stakeholders, society, and the environment into the core of corporate governance. This philosophy creates shared value: it fortifies corporate reputation while catalyzing socio-economic progress. For a financial institution like National Credit and Commerce Bank PLC (NCC Bank), CSR is not a peripheral activity but a fundamental duty, a recognition that a thriving business can only exist within a healthy, resilient society.

With a 32-year legacy of excellence, NCC Bank has moved beyond the traditional paradigm of profit maximization to embrace a purpose-driven model of value creation. Guided by our vision for inclusive growth and national advancement, our CSR framework is meticulously aligned with the United Nations Sustainable Development Goals (SDGs). This alignment ensures our investments serve as a direct and measurable force for poverty reduction, human capital development, environmental stewardship, and community resilience.

Governance and Implementation Framework

To ensure efficacy and strategic coherence, our initiatives are executed through a robust governance structure, spearheaded by the NCC Bank Foundation. This framework features:

- **Board-Level Oversight:** Ensuring long-term strategic alignment with business and national priorities.
- **Professional Execution:** Management-led implementation with rigorous monitoring.
- **Regulatory Compliance:** Strict adherence to Bangladesh Bank's CSR guidelines.
- **Transparency and Accountability:** A commitment to clear, quantifiable reporting on all social investments.

Financial Metric	Amount (BDT Crore)
Total CSR Budget	11.00
Climate Risk Fund (CRF) Allocation	1.10
Net Operational Budget	9.90
Total CSR Expenditure	**9.8767**
Budget Utilization Rate	**99.76%**

CSR Financial Performance: A Testament to Commitment

In 2025, NCC Bank demonstrated unparalleled fiscal discipline and social commitment, achieving near-complete deployment of its dedicated resources.

Portfolio by Strategic Sector

Our investments were directed toward a diversified, high-impact portfolio addressing both immediate humanitarian needs and long-term developmental goals.

Strategic Sector	Expenditure (BDT Crore)	Portfolio Weight	Primary SDG Alignment
Education	0.7238	7.33%	SDG 4, SDG 10
Health	0.8915	9.03%	SDG 3
Environment & Climate Action	0.0984	1.00%	SDG 13, SDG 15
Social Welfare, Disaster Relief & Food Security	8.1630	82.65%	SDG 1, SDG 2, SDG 11
Total	**9.8767**	**100%**	

The significant allocation toward Social Welfare and Disaster Relief reflects our agile response to pressing socio-economic urgencies, notably food security and humanitarian assistance, underscoring our role as a steadfast community anchor.

1. Sectoral Impact and Initiative Highlights

1.1 Education: Architecting Human Capital (SDG 4 & 10)

Funding BDT 0.7238 Crore

We believe education is the cornerstone of equitable national development. Our strategy targets inclusion and merit, removing barriers for the next generation.

- **Inclusive Education:** Contributed BDT 3.00 million to BN Ashar Alo, supporting the center dedicated to the education and rehabilitation of children with autism and special needs, operated by the Bangladesh Navy Family Welfare Association.
- **Merit Scholarship Programs:** Awarded renewable monthly scholarships to high-achieving, underprivileged students, ensuring sustained academic pursuit.
- **Knowledge Dissemination:** Partnered with the Greater Noakhali Welfare Samity, providing BDT 0.23 million for the distribution of books to meritorious students, fostering a culture of literature and learning.
- **Future-Ready Skills:** Executed nationwide financial literacy and school banking programs, empowering youth with essential life skills for economic participation.



On the occasion of World Earth Day, NCC Bank has undertaken an extensive nationwide tree plantation program as part of its corporate social responsibility, aiming to plant more than 14,000 trees across the country. The initiative, themed "Apner Sathay Sobujer Pothay" (Towards a Greener Future with You) was inaugurated by the Managing Director of NCC Bank, M. Shamsul Arefin at Begum Nurjahan Memorial Girls' High School in Mohammadpur, Dhaka.

1.2 Health: Enhancing Well-being and Dignity (SDG 3)

Funding: BDT 0.8915 Crore

Addressing the critical parameter of healthcare, we provided a lifeline to the vulnerable, ensuring access to treatment and strengthening medical infrastructure.

- **Life-Saving Curative Support:** Disbursed Tk. 6.67 million (approx.) in individual financial aid to 30 patients battling critical illnesses, including kidney disease, cancer, and heart conditions.
- **Diagnostic Infrastructure:** Funded a portable echocardiogram machine for the National Heart Foundation Hospital & Research Institute in Feni, valued at Tk. 2.33 million (approx.), enhancing localized diagnostic capability.
- **Honoring National Heroes:** Extended a grant of Tk. 0.1 million (approx.) to the Bangladesh Noubahaini Muktijodha Foundation for the medical treatment of ailing freedom fighters.

1.3 Environment & Climate Action: Sowing Seeds of Resilience (SDG 13 & 15)

Funding: BDT 0.0984 Crore

Our environmental philosophy, "Apnar Sathe, Sabujer Pothe" (With You, on the Green Path), is a promise to intergenerational equity, integrating climate consciousness into our operational ethos.

- **NCC Nishorgo Afforestation Drive:** Successfully planted 5,300 trees across 40 schools nationwide. This initiative transforms educational institutions into green lungs, providing shade and contributing to carbon absorption and ecological restoration.
- **Consciousness and Culture:** Celebrated Earth Day with an internal photography contest themed around the environment, fostering a deep-rooted culture of stewardship among employees. This program extends to building environmental awareness among the youth.
- **Climate Risk Management:** The dedicated BDT 1.10 crore Climate Risk Fund underpins our commitment, providing resources for climate resilience support for flood-affected communities and future green finance initiatives.



As part of its Corporate Social Responsibility (CSR) initiatives, NCC Bank has extended support to the "SeaSafe Lifeguard" program operated by the Centre for Injury Prevention and Research, Bangladesh (CIPRB) at Cox's Bazar sea beach, aiming to address drowning-related public health risks and enhance public awareness across the country.

1.4 Social Welfare, Disaster Relief & Food Security: The Anchor of Compassion (SDG 1, 2 & 11)

Funding: BDT 8.163 Crore

This pillar represents our most profound commitment, standing with our communities during times of acute vulnerability. It is a direct expression of our corporate compassion.

- **Food Security & Zero Hunger:** Launched a massive drive during Ramadan 2025, distributing 42,000 essential food packets (rice, dal, oil) to underprivileged families, addressing immediate hunger with an investment of Tk. 65.68 million.
- **Humanitarian Winter Relief:** Demonstrated solidarity during severe cold waves by distributing 40,000

blankets through our own channels, safeguarding warmth and dignity for the most affected, with an investment of Tk. 13.47 million.

- **Disaster Response & Community Resilience:** Extended financial assistance and direct support during emergencies, including aid to journalists and other vulnerable groups during crises, reinforcing the fabric of our communities.
- **Institutional and Cultural Support:** Invested in the maintenance of orphanages and madrasas, and supported national events and sports, fostering social cohesion and community spirit.



As part of its ongoing Corporate Social Responsibility (CSR) initiatives, NCC Bank distributed blankets among poor and helpless cold-stricken people across the country to help them cope with the severe winter.

2. Integrated Impact and the Path Forward

Our CSR model is deliberately holistic, creating a multiplier effect where a single initiative can combat poverty, enhance health, and build resilience simultaneously. This integrated approach ensures that every taka spent catalyzes multi-dimensional progress. As we look ahead, our vision is to deepen this impact by:

- Scaling up green and climate-resilient financing.
- Pioneering digital financial literacy for inclusive economic growth.
- Forging stronger, outcome-based healthcare partnerships.
- Developing sophisticated ESG and impact measurement frameworks for even greater transparency.

3. Conclusion: A Promise for Generations

In 2025, NCC Bank PLC moved beyond traditional philanthropy to strategic, integrated impact. With a 99.76% budget utilization rate, our investments have touched lives through education, healed through healthcare, and provided sanctuary in times of crisis. At NCC Bank, every loan for a sustainable enterprise, every scholarship granted, and every tree planted is more than a transaction—it is a symbol of our belief that banking is ultimately about human dignity, protecting ecosystems, and ensuring intergenerational equity. Compliance provides our framework, but compassion defines our purpose. Sustainability is not a destination; it is the way forward.

NCC Bank
with you always



This achievement reinforces our promise to be your reliable

FINANCIAL PARTNER

today, tomorrow and always!

Ratings	Year	
	2024	2023
Long Term	AA+ (Higher Safety and High Credit Quality)	AA+ (Higher Safety and High Credit Quality)
Short Term	ST-1 (Highest Certainty of Timely Repayment)	ST-1 (Highest Certainty of Timely Repayment)
Outlook	Stable	Stable
Valid From	June 24, 2025	June 24, 2024
Valid Till	June 23, 2026	June 23, 2025
Rating Action	Surveillance	Surveillance
Rated by	Credit Rating Information and Services Ltd.	Credit Rating Information and Services Ltd.

A Bank rated **'AA+'** in the long term is adjudged to be of high quality, offer higher safety & have high credit quality and rated **'ST-1'** in the short term indicates highest certainty of timely payment, short term liquidity is very strong and safety is almost like risk free Government short - term obligations. **Stable** outlook indicates rating is likely to remain unchanged.

Five Years Performance
At a Glance

Figures in BDT Million

Standalone Information	2021	2022	2023	2024	2025
Balance sheet metrics					
Authorised capital	20,000	20,000	20,000	20,000	20,000
Paid up capital	10,169	10,575	11,104	11,104	11,104
Statutory reserve	9,693	10,575	11,104	11,104	11,104
Other reserve	668	564	375	562	1,003
Retained earnings*	4,172	4,495	2,646	4,101	6,951
Shareholders' equity*	24,701	26,211	25,230	26,871	30,162
Borrowings	21,179	29,091	35,147	20,167	30,652
Deposits	203,244	215,850	221,835	257,353	297,389
Loans and advances	189,490	209,738	228,697	240,246	262,699
Investments	49,298	53,594	54,676	75,891	98,400
Fixed assets	2,585	2,701	3,024	3,463	3,328
Interest earning assets*	246,043	268,383	286,401	307,944	363,063
Non-interest earning assets*	31,110	35,992	33,015	40,262	35,766
Total assets (excluding contra items)*	277,153	304,374	319,416	348,206	398,829
Total assets (including contra items)*	376,947	412,969	435,774	484,133	562,500
Capital metrics					
Total risk weighted assets (RWA)	205,011	220,852	207,762	212,838	256,791
Tier-I capital	25,986	27,285	28,546	29,094	31,501
Tier-II capital	6,535	5,455	4,514	3,123	8,403
Total capital	32,521	32,741	33,060	32,216	39,904
Tier-I capital adequacy ratio	12.68%	12.35%	13.74%	13.67%	12.27%
Tier-II capital adequacy ratio	3.19%	2.47%	2.17%	1.47%	3.27%
Capital to Risk Weighted Assets (CRAR)	15.86%	14.82%	15.91%	15.14%	15.54%
Asset quality metrics					
Amount of non-performing loans (NPLs)	8,665	14,359	12,955	17,589	10,836
Non performing loans as % of total loans	4.57%	6.85%	5.66%	7.32%	4.12%
Specific provision against classified loans	6,680	8,475	10,864	14,533	6,566
General provision against un-classified loans	3,240	2,875	2,656	2,157	4,696
General provision against off-balance sheet items	936	981	1,058	966	1,307
Percentage (%) of net classified loan	1.05%	2.81%	0.91%	1.27%	1.63%
Interest suspense balance	5,674	7,762	8,920	10,331	10,703
Cumulative amount of bad debts written off	9,913	10,014	11,140	13,540	27,020
Trade/Foreign exchange business metrics					
Import	132,891	144,541	173,552	236,898	246,078
Export	71,237	87,600	82,483	95,600	133,483
Inward Remittance	46,018	55,127	72,129	82,050	57,282
Guarantee	27,836	26,674	47,943	37,206	37,598
Income statement metrics					
Interest income on loans & advances	13,518	13,906	17,293	23,120	25,667
Interest paid on deposits & borr.	7,806	9,049	11,793	17,015	20,040
Net interest margin	5,712	4,857	5,501	6,105	5,626
Net interest margin (%)	2.39%	1.89%	1.98%	2.05%	1.68%
Non-interest income	5,936	7,818	9,001	11,468	14,452
Total operating income	11,647	12,675	14,501	17,573	20,078
Non-interest/operating expenses	5,168	5,521	6,264	6,481	7,004
Total income	19,453	21,724	26,294	34,588	40,119
Total expenses	12,974	14,570	18,057	23,496	27,044
Operating profit	6,479	7,154	8,237	11,091	13,074

Figures in BDT Million

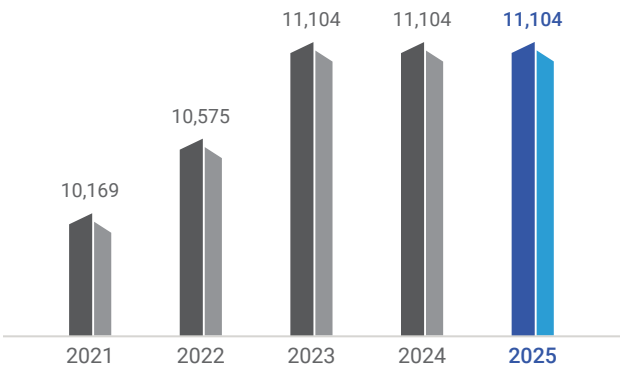
Standalone Information	2021	2022	2023	2024	2025
Specific provision against classified loans	2,067	1,882	3,176	5,465	2,229
General Provision against UC Loans	(114)	(365)	(219)	(499)	2,539
General Provision against Off- Balance Sheet	97	45	77	(92)	342
Provision for other inv. Fluctuation,asset & others	30	381	392	1,162	2,060
Total Provision for loans & other Provisions	2,079	1,943	3,427	6,036	7,169
Profit before tax	4,399	5,211	4,810	5,055	5,905
Provision for tax*	1,211	1,897	1,325	682	1,044
Profit after tax*	3,188	3,314	3,486	4,373	4,861
Share Based Metrics					
Earnings per share (EPS)	2.46	2.50	2.07	2.09	4.38
Earnings per share (EPS)-Restated	2.87	2.98	3.14	3.94	4.38
Price earnings (PE) ratio-times*	5.33	4.62	4.17	2.74	2.79
Dividend : Cash (%) (Proposed for 2025)	12.00%	5.00%	12.00%	13.00%	17.00%
Bonus (%) (Proposed for 2025)	4.00%	5.00%	-	-	4.00%
Net asset value (NAV) per share	21.83	21.78	21.70	22.24	27.16
Net asset value (NAV) per share-Restated	22.25	23.60	22.72	24.20	27.16
Net operating cash flow per share	1.30	1.85	8.46	2.26	13.74
Market value of share	15.30	13.80	13.10	10.80	12.20
Market capitalisation	1,556	1,459	1,455	1,199	1,355
Number of shares (Nos.)	1,016,870,967	1,057,545,805	1,110,423,095	1,110,423,095	1,110,423,095
Number of shareholders (Nos.)	40,300	37,746	37,482	34,981	33,553
Management Efficiency Ratios					
Credit Deposit Ratio (CDR) (%)	81.38%	76.83%	85.57%	82.30%	74.87%
Return on equity (ROE) (%)*	13.44%	13.02%	13.55%	16.79%	17.05%
Return on assets (ROA) (%)*	1.19%	1.14%	1.12%	1.31%	1.30%
Cost of fund (COF) (%)	6.09%	6.47%	7.03%	8.51%	8.81%
Cost of deposits & borrowings (%)	3.66%	4.02%	4.59%	6.21%	6.57%
Yield on advances (YOA) (%)	7.40%	7.05%	7.74%	9.80%	10.14%
Interest spread (YOA-CODB) (%)	3.74%	3.03%	3.15%	3.59%	3.57%
Cost of operation/administration (%)	2.43%	2.45%	2.44%	2.30%	2.24%
Cost income ratio (%)	44.37%	43.56%	43.20%	36.88%	34.88%
Burden coverage ratio (%)	45.11%	75.82%	62.20%	62.19%	63.25%
Operating income per employee	5.35	5.12	6.11	7.09	8.12
Operating cost per employee	2.38	2.23	2.64	2.62	2.83
Operating profit per employee	2.98	2.89	3.47	4.48	5.29
Profit before tax per employee	2.02	2.10	2.03	2.04	2.39
Deposits Mix (Low : High)	41:59	43:57	44:56	42:58	38:62
Distribution Network					
Number of branches	125	126	128	129	132
Number of Sub-Branches	6	6	7	9	10
Number of AD Branches	25	25	26	26	26
Number of ATMs & CRMs	144	152	152	128	145
Number of employees (permanent)	2,176	2,477	2,374	2,478	2,473
Number of foreign correspondents	345	358	366	357	363
Credit rating					
Credit rating agency (local)	CRISL	CRISL	CRISL	CRISL	CRISL
Long term	AA	AA	AA+	AA+	AA+
Short term	ST-1	ST-1	ST-1	ST-1	ST-1

* Previous year's figures have been restated for better presentation and comparability with the current year.

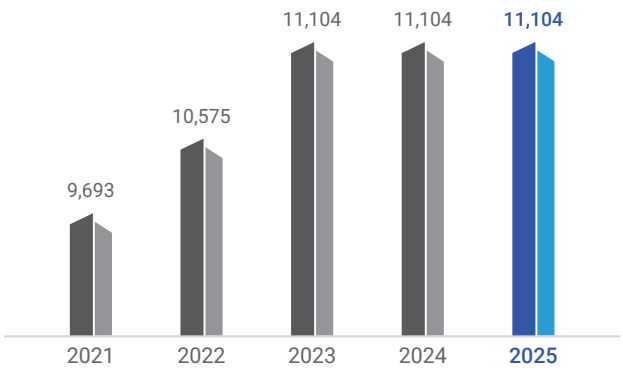
Graphical Presentation

BDT Million

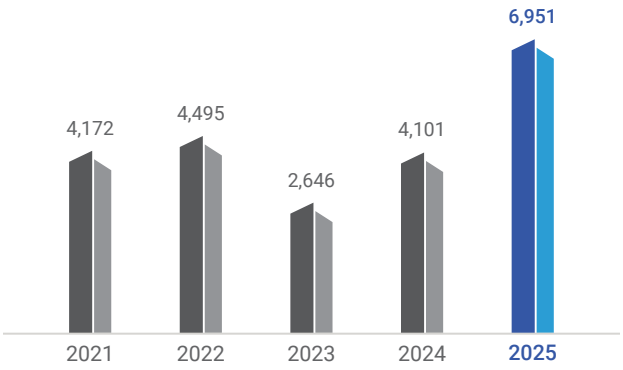
Paid up capital



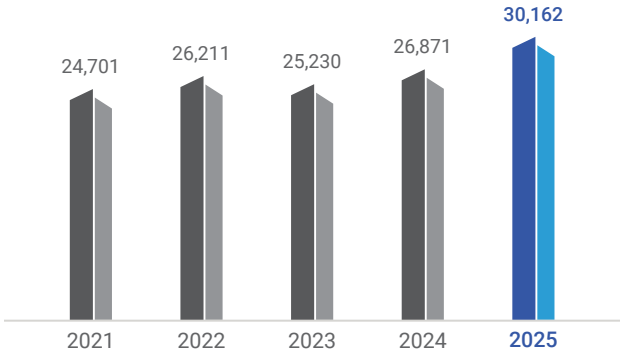
Statutory reserve



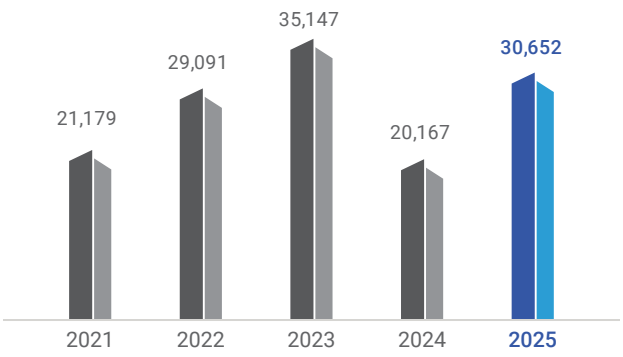
Retained earnings



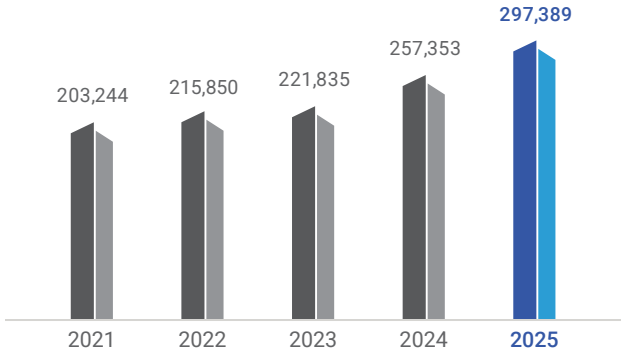
Shareholders' equity



Borrowings

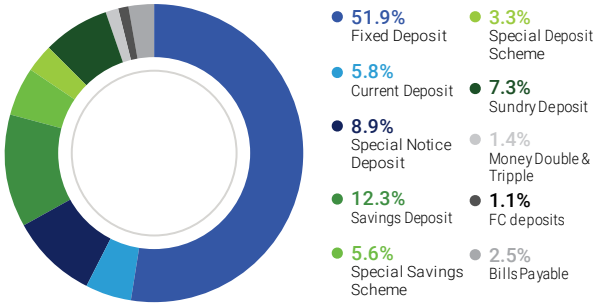


Deposits

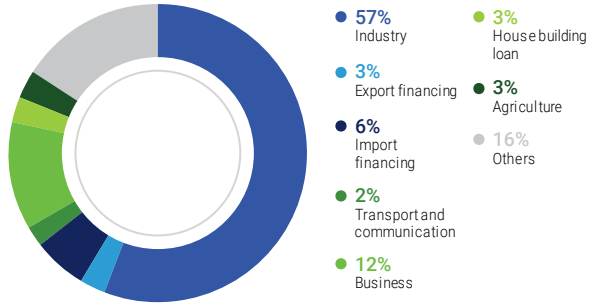


BDT Million

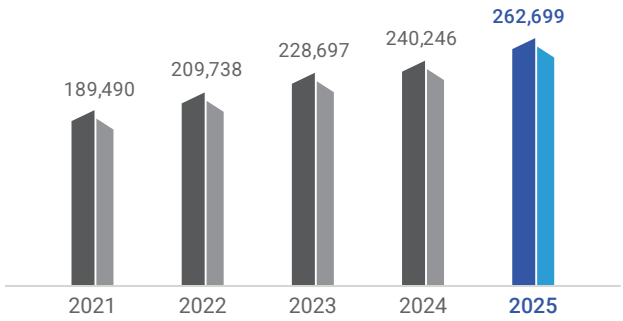
Deposit Mix - 2025



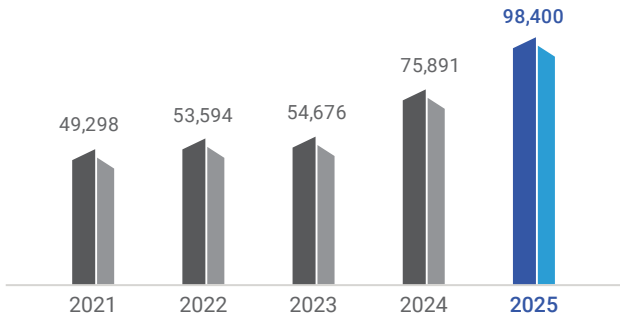
Sectoral Distribution of Loans & Advances-2025



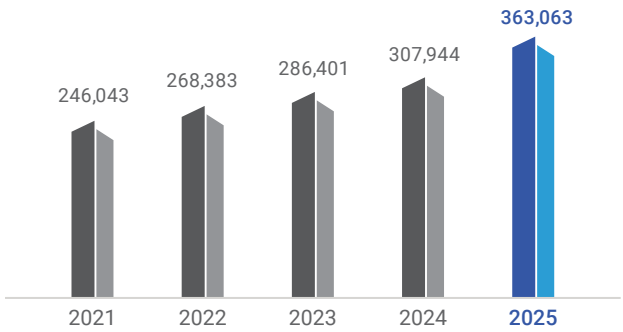
Loans and advances



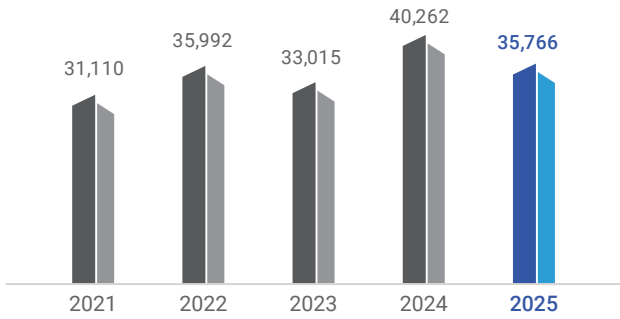
Investments



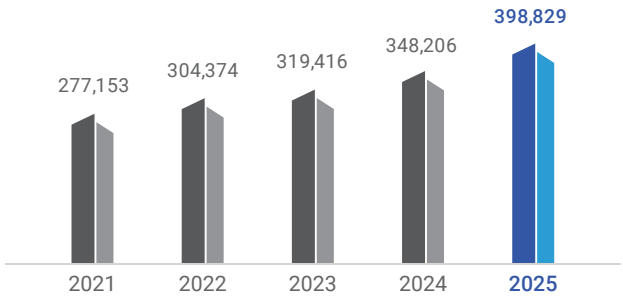
Interest earning assets



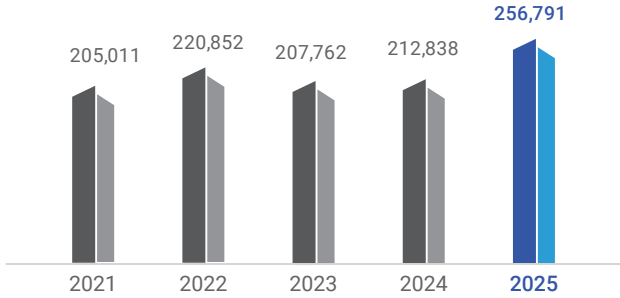
Non-interest earning assets



Total assets (excluding contra items)

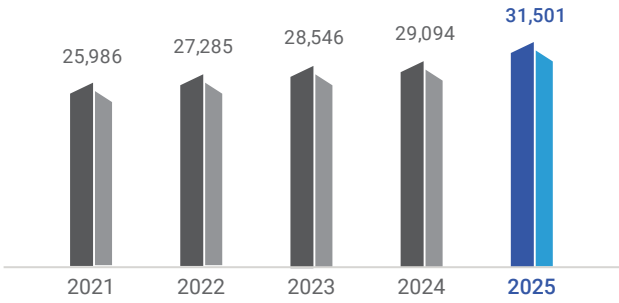


Total risk weighted assets (RWA)

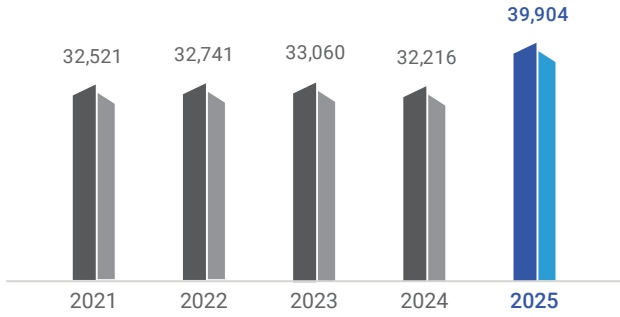


BDT Million

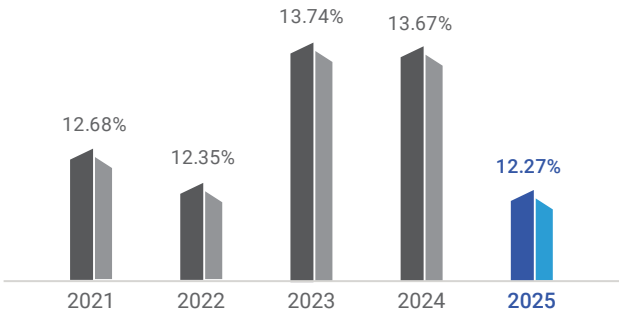
Tier-I capital



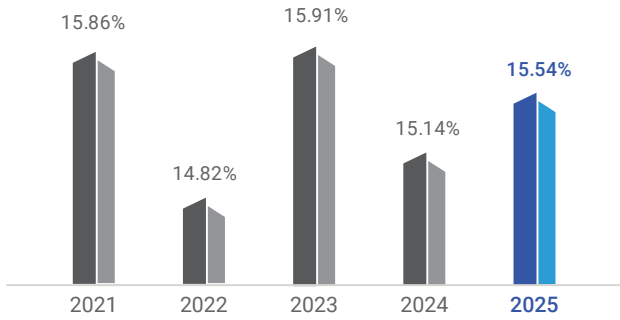
Total capital



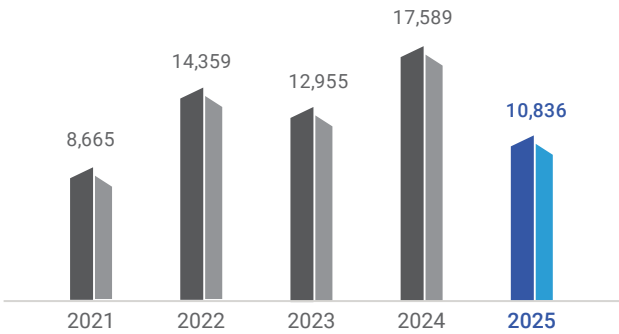
Tier-I capital adequacy ratio



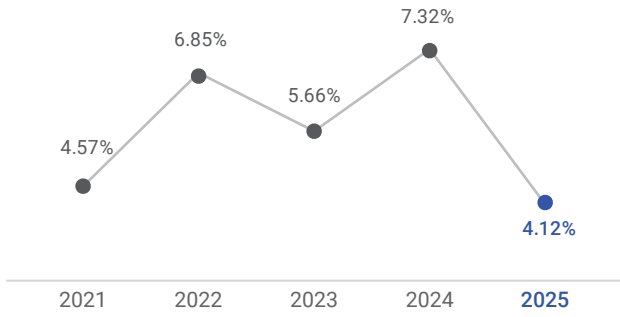
Capital to Risk Weighted Assets (CRAR)



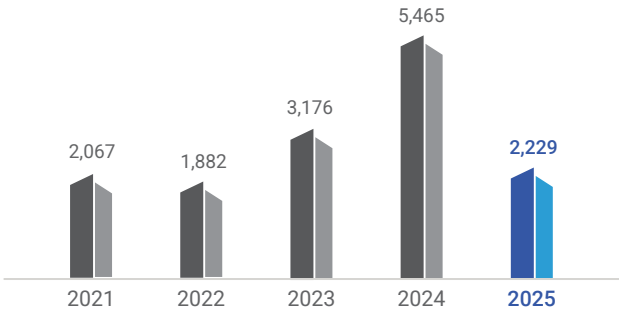
Amount of non-performing loans (NPLs)



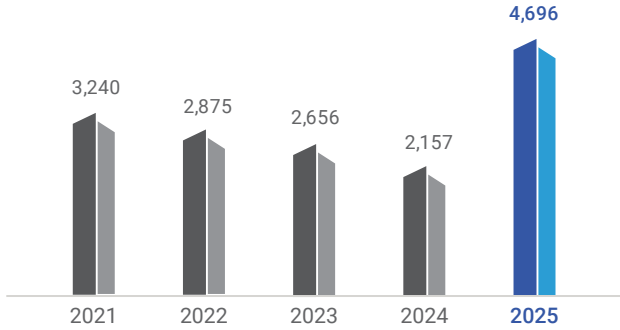
Non performing loans as % of total loans



Specific provision against classified loans

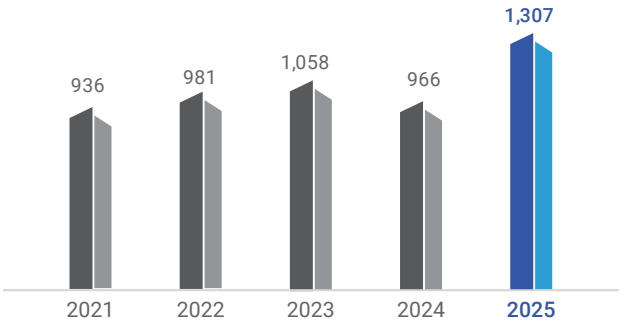


General provision against un-classified loans

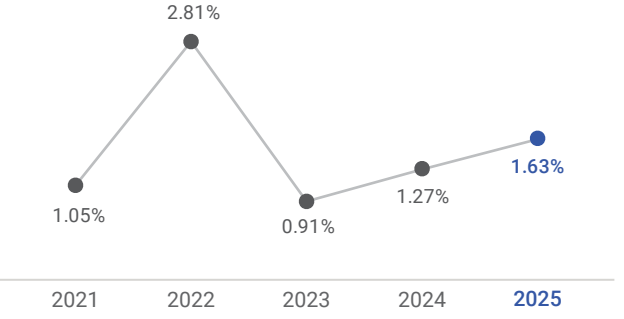


BDT Million

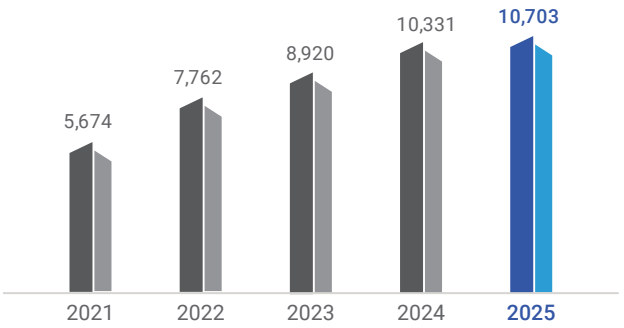
General provision against off-balance sheet items



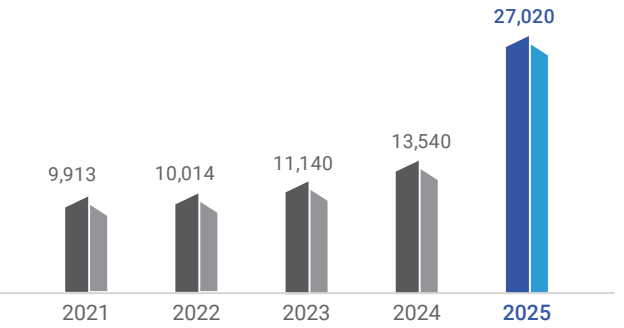
Percentage (%) of net classified loan



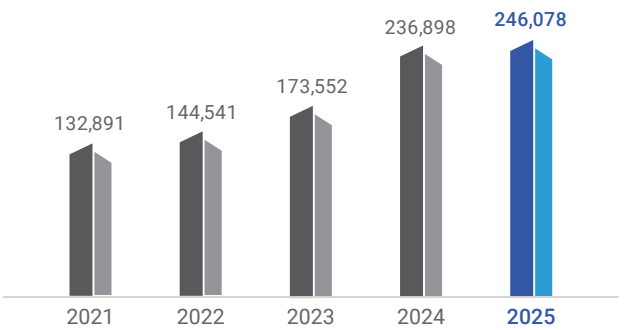
Interest suspense balance



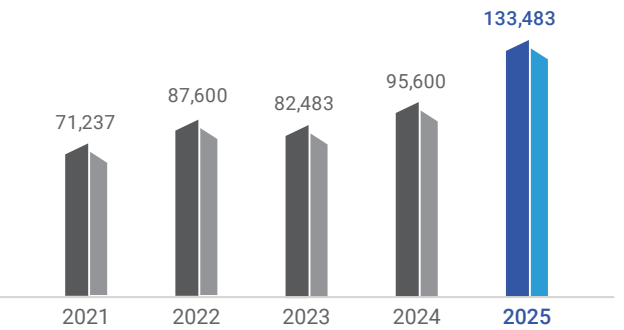
Cumulative amount of bad debts written off



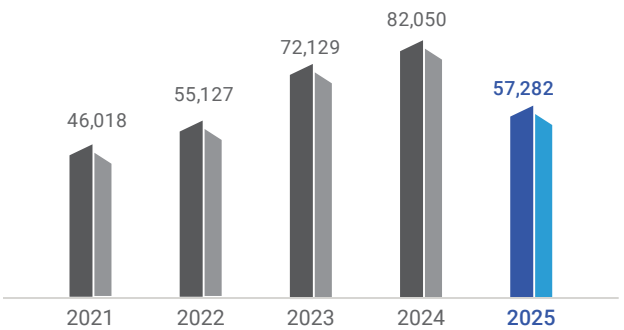
Import



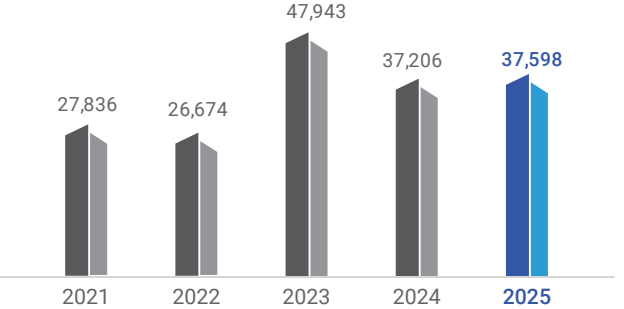
Export



Inward Remittance

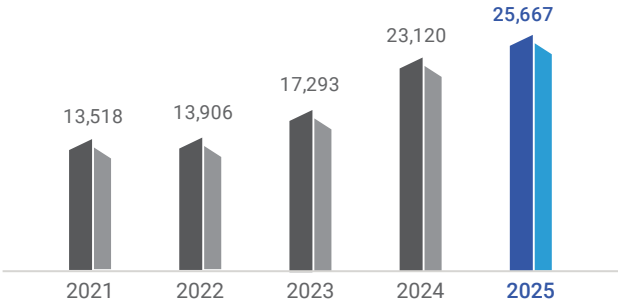


Guarantee

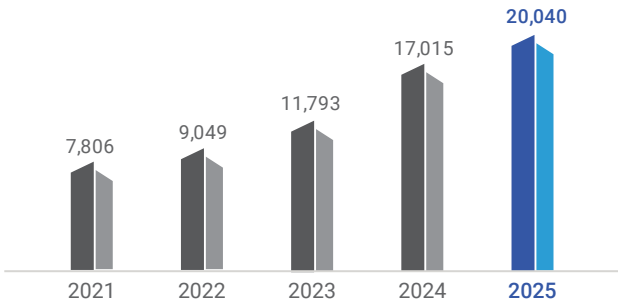


BDT Million

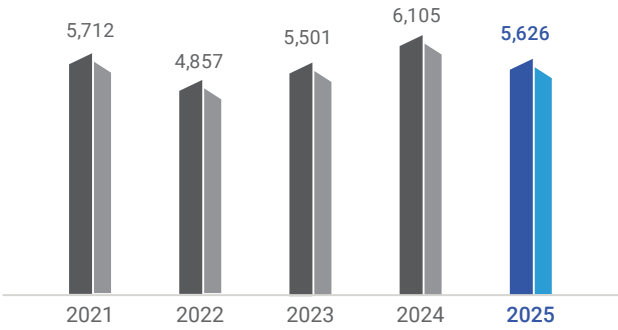
Interest income on loans & advances



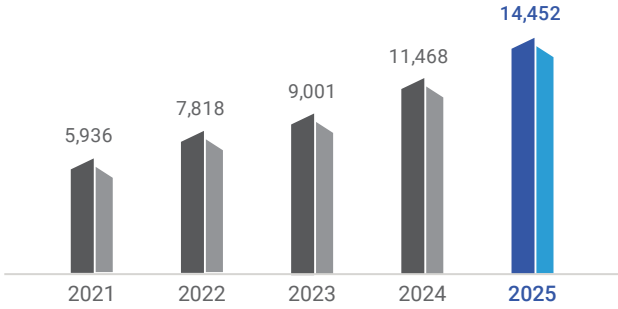
Interest paid on deposits & borr.



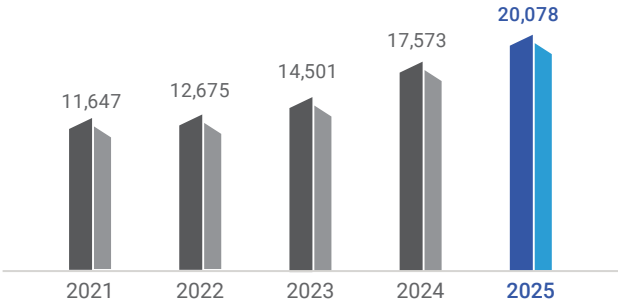
Net interest margin



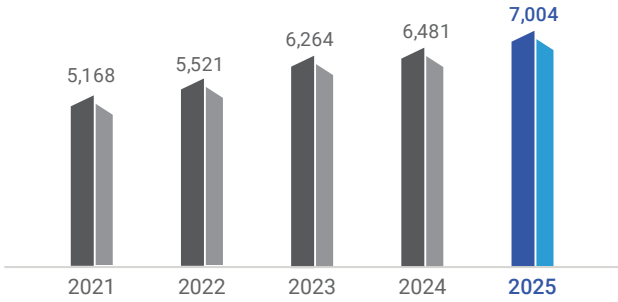
Non-interest income



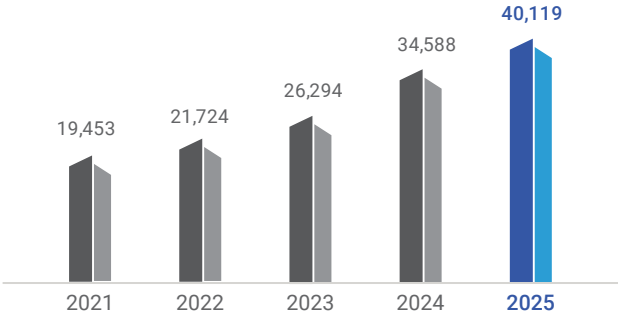
Total operating income



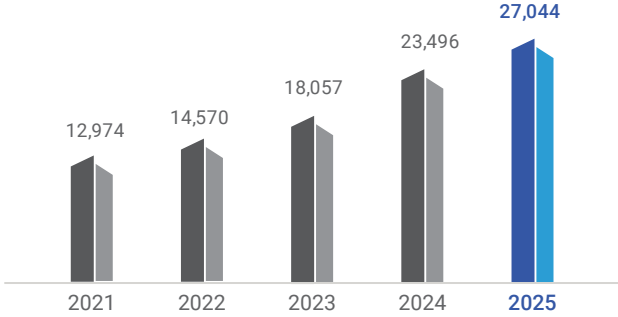
Non-interest/operating expenses



Total income

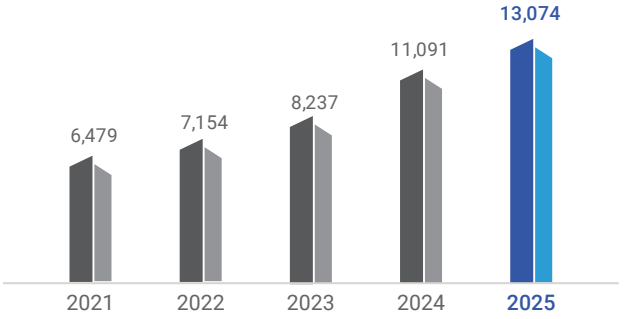


Total expenses

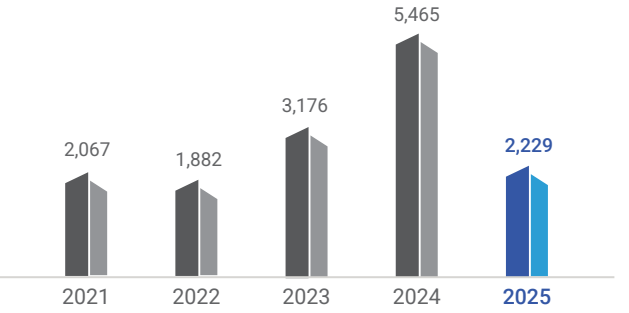


BDT Million

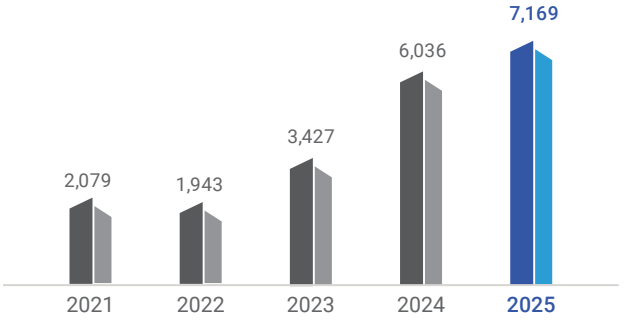
Operating profit



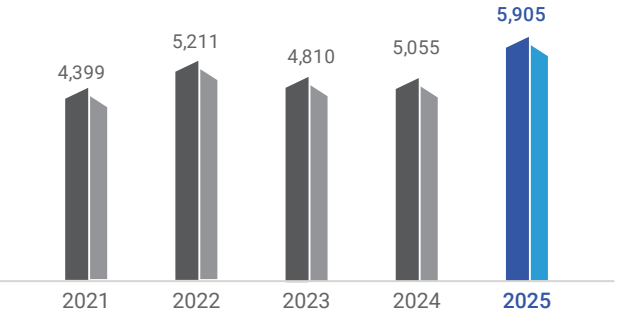
Specific provision against classified loans



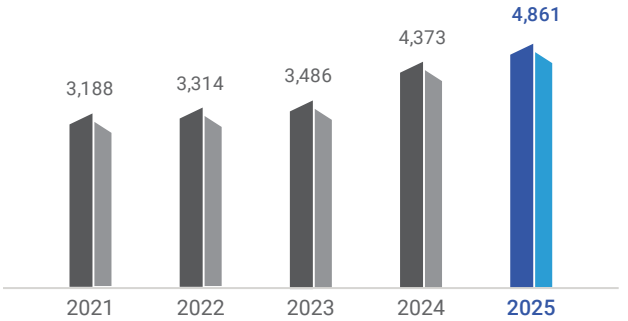
Total Provision for loans & other Provisions



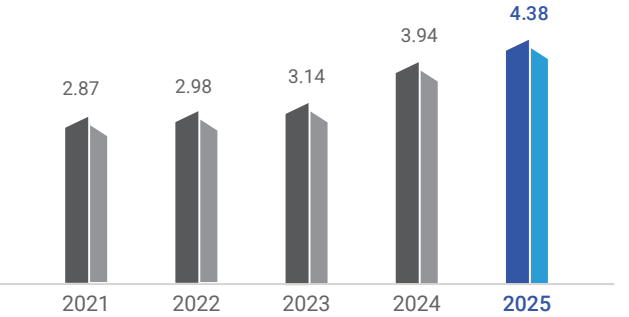
Profit before tax



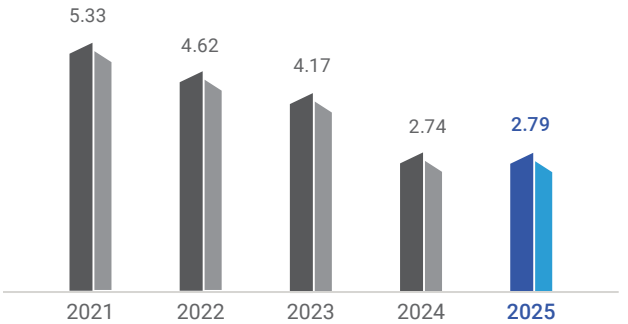
Profit after tax



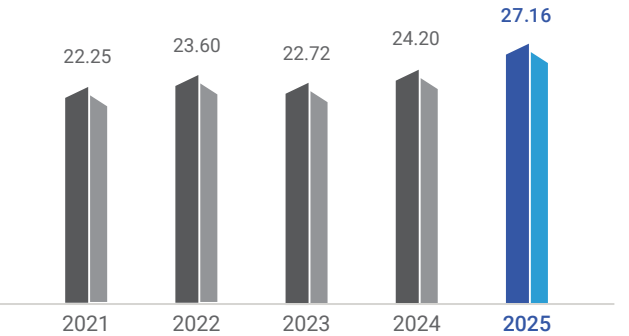
Earnings per share (EPS)-Restated



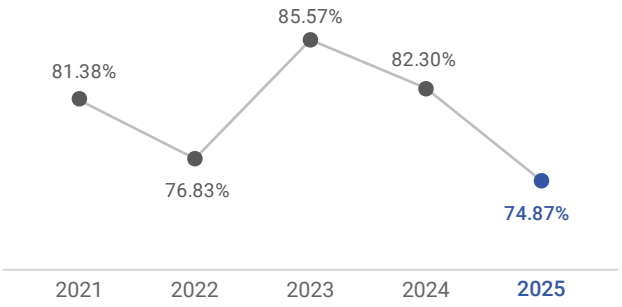
Price earnings (PE) ratio-times



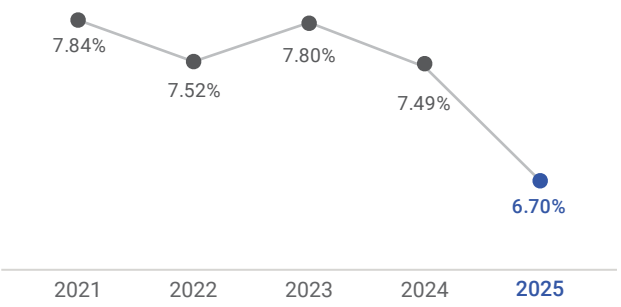
Net asset value (NAV) per share-Restated



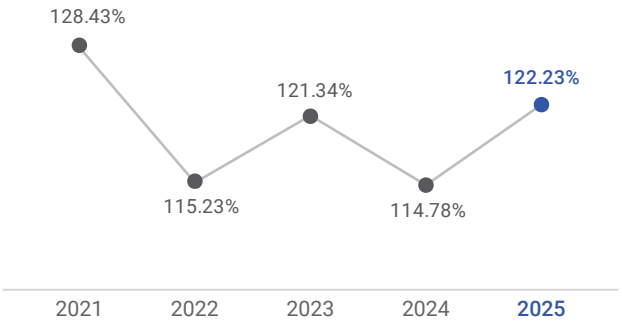
Credit Deposit Ratio (CDR) (%)



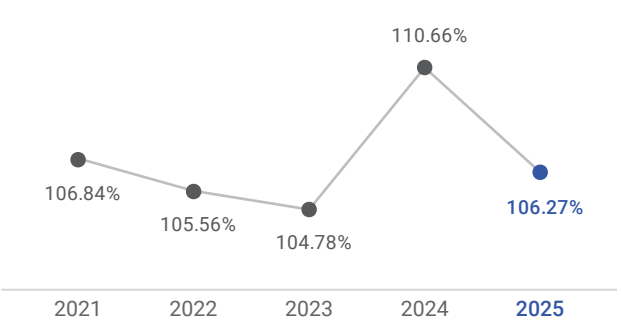
Leverage Ratio (%)



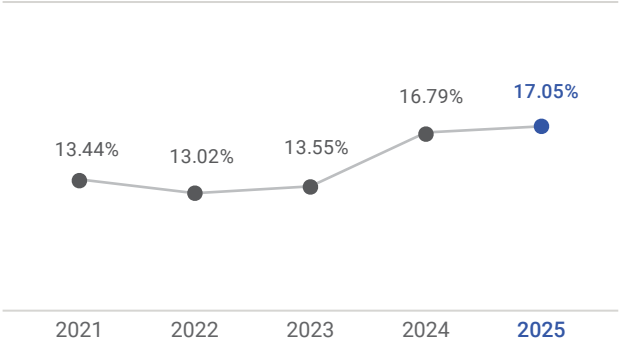
Liquidity Coverage Ratio (LCR) (%)



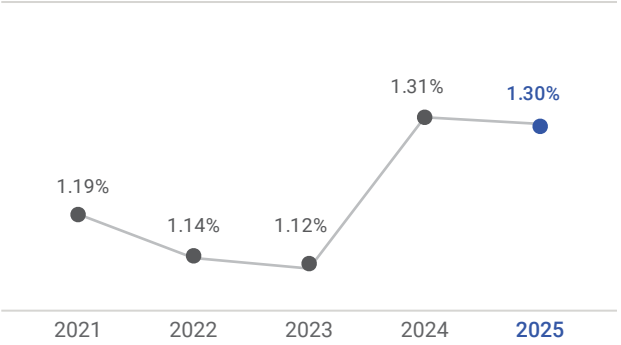
Net Stable Funding ratio (NSFR) (%)



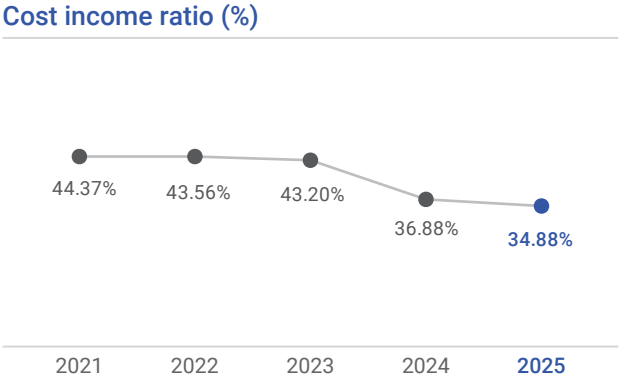
Return on equity (ROE) (%)



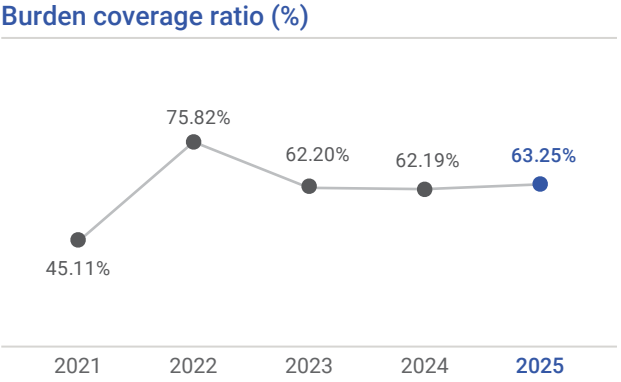
Return on assets (ROA) (%)



Cost income ratio (%)

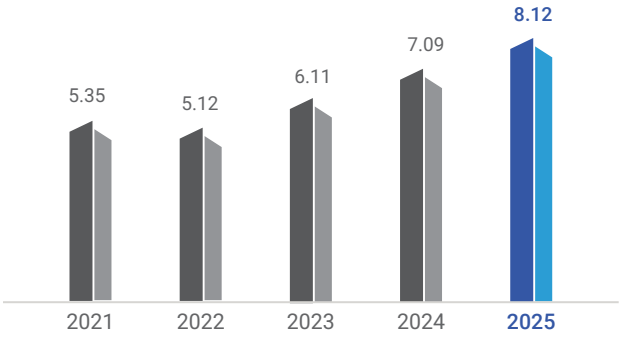


Burden coverage ratio (%)

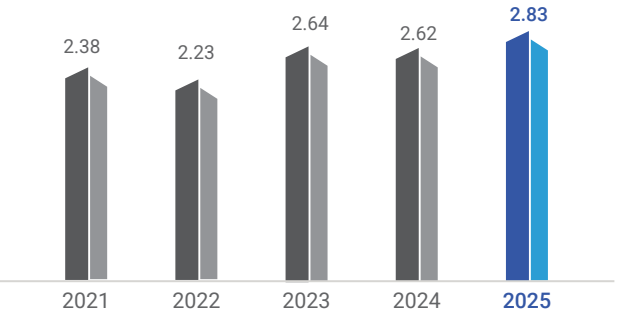


BDT Million

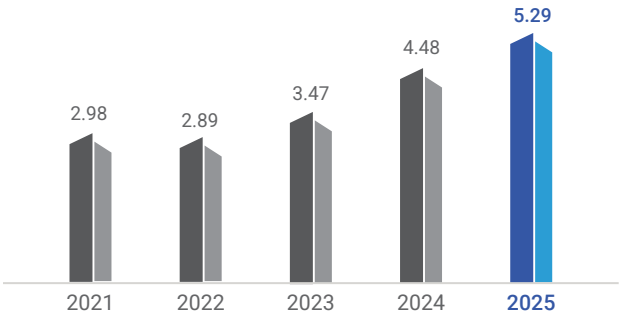
Operating income per employee



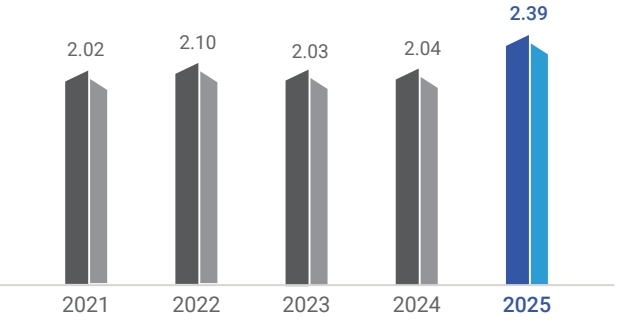
Operating cost per employee



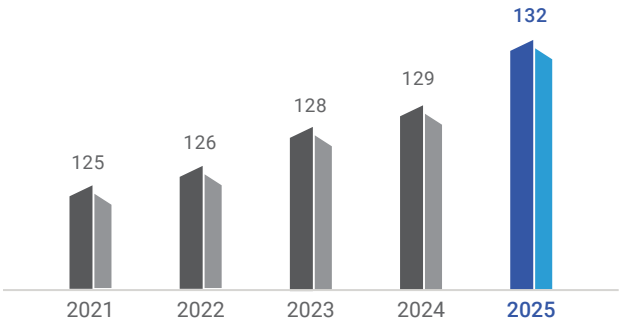
Operating profit per employee



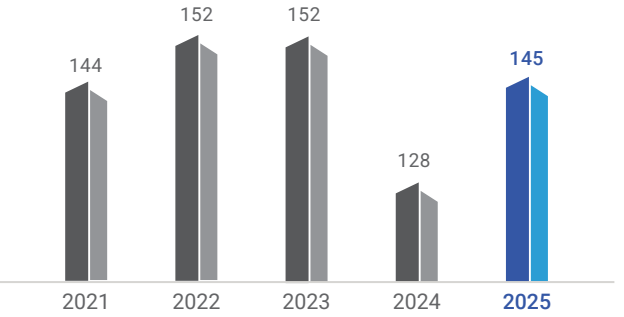
Profit before tax per employee



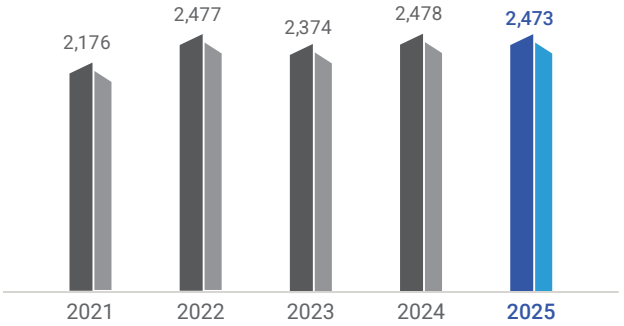
Number of branches



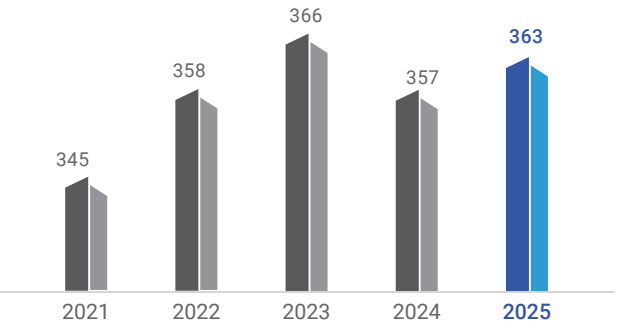
Number of ATMs & CRMs



Number of employees (permanent)



Number of foreign correspondents



Horizontal Analysis

Balance Sheet

Particulars	Y-2025		Y-2024		Y-2023		Y-2022		Y-2021	
	BDT mn	Δ %	BDT mn	Δ %	BDT mn	Δ %	BDT mn	Δ %	BDT mn	Δ %
PROPERTY AND ASSETS										
Cash in hand & Balance with Bangladesh Bank and its agent bank (s)	18,532	6.9%	17,343	31.0%	13,237	-6.2%	14,106	18.4%	11,919	-14.5%
Balance with other banks and financial institutions	4,975	189.1%	1,721	-83.4%	10,354	-33.9%	15,655	23.3%	12,694	8.0%
Money at call and short notice	1,120	46.2%	766	-57.9%	1,817	339.4%	414	-87.9%	3,410	324.1%
Investments	98,400	29.7%	75,891	38.8%	54,676	2.0%	53,594	8.7%	49,298	13.4%
Loans and advances/investments	262,699	9.3%	240,246	5.1%	228,697	9.0%	209,738	10.7%	189,490	6.4%
Fixed assets including premises, furnitures and fixtures	3,328	-3.9%	3,463	14.5%	3,024	12.0%	2,701	4.5%	2,585	-4.0%
Other assets	9,774	11.4%	8,774	17.2%	7,483	-6.8%	8,027	3.5%	7,758	13.6%
Non-banking assets	3	0.0%	3	-97.8%	128	-9.13%	141		-	
TOTAL ASSETS	**398,829**	**14.5%**	**348,206**	**9.0%**	**319,416**	**4.9%**	**304,374**	**9.8%**	**277,153**	**6.9%**
LIABILITIES AND SHAREHOLDERS' EQUITY										
Borrowings from other banks, financial institutions and agents	30,652	52.0%	20,167	-42.6%	35,147	20.8%	29,091	37.4%	21,179	25.8%
Deposits and other accounts	297,389	15.6%	257,353	16.0%	221,835	2.8%	215,850	6.2%	203,244	3.2%
Other liabilities	33,227	-12.6%	38,015	24.2%	30,604	18.5%	25,823	28.0%	20,179	6.3%
NCC Bank Subordinated and Perpetual Bonds	7,400	27.6%	5,800	-12.1%	6,600	-10.8%	7,400	-5.7%	7,850	96.3%
Total Liabilities	**368,667**	**14.7%**	**321,335**	**9.2%**	**294,187**	**5.8%**	**278,163**	**10.2%**	**252,452**	**6.6%**
Total Shareholders' Equity*	**30,162**	**12.2%**	**26,871**	**6.5%**	**25,230**	**-3.7%**	**26,211**	**6.1%**	**24,701**	**18.6%**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**398,829**	**14.5%**	**348,206**	**9.0%**	**319,416**	**4.9%**	**304,374**	**9.8%**	**277,153**	**7.6%**
TOTAL OFF BALANCE SHEETS ITEMS INCLUDING CONTINGENT LIABILITIES	**163,671**	20.4%	135,927	16.8%	116,357	7.1%	108,595	8.8%	99,794	25.2%
NET ASSETS VALUE PER SHARE*	**27.16**	**12.2%**	**24.20**	**6.5%**	**22.72**	**-3.7%**	**23.60**	**6.1%**	**22.25**	**1.0%**

Horizontal Analysis

Profit and Loss account

Particulars	Y-2025		Y-2024		Y-2023		Y-2022		Y-2021	
	BDT mn	Δ %	BDT mn	Δ %	BDT mn	Δ %	BDT mn	Δ %	BDT mn	Δ %
Interest/profit income	25,667	11.0%	23,120	33.7%	17,293	24.4%	13,906	2.9%	13,518	-15.3%
Interest paid/profit shared on deposits and borrowings	20,040	17.8%	17,015	44.3%	11,793	30.3%	9,049	15.9%	7,806	-32.8%
Net interest/profit income	5,626	-7.8%	6,105	11.0%	5,501	13.2%	4,857	-15.0%	5,712	31.7%
Non-interest income	14,452	26.0%	11,468	27.4%	9,001	15.1%	7,818	31.7%	5,936	2.6%
Total operating income	20,078	14.3%	17,573	21.2%	14,501	14.4%	12,675	8.8%	11,647	15.1%
Total operating expenses	7,004	8.1%	6,481	3.5%	6,264	13.5%	5,521	6.8%	5,168	5.9%
Profit before provisions	**13,074**	**17.9%**	**11,091**	**34.6%**	**8,237**	**15.1%**	**7,154**	**10.4%**	**6,479**	**23.5%**
Provision for loans and advances/investments	4,768	-4.0%	4,966	67.9%	2,957	94.9%	1,517	-22.3%	1,953	53.8%
Provision for off-balance sheet exposures	342	469.7%	(92)	-219.7%	77	70.5%	45	-53.2%	97	
Other provision	2,030	79.2%	1,132	212.5%	362	3.3%	351		-	
Total provisions	7,139	18.9%	6,006	76.8%	3,397	77.6%	1,913	-6.7%	2,049	69.8%
Contribution to NCC Bank's CSR Fund	30	0.0%	30	0.0%	30	0.0%	30	0.0%	30	0.0%
Profit before tax	5,905	16.8%	5,055	5.1%	4,810	-7.7%	5,211	18.4%	4,399	9.8%
Provision for tax*	1,044	53.0%	682	-48.5%	1,325	-30.2%	1,897	56.6%	1,211	-31.8%
Profit after tax for the year*	**4,861**	**11.2%**	**4,373**	**25.5%**	**3,486**	**5.2%**	**3,314**	**3.9%**	**3,188**	**42.9%**
Earnings per share*	**4.38**	**11.2%**	**3.94**	**25.5%**	**3.14**	**5.2%**	**2.98**	**3.9%**	**2.87**	**21.7%**

* Previous year's figures have been restated for better presentation and comparability with the current year.

Vertical Analysis

Balance Sheet

Particulars	Y-2025		Y-2024		Y-2023		Y-2022		Y-2021	
	BDT mn	Δ %	BDT mn	Mix %	BDT mn	Mix %	BDT mn	Mix %	BDT mn	Mix %
PROPERTY AND ASSETS										
Cash in hand & Balance with Bangladesh Bank and its agent bank (s)	18,532	4.6%	17,343	5.0%	13,237	4.1%	14,106	4.6%	11,919	4.3%
Balance with other banks and financial institutions	4,975	1.2%	1,721	0.5%	10,354	3.2%	15,655	5.1%	12,694	4.6%
Money at call and short notice	1,120	0.3%	766	0.2%	1,817	0.6%	414	0.1%	3,410	1.2%
Investments	98,400	24.7%	75,891	21.8%	54,676	17.1%	53,594	17.6%	49,298	17.8%
Loans and advances/investments	262,699	65.9%	240,246	69.0%	228,697	71.6%	209,738	68.9%	189,490	68.4%
Fixed assets including premises, furnitures and fixtures	3,328	0.8%	3,463	1.0%	3,024	0.9%	2,701	0.9%	2,585	0.9%
Other assets	9,774	2.5%	8,774	2.5%	7,483	2.3%	8,027	2.6%	7,758	2.8%
Non-banking assets	3	0.0%	3	0.001%	128	0.04%	141	0.05%	-	-
TOTAL ASSETS	**398,829**	**100.0%**	**348,206**	**100.0%**	**319,416**	**100.0%**	**304,374**	**100.0%**	**277,153**	**100.0%**
LIABILITIES AND SHAREHOLDERS' EQUITY										
Borrowings from other banks, financial institutions and agents	30,652	7.7%	20,167	5.8%	35,147	11.0%	29,091	9.6%	21,179	7.6%
Deposits and other accounts	297,389	74.6%	257,353	73.9%	221,835	69.5%	203,750	66.9%	203,244	73.3%
Other liabilities	33,227	8.3%	38,015	10.9%	30,604	9.6%	25,823	8.5%	20,179	7.3%
NCC Bank Subordinated and Perpetual Bonds	7,400	1.9%	5,800	1.7%	6,600	2.1%	7,400	2.4%	7,850	2.8%
Total Liabilities	368,667	92.4%	321,335	92.3%	294,187	92.1%	266,063	87.4%	252,452	91.1%
Total Shareholders' Equity*	30,162	7.6%	26,871	7.7%	25,230	7.9%	26,211	8.6%	24,701	8.9%
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**398,829**	**100.0%**	**348,206**	**100.0%**	**319,416**	**100.0%**	**304,374**	**100.0%**	**277,153**	**100.0%**
TOTAL OFF BALANCE SHEETS ITEMS INCLUDING CONTINGENT LIABILITIES	163,671	41.0%	135,927	39.0%	116,357	36.4%	108,595	35.7%	99,794	36.0%

Vertical Analysis

Profit and Loss account

Particulars	Y-2025		Y-2024		Y-2023		Y-2022		Y-2021	
	BDT mn	Mix %	BDT mn	Mix %	BDT mn	Mix %	BDT mn	Mix %	BDT mn	Mix %
Interest/profit income	25,667	64.0%	23,120	66.8%	17,293	65.8%	13,906	64.0%	13,518	69.5%
Interest paid/profit shared on deposits and borrowings	20,040	50.0%	17,015	49.2%	11,793	44.8%	9,049	41.7%	7,806	40.1%
Net interest/profit income	5,626	14.0%	6,105	17.6%	5,501	20.9%	4,857	22.4%	5,712	29.4%
Non-interest income	14,452	36.0%	11,468	33.2%	9,001	34.2%	7,818	36.0%	5,936	30.5%
Total operating income	20,078	50.0%	17,573	50.8%	14,501	55.2%	12,675	58.3%	11,647	59.9%
Total operating expenses	7,004	17.5%	6,481	18.7%	6,264	23.8%	5,521	25.4%	5,168	26.6%
Profit before provisions	**13,074**	**32.6%**	**11,091**	**32.1%**	**8,237**	**31.3%**	**7,154**	**32.9%**	**6,479**	**33.3%**
Provision for loans and advances/investments	**4,768**	**11.9%**	4,966	14.4%	2,957	11.2%	1,517	7.0%	1,953	10.0%
Provision for off-balance sheet exposures	342	0.9%	(92)	-0.3%	77	0.3%	45	0.2%	97	0.5%
Other provision	2,030	5.1%	1,132	3.3%	362	1.4%	351	1.6%	-	0.0%
Total provisions	**7,139**	**17.8%**	**6,006**	**17.4%**	**3,397**	**12.9%**	**1,913**	**8.8%**	**2,049**	**10.5%**
Contribution to NCC Bank's CSR Fund	30	0.1%	30	0.1%	30	0.1%	30	0.1%	30	0.2%
Profit before tax	**5,905**	**14.7%**	**5,055**	**14.6%**	**4,810**	**18.3%**	**5,211**	**24.0%**	**4,399**	**22.6%**
Provision for tax*	**1,044**	**2.6%**	**682**	**2.0%**	**1,325**	**5.0%**	**1,897**	**8.7%**	**1,211**	**6.2%**
Profit after tax for the year*	**4,861**	**12.1%**	**4,373**	**12.6%**	**3,486**	**13.3%**	**3,314**	**15.3%**	**3,188**	**16.4%**

* Previous year's figures have been restated for better presentation and comparability with the current year.

National Credit and Commerce Bank PLC.

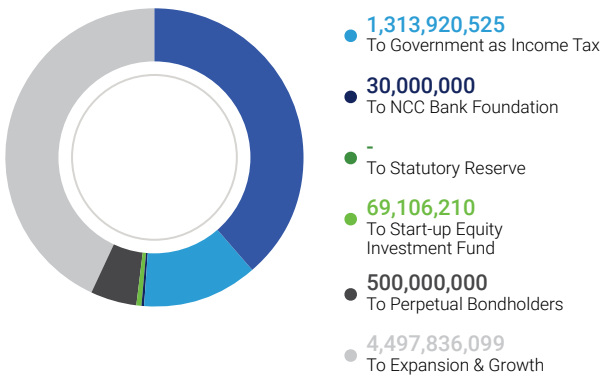
Value Added Statement

For the year ended on 31 December 2025

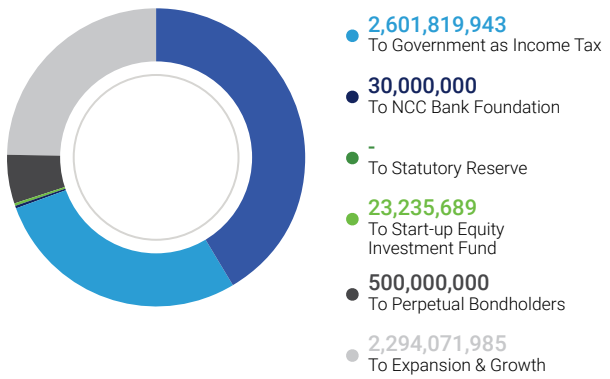
The value added statement for the bank shows how the value is created and distributed among different stakeholders of the bank.

Particulars	Taka 2025	%	Taka 2024	%
Income from Banking Services	40,118,674,508		34,587,842,419	
Less: Cost of Services & Supplies	22,531,736,912		19,252,481,889	
Value Added by the Banking Services	**17,586,937,595**		**15,335,360,529**	
Less: Provisions	7,139,009,622		6,006,114,415	
	10,447,927,973		**9,329,246,114**	
Distribution of Value Added				
To Employees as Salaries & Allowances	4,037,065,138	38.64%	3,880,118,497	41.59%
To Government as Income Tax	1,313,920,525	12.58%	2,601,819,943	27.89%
To NCC Bank Foundation	30,000,000	0.29%	30,000,000	0.32%
To Statutory Reserve	-	0.00%	-	0.00%
To Start-up Equity Investment Fund	69,106,210	0.66%	23,235,689	0.25%
To Perpetual Bondholders	500,000,000	4.79%	500,000,000	5.36%
To Expansion & Growth	4,497,836,099	43.05%	2,294,071,985	24.59%
Retained Earnings for Current Year	4,292,124,947		3,849,723,069	
Deferred Tax	(269,925,168)		(1,919,547,291)	
Depreciation	475,636,321		363,896,208	
	10,447,927,973	**100.00%**	**9,329,246,114**	**100.00%**

Distribution of Value Added Statement-2025



Distribution of Value Added Statement-2024



National Credit and Commerce Bank PLC.

Economic Value Added Statement

For the year ended on 31 December 2025

Economic Value Added (EVA) indicate the true economic profit of a company. EVA is an estimate of the amount by which earnings exceed of fall short of required minimum return for shareholders at comparable risks. EVA of the bank stood at Tk. -8,155.6 Million as on December 31, 2025 as against Tk. 3,798.4 million in 2024.

Particulars	Amount in BDT	
	2025	2024
Total Revenue	40,118,674,508	34,587,842,419
Less: Expenses	34,213,447,994	29,532,611,009
Profit Before Tax	**5,905,226,514**	**5,055,231,410**
Less: Corporate Tax	1,043,995,357	682,272,652
Profit After Tax	**4,861,231,157**	**4,372,958,758**
Add: Provision for Loans and Advances & Off-Balance Sheet Items		
	7,139,009,622	6,006,114,415
Profit	**12,000,240,779**	**10,379,073,173**
Less: Waiver during the year	390,854,971	697,873,458
Less: Written-off during the year	13,479,848,352	2,400,059,356
Less: Interest on Perpetual Bonds	500,000,000	500,000,000
Earnings for the year (A)	**(2,370,462,544)**	**6,781,140,359**
Shareholders' Equity	30,162,019,821	26,870,891,765
Add: Cumalative Provision for Loans and Advances & Off-Balance Sheet Items		
	12,568,784,329	17,655,876,822
Total invested fund by shareholders	**42,730,804,150**	**44,526,768,587**
Average Shareholders' Equity (B)	43,628,786,368	26,050,259,455
Cost of Equity *	13.26%	11.45%
Cost of average equity (C)	5,785,177,072	2,982,754,708
Economic Value Added (D=A-C)	**(8,155,639,617)**	**3,798,385,652**

Average cost of equity (based on weighted average rate of 10 years treasury bond issued by Government of Bangladesh plus 2% risk premium)

National Credit and Commerce Bank PLC.

Market Value Added Statement

For the year ended on 31 December 2025

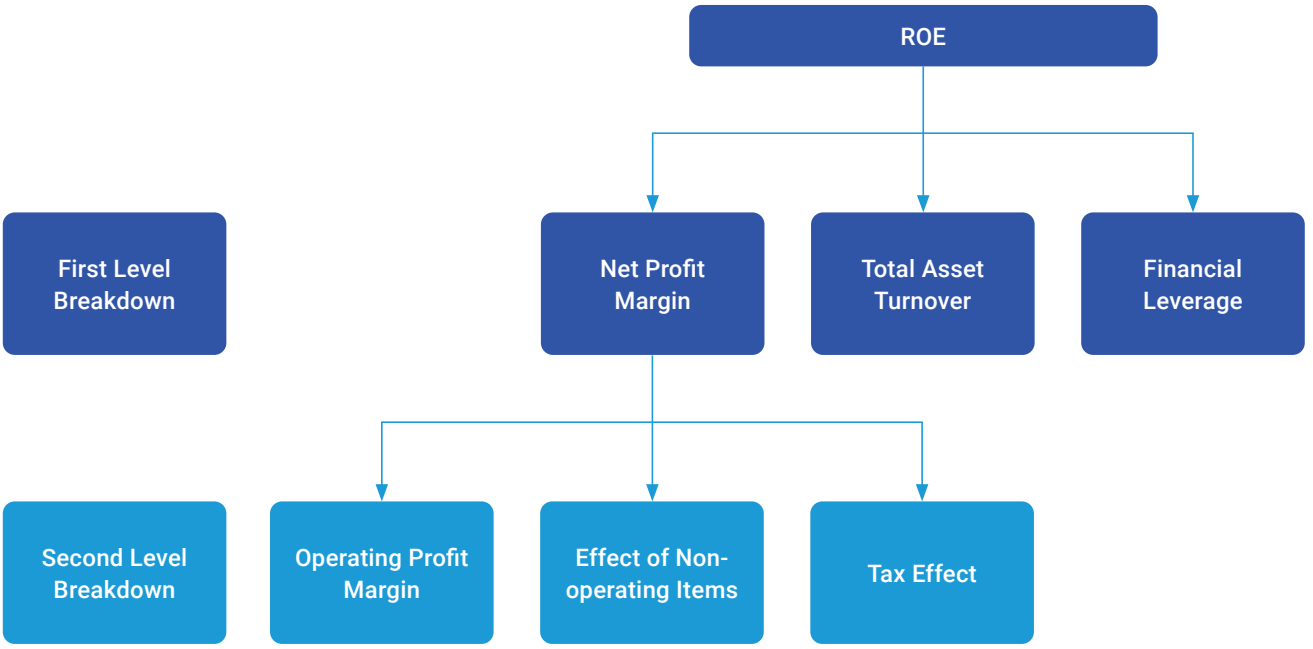
Market Value Addition (MVA) is the difference between the equity market value of a company and the book value of equity invested in the company. A high MVA indicates that the company has created substantial wealth for the Shareholders.

Particulars	Amount in BDT	
	2025	2024
Market Value of Total Equity	13,547,161,759	11,992,569,426
Less: Book Value of Total Equity	30,162,019,821	26,870,891,765
Market Value Added	**(16,614,858,062)**	**(14,878,322,339)**

Dupont Analysis

5 Factors Model

DuPont analysis is an approach to decomposing return on equity for better understanding about which factor contributed to the ROE most and which factor caused the ROE to move. For broader analysis, we used 5 factors model that covers net profit margin, total asset turnover and financial leverage. Net profit margin is further broken down to operating profit margin, effect of non-operating items and tax effects.



DuPont	2024	2025
Return on equity (ROE) (%)	16.79%	17.05%
Return on assets (ROA) (%)	1.31%	1.30%
Net profit margin (%)	12.64%	12.12%
Total asset turnover	0.104	0.107
Financial leverage	11.958	12.223
Operating profit margin (%)	32.07%	32.59%
Effect of non-operating items	0.456	0.452
Tax effect	0.865	0.823

The higher the value of all components of DuPont analysis, the higher the positive impact on Return on Equity. Net profit margin consists of three important components namely operating profit margin, effects on non-operating items and tax effects as mentioned in second level break down. Operating profit margin of Y-2025 increased to 32.59% (Y-2024 : 32.07%).

Effects on non-operating items decreased to 0.452 (Y-2024 : 0.456). Moreover, Tax effect decreased to 0.823 (Y-2024 : 0.865). The combined effects of these three components (increase of operating profit margin, decrease of effect of non-operating items and decrease of tax effect) resulted in decrease of net profit margin to 12.12% (Y-2024 : 12.64%).

Efficiency of utilization of assets as implied by average total assets turnover which was higher than previous year. NCCBL's financial leverage increased to 12.223 from last year's 11.958 that resulted increase in return on equity.

Disclosures on
Risk Based Capital (Basel III)

As on/For the year ended 31 December 2025

The purpose of Market Discipline in Basel III is to complement the minimum capital requirements and the supervisory review process. The aim of introducing Market Discipline is to establish more transparent and more disciplined financial market so that stakeholders can assess the position of a Bank regarding holding of assets and to identify the risks relating to the assets and capital adequacy to meet probable loss of assets. For the said purpose, National Credit and Commerce Bank PLC. (NCCBPLC) has developed a set of disclosures called "Disclosures on Risk Based Capital (Basel III)" which contains key piece of information on the assets, risk exposures, risk assessment process, and hence the capital adequacy to meet the risks in accordance with Bangladesh Bank guidelines.

1.0 Scope of Application:

Qualitative Disclosure		
a)	The name of the top corporate entity in the group to which this guidelines applies;	**National Credit and Commerce Bank PLC. (NCCBPLC)**
b)	An outline of differences in the basis of consolidation for accounting & regulatory purposes, with a brief description of the entities within the group (a) that are fully consolidated, (b) that are given a deduction treatment and (c) that are neither consolidated nor deducted (e.g. where the investment is risk-weighted);	The disclosure made in the following sections has addressed NCCBPLC as a single entity (Solo Basis) as well as a consolidated entity (Consolidated Basis), the scope of which is as under: • 'Solo Basis' refers to all position of the Bank including the Islamic Banking Unit and Offshore Banking Unit. • 'Consolidated Basis' refers to all position of the Bank and its Subsidiaries. **The Consolidated Financial Statements of NCCBPLC includes the Financial Statements of:** • National Credit and Commerce Bank PLC. • NCCB Securities & Financial Services Limited • NCCB Capital Limited A brief description of the Bank and its subsidiaries is given below: • **National Credit and Commerce Bank PLC. (NCCBPLC)** The National Credit and Commerce Bank PLC. (NCCBPLC) is a scheduled commercial bank formed under Bank Company Act, 1991 and incorporated as a public banking company, limited by shares on 15th May 1993 with primary objective to carry on all kinds of banking business in and outside Bangladesh. The Bank changed its name from National Credit and Commerce Bank Limited to National Credit and Commerce Bank PLC. (NCCBPLC) as per Bangladesh Bank gazette no- BRPD(LS-1)/745(20)/2023-10767 dated 13 December 2024. The registered office of the Bank is located at NCC Bank Bhaban, 13/1-2 Toyenbee Circular Road, Motijheel Commercial Area, Dhaka-1000. It commenced its banking business with 16 branches from 17 May 1993 under the license letter no - BCD(D)200/52-561/93 issued by Bangladesh Bank. Presently the Bank has 132 branches, 10 Sub-branches and 145 ATM all over Bangladesh. The Bank has no overseas branch as at 31 December 2025. It carries out all banking activities through it branches in Bangladesh. The Bank went for initial public offering in 1999 and its share is listed with Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited from 28 May 2000 and 16 May 2000 respectively as a publicly traded company.

Qualitative Disclosure	
	• **Principal activities** The principal activities of the Bank are to provide all kinds of commercial banking services to its customers through its branches following the provisions of the Bank Company Act, 1991 (as amended up to date), Bangladesh Bank's directives and directives of other regulatory authorities i.e. accepting customer deposits, lending to retail, small and medium enterprise (SME) and corporate customers, trade financing, lease financing, project financing, issuing letters of credit, interbank borrowing and lending, dealing in government securities etc. • **Islamic banking unit** Islamic Banking Unit is a separate business unit of NCC Bank PLC. governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for operation of Islamic banking units vide Bangladesh Bank letter no. BRPD (LS-2)745(20)/2022-6911 dated on 05 July 2022. The operation of our Islamic Banking is totally different from the Bank's conventional operation as the former operates their business on the basis of Islamic Shariah. For procuring funds from depositors, our Islamic Banking follows Al-Wadiah and Mudaraba principles. Our Islamic Banking operation is committed to follow the accounting principles that refrain from interest. Principles for accounting under its Islamic banking umbrella, run through a separate Islamic Banking software namely ABABIL. • **Offshore Banking Unit** Offshore banking unit (OBU) is a separate business unit of NCC Bank PLC. governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for operation of offshore banking units located at NCC Bank Bhaban Branch & Agrabad Branch vide Bangladesh Bank letter no. BRPD (P-3)744(113)/2010-1648 dated on 02 May 2010 and operation of OBU in line with the offshore banking policy issued by Bangladesh Bank vide BRPD circular no. 02 dated 25 February 2019 and amendment thereon. Our Offshore banking unit operation/ transactions involve with fully foreign-owned enterprises in EPZs, PEPZs, EZs and Fli-tech Parks shall include all normal financial services including accepting deposits, making short term loans/advances and investments, discounting bills, negotiating bills, issuing letter of credit and guarantee etc. In addition OBU discounts/purchase accepted usance/deferred bills against import from abroad and accepted usance/deferred export bills against direct and deemed exports. OBU conducts banking business activities in foreign currencies. **Subsidiaries of National Credit and Commerce Bank PLC:** The Bank has 02 (Two) Subsidiary companies as on 31 December 2025– 1) NCCB Securities and Financial Services Limited (NCCBSFSL) and 2) NCCB Capital Limited (NCCBCL). • **NCCB Securities and Financial Services Limited (NCCBSFSL)** NCCB Securities and Financial Services Limited is a subsidiary company of NCC Bank PLC. incorporated as a private company, limited by shares, on April 04, 2010 with the Registrar of Joint Stock Companies and Firms vide certificate of incorporation no.C-83683/10 dated April 04, 2010 under the Companies Act-1994. NCCBSFSL commenced its operation from March 07, 2011. The main objective of the company is to act as a full fledged stock broker & stock dealer to execute buy and sell order and to maintain own portfolio as well as customers' portfolio under the discretion of customers. • **NCCB Capital Limited (NCCBCL)** NCCB Capital Limited (NCCBCL) is a subsidiary company of NCC Bank PLC. incorporated as a private company, limited by shares, on April 01, 2010 with the Registrar of Joint Stock Companies and Firms vide certificate of incorporation no.C-83649/10 dated April 01, 2010 under the Companies, Act-1994. The main objective of the company is to provide full fledged merchant banking services like issue management, underwriting, advisory services & as and when regulators permits the company to carry out such activities as per their guidelines. NCCBCL was not in operation till 31 December 2025.

Qualitative Disclosure		
c)	Any restrictions, or other major impediments, on transfer of funds or regulatory capital within the group;	Not applicable.
Quantitative Disclosure		
d)	The aggregate amount of surplus capital of insurance subsidiaries (whether deducted or subjected to an alternative method) included in the capital of the consolidated group;	Not applicable.

2.00 Capital Structure:

Qualitative Disclosure		
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 CET 1, Additional Tier 1 or Tier 2;	In accordance with the Risk Based Capital Adequacy Guidelines issued by Bangladesh Bank in December 2014, the Capital Structure of the Bank is categorized into two Tiers – 1) Tier I and 2) Tier II. The components of the total regulatory capital are enumerated as under: 1. Tier 1 Capital (going-concern capital) a. Common Equity Tier 1 b. Additional Tier 1 2. Tier 2 Capital (gone-concern capital) **Tier 1 Capital: (Going-concern capital)** Going-concern capital is the capital which can absorb losses without triggering bankruptcy of the Bank. As such, from regulatory capital perspective, Tier 1 capital is the core measure of a Bank's financial strength. **As per the guidelines of Bangladesh Bank, CET-1 Capital is comprised the following:** a. Paid up capital b. Non-repayable share premium account c. Statutory reserve b. General reserve e. Retained earnings f. Dividend equalization reserve g. Minority interest in subsidiaries, i.e. common shares issued by consolidated subsidiaries of the Bank and hold by third parties. **Additional Tier 1 (AT 1) Capital consists of the following items:** a. Non-cumulative irredeemable preference shares b. Instruments issued by the Bank that meet the qualifying criteria for AT 1 (The instrument is perpetual i.e. there is no maturity date) c. Minority Interest, i.e., AT 1 issued by consolidated subsidiaries to third parties.

		Tier 2 Capital: (Gone-concern capital) Gone-concern capital is the capital which will absorb losses only in a situation of liquidation of the Bank. Gone-concern capital also called Tier 2 capital. Gone-concern capital represents other elements which fall short of some of the characteristics of the core capital but contribute to the overall strength of a bank. **Tier 2 Capital consists of following items:** a. General provisions; (maximum 1.25 % of risk weighted assets) b. All other preference shares c. Subordinated debt/instruments issued by the Bank that meet the qualifying criteria for Tier 2 capital; (Minimum original maturity of at least five years) d. Minority interest i.e. Tier 2 issued by consolidated subsidiaries to third parties; As per the guidelines of Bangladesh Bank, Tier-1 capital of NCCBPLC consists of (i) Fully paid-up capital, (ii) Statutory reserve, (iii) General reserve, (iv) Retained earnings and (v) Minority interest in subsidiaries.

Quantitative Disclosure

The amount of regulatory capital of the Bank as on 31 December 2025 is stated below:

BDT in Crore (where applicable)

Sl.	Particulars	Solo	Consolidated
1.0	**Tier 1 (Going-concern capital)**		
1.1	**Common Equity Tier 1 (CET 1)**		
1.1.1	Paid-up capital	1,110.42	1,110.42
1.1.2	Non-repayable share premium account	-	-
1.1.3	Statutory reserve	1,110.42	1,110.42
1.1.4	General reserve	1.02	1.10
1.1.5	Retained earnings	695.09	698.97
1.1.6	Dividend equalization reserve	-	-
1.1.7	Minority interest in subsidiaries	-	0.00
1.1.8	**Sub-total (1.1.1 to 1.1.7):**	**2,916.95**	**2,920.91**
1.2	**Less: Regulatory Adjustment**		
1.2.1	Goodwill and all other intangible assets	12.14	12.27
1.2.2	Deferred tax assets	246.22	246.22
1.2.3	Reciprocal Crossholdings in the CET-1 Capital of Banking, Financial and Insurance Entities	8.46	8.46
1.2.4	**Sub-total (1.2.1 to 1.2.3):**	**266.81**	**266.94**
	Total Common Equity Tier (CET) -1 Capital (1.1.8-1.2.3)	**2,650.14**	**2,653.97**
1.3	**Additional Tier 1 (AT 1)**		
1.3.1	Non cumulative irredeemable preference shares	-	-
1.3.2	Perpetual Bond	500.00	500.00
1.3.3	Minority interest; i.e. AT1 issued by consolidated subsidiaries	-	-
	Sub-total (1.3.1 to 1.3.3):	**500.00**	**500.00**
	Total Tier 1 Capital (CET 1 + AT 1)	**3,150.14**	**3,153.97**
2.0	**Tier 2 (Gone-concern capital)**		
2.1.1	General provision	600.30	656.09
2.1.2	Non-convertible subordinated bond	240.00	240.00
2.1.3	Revaluation reserve	-	-
2.1.4	**Sub-total (2.1.1 to 2.1.3)**	**840.30**	**896.09**

BDT in Crore (where applicable)

Sl.	Particulars	Solo	Consolidated
2.2	**Less: Regulatory Adjustment**		
2.2.1	Reciprocal crossholdings in the T-2 Capital of Banking, NBFI & insurance Entities	-	-
2.2.2	Revaluation Reserve	-	-
2.2.3	**Sub-total (2.2.1 to 2.2.2)**	**-**	**-**
	Total Tier 2 Capital (2.1.4-2.2.3)	**840.30**	**896.09**
	Total Eligible Capital (Tier 1 + Tier 2)	**3,990.44**	**4,050.07**

3.00 Capital Adequacy:

Qualitative Disclosure		
a)	A summary discussion of the Bank's approach for assessing the adequacy of its capital to support current and future activities;	**Methodology of Capital Adequacy Determination:** The Bank has computed the Capital to Risk Weighted Ratio (CRAR) adopting the following approaches: a. Standardized Approach for Credit Risk to Compute Capital to Risk Weighted Ratio under Basel III, using national discretion for: • Accepting the credit rating agencies as External Credit Assessment Institutions (ECAI) for claims on corporate and eligible SME customers. • Accepting Credit Risk Mitigation (CRM) against the financial securities. b. Standardized (rule based) Approach for Market Risk and c. Basic Indicator Approach for Operational Risk. **Assessment of the Adequacy of Capital:** For assessing Capital Adequacy, the Bank has adopted Standardized Approach for Credit Risk measurement, Standardized (Rule Based) Approach for Market Risk measurement and Basic Indicator Approach for Operational Risk measurement. The Bank focuses on strengthening risk management and control environment rather than increasing capital to cover up weak risk management and control practices. NCCBPLC has been generating most of its incremental capital from retained profit (stock dividend and statutory reserve transfer etc.) to support incremental growth of Risk Weighted Assets (RWA). Besides meeting regulatory capital requirement, the Bank maintains adequate capital to absorb material risk foreseen. Therefore, the Bank's Capital to Risk Weighted Assets Ratio (CRAR) remains consistently within the comfort zone. During the year 2025 the CRAR ranges from 13.84% to 15.54% on consolidated basis and from 14.08% to 15.83% on solo basis against minimum requirement of 10% (12.50% including Capital conservation buffer) of Risk Weighted Assets (RWA). Basel unit is taking active measures to identify, quantify, manage and monitor all risks to which the Bank's is exposed to.

Quantitative Disclosure

The Capital Requirement and Capital to Risk Weighted Asset Ratio (CRAR) of the Bank as on 31 December 2025 are as under:

BDT in Crore (where applicable)

Particulars	Solo	Consolidated
Capital requirement for credit risk	2,218.98	2,203.55
Capital requirement for market risk	129.49	136.25
Capital requirement for operational risk	219.44	218.61
Total capital requirement under Pillar-I	**2,567.91**	**2,558.41**
Total capital requirement under Pillar-I considering conservation buffer	**3,209.89**	**3,198.02**

BDT in Crore (where applicable)

Particulars	Solo	Consolidated
Capital to risk weighted assets ratio (CRAR)	**15.54%**	**15.83%**
Common equity Tier-1 capital to risk weighted assets ratio	**10.32%**	**10.37%**
Tier 1 capital to risk weighted assets ratio	**12.27%**	**12.33%**
Tier 2 capital to risk weighted assets ratio	**3.27%**	**3.50%**
Capital conservation buffer	**5.54%**	**5.83%**
Available capital for Pillar 2	**780.55**	**852.05**

4.00 Credit Risk:

Qualitative Disclosure

The general qualitative disclosure requirement with respect to credit risk, including:

a) Definitions of past due and impaired (for accounting purposes);

As per relevant guidelines of Bangladesh Bank, the impaired loans and advances are defined on the basis of (i) Objective / Quantitative criteria and (ii) Qualitative judgment. For this purposes, all loans and advances are grouped into four (4) categories namely- (a) Continuous Loan (b) Demand Loan (c) Fixed Term Loan and (d) Short-term Agricultural (STAG).

Definition of past due/overdue:

All the loans will be treated as past due/overdue from the following day of the expiry date or from the creation of the forced loan or from the due date if not repaid/renewed depending on different categories of loans and advances defined in para 5. However, in case of any installment(s) or part of installment(s) of a Fixed Term Loan is not repaid within the fixed expiry/due date, the amount of unpaid installment(s) will be treated as past due/overdue from the following day of the expiry/due date.

CATEGORIES OF CL:

All the loans will be classified into following categories:

i. Standard- 0 (STD-0)
ii. Standard – 1 (STD-1)
iii. Standard – 2 (STD-2)
iv. Special Mention Account (SMA)
v. Sub-Standard (SS)
vi. Doubtful (DF)
vii. Bad/Loss (B/L

OBJECTIVE CRITERIA FOR CL:

For all categories of loans, the entire loan will be classified depending on the period of past due or overdue as stipulated below:

CL Categories		
Unclassified	STD-0	No past due or overdue
	STD-1	≥ 1 day but < 1 month
	STD-2	≥ 1 month but < 2 months
	SMA	≥ 2 months but < 3 months
Classified	SS	≥ 3 months but < 6 months
	DF	≥ 6 months but < 12 months
	BL	≥ 12 months

Qualitative Disclosure		
		QUALITATIVE JUDGMENT: Under qualitative judgment, any loan can be classified based on the perceived risk and/or if full repayment is unlikely even if it has no past due or overdue based on objective criteria. Such classification should reflect the degree of deterioration in the borrower's creditworthiness and the anticipated impact on repayment. For incorporating qualitative judgment, banks must use their own judgment based on the following indicative assessment factors: **QUALITATIVE JUDGEMENT:** • Applied even without overdue • SMA: Minor deficiencies, poor liquidity • SS: Recurrent overdrawn, low turnover • DF: Serious competitive and management issues • B/L: Fraud, obsolescence, no recovery scope
b)	Approaches followed for specific and general allowances and statistical methods;	As per the guideline of Bangladesh Bank regarding the provisioning of loans & advances, the Bank has followed the following approaches in calculating the specific & general provisions:

Types of Loans & Advances	Rate of provision requirements				
	UC	SMA	SS	DF	BL
Short Term Agri. Credit (STAG)	0.50%	0.50%	20%	50%	100%
Cottage, Micro and Small	0.50%	0.50%	20%	50%	100%
All types of loan other than Short Term Agri. Credit (STAG) & Cottage, Micro and Small	1%	5%	20%	50%	100%

Methods used to measure Credit Risk:

As per Bangladesh Bank Guidelines, the Bank follows Standardized Approach for measurement of Credit Risk adopting the credit rating agencies as External Credit Assessment Institutions (ECAIs) for claims on Bank & Non-banking Financial Institutions (BNBFIs), Corporate & eligible SME Customers and Credit Risk Mitigation (CRM) against the financial securities & guarantees of loan exposure.

c)	Discussion of the bank's credit risk management policy;	Credit risk arises while the borrowers or counterparty to a financial transaction fails to discharge an obligation as per agreed covenants, resulting in financial loss to the Bank. Credit exposures may arise from both the banking and trading books as well as Off-Balance sheet exposures. Credit risk is managed in the NCCBPLC through a framework that spell out policies and procedures covering the measurement and management of credit risk. There is a clear segregation of duties between transaction originators in the businesses and approvers in the risk function. All credit exposure limits are approved within a defined credit approval authority framework. Credit policies and standards are considered and approved by the Board of Directors. **4.1 Credit Risk Identification** Risk measurement plays a central role, along with judgment and experience, in informing risk taking and portfolio management decisions. The Guidelines issued by Bangladesh Bank on Internal Credit Risk Rating (ICRR) System has been following meticulously. The ICRR is used to assess the client along with a range of quantitative and qualitative factors. Our credit grades against Corporate & Medium clients are supported by external credit grades, and ratings assigned by external Rating Agencies. **4.2 Credit Approval** Major credit exposures to individual borrowers, groups of connected counterparties and portfolios of retail exposures are reviewed by and recommended for approval to the competent authority by the risk review units. All credit approval authorities are delegated by the Board of Directors to executives based on their capability, experience & business acumen. Credit origination and approval roles are segregated in all cases. The ICRR is an integral part of credit approval process.

4.3 Credit Monitoring

We regularly monitor credit exposures, portfolio performance, and external trends through relationship and credit administration team at Branch and Head Office. Internal risk management reports containing information on key environmental, political and economic trends across major portfolios, portfolio delinquency & loan impairment performance; as well as credit grade migration are presented to Credit Risk Management (CRM) Monitoring Cell. The CRM Monitoring Cell meets regularly to assess the impact of external events and trends on the credit risk portfolio and to define and implement our response in terms of appropriate changes to portfolio shape, underwriting standards, risk policy and procedures. Accounts or Portfolios are placed on Early Alert (EA) when they display signs of weakness or financial deterioration. Account plans are re-evaluated and remedial actions are agreed and monitored. In Retail Banking, portfolio delinquency trends are monitored continuously at a detailed level. Individual customer behavior is also tracked and informed in lending decisions. Accounts which are past due are subject to a collections process, monitored in collaboration with the relationship manager by the risk function. Charged-off accounts of the Bank are managed by specialist recovery teams of Recovery Division.

4.4 Concentration Risk

Credit concentration risk in managed within concentration caps set for counterparty or groups of connected counterparty, for industry sector; and for product. Additional targets are set and monitored for concentrations by credit committee. Credit concentrations are monitored by the responsible risk committees in each of the businesses and concentration limits that are material to the Bank are reviewed and approved at least annually by the Board of Directors.

4.5 Credit Risk Mitigation

Potential credit losses from any given account, customer or portfolio are mitigated using a range of tools such as collateral, netting agreements, insurance, and other guarantees. The reliance that can be placed on these mitigates is carefully assessed in light of issues such as legal certainty and enforceability, market valuation correlation and counterparty risk of the guarantor. Risk mitigation policies determine the eligibility of collateral types. Collateral types which are eligible for risk mitigation include; cash, residential, commercial and industrial property; fixed assets such as motor vehicles, plant and machinery, marketable securities, commodities, bank guarantees, and letters of credit. Collateral is valued in accordance with our Methodology for Valuation of Security/Collateral Assets, which prescribes the frequency of valuation for different collateral types, based on the level of price volatility of each type of collateral. Collateral held against impaired loans is maintained at fair value.

Quantitative Disclosures

Distribution of Credit Exposure by Major Types:

Types of Credit Exposure	BDT in Crore	%
Industrial loan	14,928.63	56.83%
Commercial lending	3,229.63	12.29%
Export finance	700.21	2.67%
Import finance	1,492.72	5.68%
Retail loan	1,052.76	4.01%
Agricultural loan	733.42	2.79%
House building	662.04	2.52%
Transport & Communication	401.13	1.53%
Staff loan	178.79	0.68%
Others	2,890.56	11.00%
Total	**26,269.88**	**100.00%**

Geographical Distribution of Credit Exposure:

Division	BDT in Crore	%
Dhaka	20,101.27	76.52%
Chattogram	4,738.18	18.04%
Khulna	507.51	1.93%
Rajshahi	274.66	1.05%
Sylhet	405.54	1.54%
Rangpur	151.32	0.58%
Barisal	27.01	0.10%
Mymensingh	64.37	0.25%
Total	**26,269.88**	**100.00%**

Industry Type Distribution of Exposure:

Types of Credit Exposure	BDT in Crore	%
Agriculture, Fishing and Forestry	561.25	2.14%
RMG	2,051.90	7.81%
Textile (including spinning, knitting, weaving)	2,272.46	8.65%
Food and Allied industries	1,624.55	6.18%
Pharmaceutical	773.73	2.95%
Chemical and Fertilizer	235.08	0.89%
Cement and Ceramic	479.20	1.82%
Ship building and Ship breaking	93.43	0.36%
Jute	259.42	0.99%
Steel engineering	1,687.48	6.42%
Power and Gas	554.51	2.11%
Other manufacturing and extractive industries	7,638.81	29.08%
Trade and Commerce	3,299.87	12.56%
Commercial Real estate	320.14	1.22%
Residential real estate	381.34	1.45%
Services	3,094.84	11.78%
Transport and Communication	411.29	1.57%
Consumer Credit	530.57	2.02%
Miscellaneous	-	0.00%
Total	**26,269.88**	**100.00%**

Residual Contractual Maturity wise Distribution of Exposure:

Particulars	BDT in Crore
On demand	2,977.24
Up to one month	935.17
Over one month but not more than three months	2,706.61
Over three months but not more than one year	7,651.95
Over one year but not more than five years	6,587.13
Above five years	5,411.77
Total	**26,269.88**

Loans & Advances and Provision:

BDT in Crore

Particulars	Loans & Advances	Provision Against Loans & Advances
Total loans and advances	**26,269.88**	**1,126.15**
Un-classified loans & advances	**25,186.30**	**469.57**
Un-classified loans and advances	23,994.45	210.61
Special mention account	1,191.85	52.09
50% of required provision of Tk. 11,84,71,000/- for 2% Reschedule loans & advances/ investments treated as general provision as per B.B Circular		5.92
Special RSC & exit		182.87
Off-shore banking unit		18.08
Classified loans and advances	**1,083.58**	**656.58**
Sub-standard (SS)	133.95	13.92
Doubtful (DF)	225.91	62.81
Bad & loss (BL)	723.72	302.96
50% of required provision of Tk. 11,84,71,000/- for 2% Reschedule loans & advances/investments treated as specific provision as per B.B Circular.		5.92
3rd & 4th rescheduled		114.13
Other Specific provision maintained against loans as per B.B direction		67.79
Specific provision for loans against which writ petition pending & NOC from Bangladesh Bank		89.05
Off-balance sheet Items	**16,367.14**	**130.73**

Gross Non Performing Assets (NPAs):

Particulars	BDT in Crore
Gross non-performing assets (NPAs)	**1,083.58**
Total loans and advances	**26,269.88**
NPAs to outstanding loans & advances (%)	**4.12%**

Movement of Non Performing Assets (NPAs):

Particulars	BDT in Crore
Opening balance	**1,758.90**
Additions	1,927.36
Reductions	2,602.68
Closing balance	**1,083.58**

Movement of Specific Provisions for NPLs:

Particulars	BDT in Crore
Opening balance	**1,453.32**
Add: Provision made against Charges as loan loss	-
Less: Adjustment due to write-off	(989.71)
Less: Waiver during the year	(29.93)
Add: Recoveries of amount previously written off	-
Net charged to profit and loss account during the year	222.90
Closing Balance	**656.58**

5.00 Equities: Disclosures for Banking Book Positions:

Qualitative Disclosures		
The general qualitative disclosure with respect to equity risk, including:		
a)	Differentiation between holdings on which capital gains are expected and those taken under other objectives including for relationship and strategic reasons; and	The main purpose of holding of equity exposure is for capital gain. The Bank holds equity exposure within set rules of Bangladesh Bank. The quoted shares are valued at market price and the unquoted shares are valued at their cost price.
b)	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.	

Quantitative Disclosures

BDT in Crore

Particulars	Cost Price	Market Price
Investment In quoted and Un quoted share	556.38	545.03

Particulars	BDT in Crore
Realized gains	4.18
Unrealized gains	29.86
Unrealized losses	-209.50
Net unrealized gains/(loss)	-179.64
Capital requirement for equity risk (specific & general)	80.93

Capital Requirement as per Grouping of Equity: BDT in Crore

Sector		Capital Charge			
	Cost Price	Market Price	Specific Risk	General Market Risk	Total
Bank	79.26	95.22	7.93	9.52	17.45
Financial Institutions	53.66	27.11	5.37	2.71	8.08
Insurance	7.59	4.30	0.76	0.43	1.19
Fuel & Power	69.72	41.54	6.97	4.15	11.13
Mutual Funds	32.98	17.19	3.30	1.72	5.02
Engineering	26.13	12.02	2.61	1.20	3.81
Pharmaceuticals & Chemicals	47.53	46.24	4.75	4.62	9.38
Textile	2.28	1.61	0.23	0.16	0.39
Information Technology	0.37	0.04	0.04	0.00	0.04
Tannery Industries	2.02	1.53	0.20	0.15	0.35
Telecommunication	12.76	9.66	1.28	0.97	2.24
Food & Allied	42.22	27.29	4.22	2.73	6.95
Travel & Leisure	108.00	25.30	10.80	2.53	13.33
Cement	7.19	2.86	0.72	0.29	1.00
Miscellaneous	2.51	3.15	0.25	0.31	0.57
Total	**494.19**	**315.07**	**49.42**	**31.51**	**80.93**

6.00 Interest Rate Risk in the Banking Book (IRRBB):

Qualitative Disclosures

	The general qualitative disclosure requirement including the nature of IRRBB and key assumptions, including assumptions regarding loan repayments and behavior of non-maturity deposits, and frequency of IRRBB measurement.	Interest Rate in the Banking Book reflects the shocks to the financial position of the bank including potential loss that the Bank may face in the event of adverse change in market interest rate. This has an impact on earnings of the bank through Net Interest Earnings as well as on Market Value of Equity or net worth. Thus this risk would have an impact on both earning potential and economic value of the Bank. The Bank uses Duration Gap Analysis (DGA) for deriving value of capital requirement for interest rate risk. The Bank ensures that interest rate risk is not included within the market risk. The Bank has calculated the rate sensitive assets and liabilities with maturity up to 12 months bucket and applied the sensitivity analysis to measure the level of interest rate shock on its capital adequacy.

Quantitative Disclosures

a) 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).

BDT in Crore

Particulars	Up to 3 months	3-6 months	6-12 months
Rate sensitive assets (RSA)	10,983.70	3,390.96	2,988.10
Rate sensitive liabilities (RSL)	9,645.04	3,248.61	3,955.38
Gap (RSA-RSL)	1,338.66	142.35	-967.28

Interest Rate Shock on Capital	BDT in Crore
Total regulatory capital	3,990.44
Total risk weighted assets (RWA)	25,679.09
Capital to risk weighted asset ratio (CRAR)	15.54%

	BDT in Crore (where applicable)		
Assumed decrease in interest Rate	1%	2%	3%
Change in market value of equity	297.33	594.67	892.00
Capital after shock	3926.77	3629.43	3332.10
CRAR after shock	15.37%	14.21%	13.04%
Decrease in CRAR	0.17%	1.33%	2.50%

7.00 Market Risk:

Qualitative Disclosures

Market risk is a trading book concept. It may be defined as the risk of losses in on and off-balance sheet positions arising from movements in market prices. The market risk positions subject to the risks pertaining to interest rate related instruments & equities in the trading book and foreign exchange risk & commodities risk throughout the Bank. This signifies the risk of loss due to decrease in market portfolio arising out of market risk factors. It may be mentioned that the Bank considers Interest Rate Risk on Banking Book separately.

a)	Views of Board of Directors on trading/ investment activities;	The Board approves all policies related to market risk, sets limit and reviews compliance on a regular basis. The objective is to provide cost effective funding last year to finance asset growth and trade related transaction.
b)	Methods used to measure Market Risk;	Standardized (rule based) approach is used to measure the market risk of the Bank whereas for interest rate risk and equity risk both General and specific risk factors are applied for calculating capital charge and for foreign exchange and commodities only general risk factor is applied.

Qualitative Disclosures		
c)	Market Risk Management system;	The duties of managing the market risk including liquidity, interest rate and foreign exchange risk lies with the Treasury Division under the supervision of ALCO. The ALCO is comprised of senior executives of the Bank, who meets at least once in a month. The committee evaluates the current position of the bank and gives direction to mitigate the market risk exposure to a minimum level.
d)	Policies and processes for mitigating market risk;	There are approved limits for Market risk related instruments both on-balance sheet and off-balance sheet items. The limits are monitored and enforced on a regular basis to protect against market risk. The exchange rate committee of the Bank meets on a daily basis to review the prevailing market condition, exchange rate, forex position and transactions to mitigate foreign exchange risks.

Quantitative Disclosures

Capital Charges for Market Risk	BDT in Crore
Interest Rate Related instruments	46.98
Equities	63.01
Foreign Exchange Position	19.50
Commodities	0.00
Total	**129.49**

8.00 Operational Risk:

Qualitative Disclosures

Operational Risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. Recognizing the importance of information technology in banking business, the Bank has considered information technology risk as an independent risk.

a)	Views of Board of Directors on system to reduce Operational Risk;	The policy for operational risks including internal control and compliance risk is approved by the Board in line with the relevant guidelines of Bangladesh Bank. Audit Committee of the Board directly oversees the activities of Internal Control and Compliance Division to protect against all operational risks. As a part of continuous surveillance, the Senior Management Team (SMT), Risk Management Division regularly reviews different aspects of operational risk. The analytical assessment was reported to the Board/ Risk Management Committee/ Audit Committee of the Bank for review and formulating appropriate policies, tools & techniques for mitigating operational risk.
b)	Performance gap of executives and staffs;	The Bank identifies the loop holes among the effectiveness of the employees and executives, these loop holes are removed by arranging appropriate training programs, offering competitive packages and providing best working environment. In this process, the Bank kept the performance gap of executives and staffs to a minimum level.
c)	Potential external event;	No potential external event is expected to expose the Bank to significant operational risk. The Bank has a separate Operational Risk Policy addressing specific issues involving Operational Risk.
d)	Policies and processes for mitigating operational risk;	Operational Risk is inherent in every business organization and covers a wide spectrum of issues. In order to mitigate this, internal control and internal audit systems are used as the primary means. NCC Bank PLC manages this risk through a control based environment in which processes are documented, authorization is independent and transactions are reconciled and monitored. This is supported by an independent program of periodic reviews undertaken by internal audit, and by monitoring external operational risk events, which ensure that the bank stays in line with industry best practice and takes account of lessons learned from publicized operational failures within the financial services industry.

		NCC Bank PLC has operational risk management process which explains how the bank manages its operational risk by identifying, assessing, monitoring, controlling and mitigating the risk, rectifying operational risk events, and implementing any additional procedures required for compliance with Bangladesh Bank's requirements. Operational risk management responsibility is assigned to different level of management within the business operation. Information systems are used to record the identification and assessment of operational risks and to generate appropriate regular management reporting. Risk assessment incorporates a regular review of identified risks to monitor significant changes.
e)	Approach for calculating capital charge for operational risk;	Basic Indicator Approach is used to measure Operational Risk where capital charge is 15% on last three years average positive gross income of the Bank.

Quantitative Disclosures

Capital Charges for Operational Risk BDT in crore

Basis	Operational Risk	2023	2024	2025	Capital Charge
Solo	Gross Income	1,204.73	1,621.00	1563.17	**219.44**
Consolidated	Gross Income	1,161.87	1646.00	1564.54	**218.61**

9.00 Leverage Ratio:

Qualitative Disclosures		
a)	Views of Board of Directors on system to reduce Liquidity Risk;	The Leverage Ratio is a non-risk based measure introduced to monitor and build-up of leverage on credit institutions balance sheets aiming at containing the cyclicality of lending. It is calibrated to act as a credible supplementary measure to the risk based capital requirements. The leverage ratio is calculated by dividing Tier 1 capital by assets (both on and off-balance sheet items). The policy for Leverage Ratio including off and on balance sheet exposure and capital related policy. The Bank has a well structured delegation and sub-delegation of credit approval authority for ensuring good governance and better control in credit approval system. The Board of Directors and its Executive Committee hold the supreme authority for any credit approval in line with the credit committee consisting of the senior management of the bank.
b)	Policies and processes for managing excessive on and off-balance sheet leverage;	NCC Bank PLC has policies and processes in place for the identification, management and monitoring of the risk of excessive leverage. NCCBPLC maintains the leverage ratio above the regulatory limit as a part of the Bank's risk appetite framework.
c)	Approach for calculating exposure;	In order to measure the exposure consistently with financial accounts, the following approaches are applied by the bank: • On-balance sheet, non-derivative exposures are net of specific provisions and valuation adjustments (e.g. surplus/deficit on Available for Sale (AFS)/ Held-for-trading (HFT) positions). • Physical or financial collateral, guarantee or credit risk mitigation purchased is not allowed to reduce on-balance sheet exposure. • Netting of loans and deposits is not allowed A minimum Tier-1 leverage ratio of 3% is being prescribed by Bangladesh Bank both at solo and consolidated basis. The Bank maintains leverage ratio on quarterly basis. The status of leverage ratio at the end of each calendar quarter is submitted to Bangladesh Bank showing the average of the month based on capital and total exposure. The formula of Leverage Ratio is as under: $\text{Leverage Ratio} = \frac{\text{Tire-1 Capital (after related deductions)}}{\text{Total Exposure (after related deductions)}}$

Quantitative Disclosures

BDT in Crore

Particulars	Solo	Consolidated
Tier 1 Capital*	**3,150.14**	**3,153.97**
On Balance Sheet Exposure	39,226.33	39,275.36
Off-Balance Sheet Exposure	8,068.94	8,068.94
Total Deductions from On and Off-Balance Sheet Exposure/ Regulatory adjustments made to Tier 1 capital	266.81	266.94
Total Exposure	**47,028.45**	**47,077.35**
Leverage Ratio	**6.70%**	**6.70%**
*Considering all regulatory adjustments		

10.00 Liquidity Ratio:

Qualitative Disclosures		
a)	Views of BOD on system to reduce liquidity Risk;	As per the BRPD Circular no. 18 dated 21 December 2014, Bangladesh Bank has strengthened the liquidity framework by developing two minimum standards for funding liquidity. These standards have been developed to achieve two separate but complementary objectives. The first objective is to promote short-term resilience of a bank's liquidity risk profile by ensuring that it has sufficient high quality liquid resources to survive an acute stress scenario lasting for one month. Liquidity Coverage Ratio (LCR) addresses this Objective. The second objective is to promote resilience over a longer time horizon by creating additional incentives for a bank to fund its activities with more stable sources of funding on an ongoing structural basis. The Net Stable Funding Ratio (NSFR) has a time horizon of one year and has been developed to provide a sustainable maturity structure of assets and liabilities.
b)	Methods used to measure Liquidity Risk;	Liquidity measurement involves assessing all of a bank's cash inflows against its outflows to identify the potential for any net shortfalls including funding requirements for off-balance sheet commitments. An important aspect of measuring liquidity is making assumptions about future funding needs, both in the very short-term and for long time periods. Another important factor is the ability to access funds readily and at reasonable terms. Several key liquidity risk indicators monitored on a regular basis to ensure healthy liquidity position are as follows: • Cash Reserve Ratio (CRR) • Statutory Liquidity Requirement (SLR) • Credit Deposit Ratio (CDR) • Liquidity Coverage Ratio (LCR) • Net Stable Funding Ratio (NSFR) • Structural Liquidity Profile (SLP) • Maximum Cumulative Outflow (MCO) • Medium Term Funding Ratio (MTFR) • Liquid Asset to Total Deposit Ratio (LATDR) • Liquid Asset to Short Term Liabilities (LASTL) etc.

Qualitative Disclosures		
c)	Liquidity Risk management system;	NCCBPLC maintains diversified and stable funding base comprising of core retail, corporate and institutional deposits to manage liquidity risk. The prime responsibility of the liquidity risk management of the Bank lies with Treasury Division under the supervision of ALCO, which maintains liquidity based on current liquidity position, anticipated future funding requirement, sources of fund, options for reducing funding needs, present and anticipated asset quality, present and future earning capacity, present and planned capital position etc. The intensity and sophistication of liquidity risk management process depend on the nature, size and complexity of a bank's activities. Sound liquidity risk management employed in measuring, monitoring and controlling liquidity risk is critical to the viability of the bank. The ALCO, which meets at least once in a month, is responsible for managing and controlling liquidity of the Bank. Treasury front office closely monitors and controls liquidity requirements on daily basis by appropriate coordination of funding activities and they are primarily responsible for management of liquidity in the Bank. A monthly projection of fund flows is reviewed in ALCO meeting regularly.
d)	Policies and processes for mitigating Liquidity Risk;	In order to develop a comprehensive liquidity risk management framework, the Bank has a Board approved Contingency Funding Plan (CFP). A set of policies and procedures that serves as a blueprint for the Bank to meet its funding needs in a timely manner and at a reasonable cost. In this sense, a Contingency Funding Plan (CFP) is an extension of ongoing liquidity management and formalizes the objectives of liquidity management by ensuring: a. Maintenance of a reasonable amount of liquid assets; b. Measurement and projection of funding requirements and c. Management of access to funding sources. CFP also provides directions for plausible actions in distress and emergency situations. In case of a sudden liquidity stress, it is important for the Bank to be seemed organized and efficient to meet its obligations to the stakeholders. Maturity ladder of cash inflows and outflows are effective tool to determine a bank's cash position. A maturity ladder estimates a banks cash inflows and outflows and thus net deficit or surplus (GAP) on a day to day basis and different buckets (e.g. 2-7 days, 1 month, 1-3 months, 3-12 months, 1-5 years and over 5 years).
Quantitative Disclosures		
a)	Liquidity Coverage Ratio (LCR) liquid	Liquidity Coverage Ratio (LCR) is a new liquidity standard built on the methodologies of traditional liquidity coverage ratio used by banks to assess exposure to contingent liquidity events. LCR aims to ensure that a bank maintains an adequate level of unencumbered, high-quality liquid assets that can be converted into cash to meet its liquidity needs for 30 calendar days. $$\text{LCR} = \frac{\text{Stock of high quality liquid assets}}{\text{Total net cash outflows over the next 30 calender days}}$$ The minimum standard for LCR is greater than or equal to 100. However, the bank's status as on 31 December 2025 in this ratio is as follows:

BDT in crore

Particulars	Regulatory Standard	31 December 2025
Total stock of high quality liquid assets	Greater than or equal to 100%	10,774.89
Total net cash outflows over the next 30 calendar days		8,815.39
Liquidity Coverage Ratio (LCR)		122.23%

Quantitative Disclosures		
b)	Net Stable Funding Ratio (NSFR)	Net Stable Funding Ratio (NSFR) is another new liquidity standard introduced by the Basel Committee. The NSFR aims to limit over-reliance on short-term wholesale funding during times of abundant market liquidity and encourage better assessment of liquidity risk across all on and off-balance sheet items. The minimum acceptable value of this ratio is 100 percent, indicating that Available Stable Funding (ASF) should be at least equal to Required Stable Funding (RSF). ASF consists of various kinds of liabilities and capital with percentage weights attached given their perceived stability. RSF consists of assets and off-balance sheet items, also with percentage weights attached given the degree to which they are illiquid or long-term and therefore require stable funding. The time horizon of the NSFR is one year, like the LCA, the NSFR calculations assume a stressed environment. The status of Net Stable Funding Ratio (NSFR) as on 31 December 2025 is as under:

BDT in crore

Particulars	Regulatory Standard	31 December 2025
Available amount of stable funding (ASF)	Greater than 100%	26,474.56
Required amount of stable funding (RSF)		24,912.99
Net Stable Funding Ratio (NSFR)		106.27%

11.00 Remuneration:

Qualitative Disclosures		
a)	Information relating to the bodies that oversee remuneration;	Managing Director, Senior Management Team (SMT) & Head of Human Resources Division govern the remuneration related policies and practices in alignment of the Bank's short & long term objectives. They plays an independent role, operating as an overseer; and if required, makes recommendation to the Board of Directors of the Bank for its consideration and final approval for any remuneration related policy. The main work includes presenting recommendations to the Board regarding remuneration, compensation packages of senior management, incentive schemes and retirement benefits. They also assist the Board of Directors to ensure that all employees are remunerated fairly and get performance based compensation by ensuring effective remuneration policy, procedures and practices aligned with the Banks' strategy and applied consistency for all employee levels.
b)	Information relating to the design and structure of remuneration processes;	NCCBPLC has a flexible compensation and benefits system that helps to ensure pay equity is linked with performance that is understood by employees, and keeps in touch with employee desires and what's converted in the market, while maintaining a balance with the business affordability. The compensation and benefits are regularly reviewed through market and peer group study. The well-crafted total rewards help the Bank to attract, motivate and retain talent that produces desired business results. The structure and level of remuneration are reviewed time to time based on Bank's business performance and affordability. Other than the regular monthly payments and a good number of allowances, NCCBPLC has variety of market-competitive benefits schemes. The various cash and non-cash benefits include; Bank provided chauffeured car facility for top level executives, car maintenance allowance, leave fare assistance, employee car loan facility, house building loan facility, festival bonus etc. NCCBPLC also provides long term as well as retirement benefits to employees, like leave encashment, provident fund, benefit under gratuity & superannuation fund etc. The overall objective of the Bank's remuneration policy is to establish a framework for attracting, retaining and motivating employees, and creating incentives for delivering long-term performance within established risk limits.

Qualitative Disclosures		
c)	Description of the ways in which current and future risks are taken into account in the remuneration processes;	The business risk including credit/default risk, compliance & reputational risk are mostly considered when implementing the remuneration measures for each employee/group of employee. Financial and liquidity risk are also considered. Different set of measures are in practice based on the nature & type of business lines/segments etc. These measures are primarily focused on the business target/goals set for each area of operation, branch vis-à-vis the actual results achieved as of the reporting date. The most vital tools & indicators used for measuring the risks are the asset quality (NPL ratio), Net Interest Margin (NIM), provision coverage ratio, credit deposit ratio, cost-income ratio, growth of net profit, as well the non-financial indicators, namely, the compliance status with the regulatory norms, instructions has been brought to all concerned of the Bank from time to time. While evaluating the performance of each employee annually, all the financial and non-financial indicators as per pre-determined set criteria are considered; and accordingly the result of the performance varies from one to another and thus affect the remuneration as well. No material change has been made during the year 2023 that could the affect the remuneration.
d)	Description of the ways in which the bank seeks to link performance during a performance measurement period with levels of remuneration;	The Board sets the Key Performance Indicators (KPIs) for the senior management while approving the business target/budget for each year for the Bank and business lines/segments. The management sets the appropriate tools, techniques and strategic planning (with due concurrence/approval of the Board) towards achieving those targets. The most common KPIs are the achievement of loan, deposit and profit target with the threshold of NPL ratio, cost-income ratio, cost of fund, yield on loans, provision coverage ratio, capital to risk weighted asset ratio (CRAR), ROE, ROA, liquidity position (maintenance of CRR and SLR) etc.
e)	Description of the ways in which the bank seek to adjust remuneration to take account of longer-term performance;	The Bank pays variable remuneration i.e. annual increment based on the yearly performance rating on cash basis with the monthly pay. While the value of longer term variable part of remuneration i.e. the amount of Provident Fund, Gratuity Fund, Superannuation Fund are made provision on aggregate /individual employee basis; actual payment is made upon retirement, resignation etc. as the case may be, as per rule.
f)	Description of the different forms of variable remuneration that the bank utilizes and the rationale for using these different forms;	**A summary of Short-term and Long-term compensation plan are as follows:** Total Compensation = Fixed Pay (Salary) + Variable Pay (Bonus) + Variable Pay (Long term incentive). **Form of variable remuneration offered by NCC Bank:** **Cash Form:** **Short-Term Incentive/Rewards** 1. Yearly fixed and incentive bonus; 2. Yearly increment; 3. Business accomplishment financial award; 4. Car fuel and car maintenance allowance for executives; 5. Cash risk allowance for cashier; 6. Charge allowance for branch manager. **Long-Term Incentive/Rewards** 1. Provident fund; 2. Gratuity; 3. Superannuation fund; 4. Employee house building loan with minimum interest rate; 5. Provident fund loan with minimum interest rate; 6. Periodically salary review (enhancement) 7. Furniture allowance for executives; **Non-Cash Form:** **Short-Term Incentives/Rewards:** Accelerate promotion for top talents; **Long-Term Incentives/Rewards:** Foreign training award;

<table>
<tr><th colspan="3">Quantitative Disclosures</th></tr>
<tr><td>g)</td><td>Number of meetings held by the main body overseeing remuneration during the financial year and remuneration paid to its member;</td><td>Meeting regarding overseeing the remuneration was held on need basis. No additional remuneration was paid for such meeting.</td></tr>
<tr><td>h)</td><td>i) Number of employees having received a variable remuneration award during the financial year;</td><td>Nil</td></tr>
<tr><td></td><td>ii) Number and total amount of guaranteed bonuses awarded during the financial year;</td><td>Nil</td></tr>
<tr><td></td><td>iii) Number and total amount of sign-on awards made during the financial year;</td><td>Nil</td></tr>
<tr><td></td><td>iv) Number and total amount of severance payments made during the financial year;</td><td>Details of severance payments during the year 2025 are appended below:
<table><tr><th>Type of Severance Payment</th><th>Nos. of employee</th><th>BDT in crore</th></tr><tr><td>Leave encashment</td><td>132</td><td>1.66</td></tr><tr><td>Superannuation fund</td><td>82</td><td>1.87</td></tr></table></td></tr>
<tr><td>i)</td><td>i) Total amount of outstanding deferred remuneration, split into cash, shares and share-linked instruments and other forms;</td><td>Nil</td></tr>
<tr><td></td><td>ii) Total amount of deferred remuneration paid out in the financial year;</td><td>Amount of deferred remuneration paid during the year: Tk. 17.80 crore.</td></tr>
<tr><td>j)</td><td>Breakdown of amount of remuneration awards for the financial year to show:</td><td>Fixed and variable remuneration paid in 2025 are as follows:
<table><tr><th>Particulars</th><th>BDT in crore</th></tr><tr><td>Basic salary</td><td>164.32</td></tr><tr><td>House rent allowances</td><td>71.78</td></tr><tr><td>Other allowances</td><td>73.68</td></tr><tr><td>Festival bonus</td><td>29.86</td></tr><tr><td>Provident fund contribution</td><td>15.92</td></tr><tr><td>Performance bonus</td><td>48.15</td></tr><tr><td>Total</td><td>403.71</td></tr></table>Deferred and non-deferred:

Deferred paid during the year 2025: Tk. 17.80 crore.
Non-deferred paid during the year 2025: Nil

Different forms used (cash, shares and share linked instruments, other forms): All the remunerations have provided in the form of cash through Bank Account.</td></tr>
</table>

Quantitative Disclosures		
k)	Quantitative information about employees' exposure to implicit (e.g. fluctuations in the value of shares or performance units) and explicit adjustments (e.g. claw backs or similar reversals or downward revaluations of awards) of deferred remuneration and retained remuneration	
	i)Total amount of outstanding deferred remuneration and retained remuneration exposed to ex post explicit and/or implicit adjustments;	Nil
	ii) Total amount of reductions during the financial year due to ex post explicit adjustments;	Nil
	iii)Total amount of reductions during the financial year due to ex post implicit adjustments;	Nil

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কার্ড এক, সুবিধা অনেক



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Corporate **Governance**



Certificate on Compliance of Conditions of **Corporate Governance to the Shareholders**

of National Credit and Commerce Bank PLC.

For the year ended 2025

Annexure-B

[(Certificate as per condition No. 1(5) (xxvii)]

Report to the Shareholders of National Credit and Commerce Bank PLC. on compliance on the Corporate Governance Code
For the year ended on 31st December 2025

We have examined the compliance status to the Corporate Governance Code by National Credit and Commerce Bank PLC. for the year ended on December 31, 2025. This Code relates to the Notification No. BSEC/CMRRCD/2006.-158/207/Admin/80 dated June 03, 2018 of the Bangladesh Securities and Exchange Commission.

Such compliance with the Corporate Governance Code is the responsibility of the Company. Our examination was limited to the procedures and implementation thereof as adopted by the Management in ensuring compliance to the conditions of the Corporate Governance Code.

This is a scrutiny and verification and an independent audit on compliance of the conditions of the Corporate Governance Code as well as the provisions of relevant Bangladesh Secretarial Standards (BSS) as adopted by Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any condition of this Corporate Governance Code.

We state that we have obtained all the information and explanations, which we have required, and after due scrutiny and verification thereof, we report that, in our opinion:

(a) The company has complied with the conditions of the Corporate Governance Code as stipulated in the above-mentioned Corporate Governance Code issued by the Commission;

(b) The company has complied with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institution of Chartered Secretaries of Bangladesh (ICSB) as required by this code;

(c) Proper books and records have been kept by the company as required under the Companies Act, 1994, the securities laws and other relevant laws; and

(d) The Governance of the company is highly satisfactory.

Signed for & on behalf of
Ahsan Manzur & Co.
Chartered Accountants
Firm Registration No. With FRC: CAF- 001-127



Md. Raghib Ahsan, FCA
Managing Partner
Enrolment: #689

Place: Dhaka
Date: 05 May 2026

Compliance Status on BSEC Notification
On Corporate Governance

Annexure-C

[(As per condition No. 1(5) (xxvii)]

The Bangladesh Securities and Exchange Commission (BSEC) issued a Corporate Governance Code in 2018 which is being followed by the banks on 'Comply' basis. Status of compliance by National Credit and Commerce Bank PLC. with the said CG code issued by BSEC through Notification No.SEC/CMRRCD/2006-158/207/Admin/80 dated 03 June 2018 issued under the Section 2CC of the Securities and Exchange Ordinance, 1969 is as follows:

(Report under Condition No. 9.00)

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1.	**Board of Directors**			
1(1)	**Size of the Board of Directors**: The total number of members of a company's Board of Directors (hereinafter referred to as "Board") shall not be less than 5 (five) and more than 20 (twenty).	√		As on 31.12.2025, NCC Bank has 13 (thirteen) Directors.
1(2)	**Independent Directors**			
1(2) (a)	At least 2(two) directors or one-fifth (1/5) of the total number of directors in the company's Board, whichever is higher, shall be independent directors; any fraction shall be considered to the next integer or whole number for calculating number of independent director(s): Provided that the Board shall appoint at least 1(one) female independent director in the Board of Directors of the company.		√	The Board of Directors consists of 13 (thirteen) members including 02 (two) Independent Directors without having any female Independent Director. It is noted that as per Bank Company Act, 1991 (amended up to 2023), Section-15(9), if the number of Directors is less than 20 (twenty) then number of independent director(s) shall not less than 2(two). As per BSEC Notification No. BSEC/CMRRCD/2006-158/207-Admin/80 dated 3 June 2018 para 1 (2)(a), at least 2(two) directors or one-fifth (1/5) of the total number of directors in the company's Board, whichever is higher, shall be independent directors; any fraction shall be considered to the next integer or whole number for calculating number of independent director(s). In case of NCC Bank, the required number of Independent Director is 02(two) as per the Bank Company Act, 1991.
1(2) (b)	Without contravention of any provision of any other laws, for the purpose of this clause, an "independent director" means a director-			

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(2) (b) (i)	who either does not hold any share in the company or holds less than one percent (1%) shares of the total paid-up shares of the company;	√		None of the Independent Directors holds any share of the Bank.
1(2) (b) (ii)	who is not a sponsor of the company or is not connected with the company's any sponsor or director or nominated director or shareholder of the company or any of its associates, sister concerns, subsidiaries and parents or holding entities who holds one percent (1%) or more shares of the total paid-up shares of the company on the basis of family relationship and his or her family members also shall not hold above mentioned shares in the company;	√		-
1(2) (b) (iii)	who has not been an executive of the company in immediately preceding 2 (two) financial years;	√		-
1(2) (b) (iv)	who does not have any other relationship, whether pecuniary or otherwise, with the company or its subsidiary or associated companies;	√		-
1(2) (b) (v)	who is not a member or TREC (Trading Right Entitlement Certificate) holder, director or officer of any stock exchange;	√		-
1(2) (b) (vi)	who is not a shareholder, director excepting independent director or officer of any member or the holder of stock exchange or an intermediary of the capital market;	√		-
1(2) (b) (vii)	who is not a partner or an executive or was not a partner or an executive during the preceding 3 (three) years of the concerned company's statutory audit firm or audit firm engaged in internal audit services or audit firm conducting special audit or professional certifying compliance of this Code;	√		-
1(2) (b) (viii)	Who is not independent director in more than 5 (five) listed companies.	√		As per declaration of Independent Directors, other than NCC Bank, Mr. Meer Sajed Ul-Basher, FCA and Mr. Md. Amirul Islam, FCS, FCA are not holding the position of office of the independent director in any listed company.

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(2) (b) (ix)	who has not been reported as a defaulter in the latest Credit Information Bureau (CIB) report of Bangladesh Bank for nonpayment of any loan or advance or obligation to a bank or a financial institution; and	√		-
1(2) (b) (x)	who has not been convicted for a criminal offence involving moral turpitude.	√		-
1(2) (c)	The Independent Director(s) shall be appointed by the Board and approved by the Shareholders in the Annual General Meeting (AGM):	√		-
	Board shall appoint the independent director, subject to prior consent of the Commission, after due consideration of the recommendation of the Nomination and Remuneration Committee (NRC) of the company;	√		-
1(2) (d)	The post of independent director(s) cannot remain vacant for more than 90(ninety) days and	√		-
1(2) (e)	The tenure of office of an Independent Director shall be for a period of 3 (three) years which may be extended for 1 (one) tenure only.	√		-
1(3)	**Qualification of Independent Director: -**			
1(3) (a)	Independent director shall be a knowledgeable individual with integrity who is able to ensure compliance with financial laws, regulatory requirements and corporate laws and can make meaningful contribution to the business;	√		The qualification and background of the independent directors are commensurate to the requirements of the position and are stated in BRPD Circular No. 03 dated 14 February 2024.
1(3) (b)	**Independent Director shall have following Qualification.**			
1(3) (b) (i)	Business Leader who is or was a promoter or director of an unlisted company having minimum paid-up capital of Tk.100.00 million or any listed company or a member of any national or international chamber of commerce or registered business association; or			N/A

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(3) (b) (ii)	Corporate Leader who is or was a top-level executive not lower than Chief Executive Officer or Managing Director or Deputy Managing Director or Chief Financial Officer or Head of Finance or Accounts or Company Secretary or Head of Internal Audit and Compliance or Head of Legal Service or a candidate with equivalent position of an unlisted company having minimum paid-up capital of Tk. 100.00 million or of a listed company; or			N/A
1(3) (b) (iii)	Former or existing official of government or statutory or autonomous or regulatory body in the position not below 5th Grade of the national pay scale, who has at least educational background of bachelor degree in economics or commerce or business or Law: Provided that in case of appointment of existing official as independent director, it requires clearance from the organization where he or she is in service; or			N/A
1(3) (b) (iv)	University Teacher who has educational background in Economics or Commerce or Business Studies or Law; or			N/A
1(3) (b) (v)	Professional who is or was an advocate practicing at least in the High Court Division of Bangladesh Supreme Court or a Chartered Accountant or Cost and Management Accountant or Chartered Financial Analyst or Chartered Certified Accountant or Certified Public Accountant or Chartered Management Accountant or Chartered Secretary or equivalent qualification;	√		Mr. Meer Sajed Ul-Basher, FCA is a Chartered Accountant and Fellow member of the Institute of Chartered Accountants of Bangladesh (ICAB). Mr. Md. Amirul Islam, FCS, FCA is a Chartered Secretary and Chartered Accountant and Fellow member of the Institute of Chartered Secretaries of Bangladesh (ICSB) as well as Institute of Chartered Accountants of Bangladesh (ICAB).
1(3) (c)	The Independent Director(s)shall have at least 10 (ten) years of experiences in any field mentioned in clause (b);	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(3) (d)	In special cases, the above qualification or experiences may be relaxed subject to prior approval of the commission.			N/A
1(4)	**Duality of Chairperson of the Board of Directors and Managing Director or Chief Executive Officer: -**			
1(4) (a)	The positions of the Chairperson of the Board and the Managing Director (MD) and/or Chief Executive Officer (CEO) of the company shall be filled by different individuals;	√		-
1(4) (b)	The Managing Director (MD) and/or Chief Executive Officer (CEO) of a listed company shall not hold the same position in another listed company;	√		-
1(4) (c)	The Chairperson of the Board shall be elected from among the non-executive directors of the company;	√		-
1(4) (d)	The Board shall clearly define respective roles and responsibilities of the Chairperson and the Managing Director and/or Chief Executive Officer;	√		-
1(4) (e)	In the absence of the Chairperson of the Board, the remaining members may elect one of themselves from non-executive directors as Chairperson for that particular Board's meeting; the reason of absence of the regular Chairperson shall be duly recorded in the minutes.			N/A
1(5)	**Directors' Report to Shareholders: -**			
1(5) (i)	An industry outlook and possible future developments in the industry;	√		-
1(5) (ii)	The segment-wise or product-wise performance;	√		Please refer to Annexure-M and Business Review Section.
1(5) (iii)	Risks and concerns including internal and external risk factors, threat to sustainability and negative impact on environment, if any;	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(5) (iv)	A discussion on Cost of Goods sold, Gross Profit Margin and Net Profit Margin, where applicable;	√		-
1(5) (v)	A discussion on continuity of any extraordinary activities and their implications (gain or loss);	√		NCC Bank does not have such gain or loss.
1(5) (vi)	A detailed discussion on related party transactions along with a statement showing amount, nature of related party, nature of transactions and basis of transactions of all related party transactions;	√		Please refer to Annexure I of the FS.
1(5) (vii)	A statement of utilization of proceeds raised through public issues, rights issues and/or any other instruments;	√		No such events have occurred during the year.
1(5) (viii)	An explanation if the financial results deteriorate after the company goes for Initial Public Offering (IPO), Repeat Public Offering (RPO), Rights Share Offer, Direct Listing, etc.;			N/A
1(5) (ix)	An explanation on any significant variance that occurs between Quarterly Financial performances and Annual Financial Statements;			-
1(5) (x)	A statement of remuneration paid to the directors including independent directors;	√		Please refer to Note 35 of FS.
1(5) (xi)	A statement that the financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its operations, cash flows and changes in equity;	√		-
1(5) (xii)	A statement that proper books of account of the issuer company have been maintained;	√		-
1(5) (xiii)	A statement that appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgment;	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(5) (xiv)	A statement that International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there from has been adequately disclosed;	√		Please refer to Note 2.1 of FS.
1(5) (xv)	A statement that the system of internal control is sound in design and has been effectively implemented and monitored;	√		Please refer to Directors' Responsibility Statement
1(5) (xvi)	A statement that minority shareholders have been protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly and have effective means of redress;	√		-
1(5) (xvii)	A statement that there is no significant doubt upon the issuer company's ability to continue as a going concern, if the issuer company is not considered to be a going concern, the fact along with reasons there of shall be disclosed;	√		Please refer to Note 2.2 of FS.
1(5) (xviii)	An explanation that significant deviations from the last year's operating results of the issuer company shall be highlighted and the reasons thereof shall be explained;	√		-
1(5) (xix)	A statement where key operating and financial data of at least preceding 5 (five) years shall be summarized;	√		Please refer to Five Years Performance at a Glance of the FS
1(5) (xx)	An explanation on the reasons if the issuer company has not declared dividend (cash or stock) for the year;			N/A
1(5) (xxi)	Board's statement to the effect that no bonus share or stock dividend has been or shall be declared as interim dividend;			N/A

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(5) (xxii)	The total number of Board meetings held during the year and attendance by each director.	√		Please refer to Compliance Report on BSEC's Notification
1(5) (xxiii)	**A report on the pattern of shareholding disclosing the aggregate number of shares (along with name-wise details where stated below) held by:**			
1(5) (xxiii) (a)	Parent or Subsidiary or Associated Companies and other related parties (name wise details);	√		-
1(5) (xxiii) (b)	Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and their spouses and minor children (name wise details);	√		Please refer to the Pattern of Shareholding of NCC Bank PLC.
1(5) (xxiii) (c)	Executives (top five salaried employees of the company, other than the Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer and Head of Internal Audit);	√		Please refer to the Pattern of Shareholding of NCC Bank PLC.
1(5) (xxiii) (d)	Shareholders holding ten percent (10%) or more voting interest in the company (name-wise details);	√		Please refer to the Pattern of Shareholding of NCC Bank PLC.
1(5) (xxiv)	**In case of the appointment or re-appointment of a Director a disclosure on the following information to the Shareholders:**			
1(5) (xxiv) (a)	a brief resume of the Director;	√		Please refer to the Director's Profile of the Annual Report.
1(5) (xxiv) (b)	Nature of his/her expertise in specific functional areas; and	√		Please refer to the Director's Profile of the Annual Report.
1(5) (xxiv) (c)	Names of companies in which the person also holds the directorship and the membership of committees of the board.	√		Please refer to the Annexure-H.
1(5) (xxv)	**A Management's Discussion and Analysis signed by CEO or MD presenting detailed analysis of the company's position and operations along with a brief discussion of changes in the financial statements, among others, focusing on:**			
1(5) (xxv) (a)	accounting policies and estimation for preparation of financial statements;	√		Please refer to Note 2 of FS.
1(5) (xxv) (b)	changes in accounting policies and estimation, if any, clearly describing the effect on financial performance or results and financial position as well as cash flows in absolute figure for such changes;	√		Please refer to Note 2 of FS.

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(5) (xxv) (c)	comparative analysis (including effects of inflation) of financial performance or results and financial position as well as cash flows for current financial year with immediate preceding five years explaining reasons thereof;	√		-
1(5) (xxv) (d)	compare such financial performance or results and financial position as well as cash flows with the peer industry scenario;	√		-
1(5) (xxv) (e)	briefly explain the financial and economic scenario of the country and the globe;	√		-
1(5) (xxv) (f)	risks and concerns issues related to the financial statements, explaining such risk and concerns mitigation plan of the company; and	√		-
1(5) (xxv) (g)	future plan or projection or forecast for company's operation, performance and financial position, with justification thereof, i.e., actual position shall be explained to the shareholders in the next AGM;	√		-
1(5) (xxvi)	Declaration or certification by the CEO and the CFO to the Board as required under condition No. 3(3) shall be disclosed as per Annexure-A; and	√		Please refer to Page 246 of FS
1(5) (xxvii)	The report as well as certificate regarding compliance of conditions of this Code as required under condition No. 9 shall be disclosed as per Annexure-B and Annexure-C;	√		-
1(5) (xxviii)	The Directors' report to the shareholders does not require to include the business strategy or technical specification related to products or services, which have business confidentiality.	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
1(6)	**Meetings of the Board of Directors**			
	The company shall conduct its Board meetings and record the minutes of the meetings as well as keep required books and records in line with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any condition of this Code.	√		-
1(7)	**Code of Conduct for the Chairperson, other Board members and Chief Executive Officer**			
1(7) (a)	The Board shall lay down a code of conduct, based on the recommendation of the Nomination and Remuneration Committee (NRC) at condition No. 6, for the Chairperson of the Board, other board members and Chief Executive Officer of the company;	√		The Bank has a Code of Conduct approved by the Board in its 434th meeting held on September 17, 2020.
1.7. (b)	The code of conduct as determined by the NRC shall be posted on the website of the company including, among others, prudent conduct and behavior; confidentiality; conflict of interest; compliance with laws, rules and regulations; prohibition of insider trading; relationship with environment, employees, customers and suppliers; and independency.	√		
2	**Governance of Board of Directors of Subsidiary Company**			
2 (a)	Provisions 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;	√		-
2 (b)	At least 1 (one) independent director on the Board of Directors of the holding company shall be a director on the Board of Directors of the subsidiary company;	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
2 (c)	The minutes of the Board meeting of the subsidiary company shall be placed for review at the following Board meeting of the holding company;	√		-
2 (d)	The Minutes of the respective Board meeting of the holding company shall state that they have reviewed the affairs of the Subsidiary Company also;	√		-
2 (e)	The Audit Committee of the holding company shall also review the Financial Statements, in particular the investments made by the Subsidiary Company.	√		-
3.0	**Managing Director (MD) or Chief Executive Officer (CEO), Chief Financial Officer (CFO), Head of Internal Audit and Compliance (HIAC) and Company Secretary (CS)**			
3 (1)	**Appointment**			
3 (1) (a)	The Board shall appoint a Managing Director (MD) or Chief Executive Officer (CEO), a Company Secretary (CS), a Chief Financial Officer (CFO) and a Head of Internal Audit and Compliance (HIAC);	√		-
3 (1) (b)	The positions of the Managing Director (MD) or Chief Executive Officer (CEO), Company Secretary (CS), Chief Financial Officer (CFO) and Head of Internal Audit and Compliance (HIAC) shall be filled by different individuals;	√		-
3 (1) (c)	The MD or CEO, CS, CFO and HIAC of a listed company shall not hold any executive position in any other company at the same time:	√		-
	Provided that CFO or CS of any listed company may be appointed for the same position in any other listed or non-listed company under the same group for reduction of cost or for technical expertise, with prior approval of the Commission:			N/A
	Provided further that the remuneration and perquisites of the said CFO or CS shall be shared by appointing companies proportionately;			N/A

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
3 (1) (d)	The Board shall clearly define respective roles, responsibilities and duties of the CFO, the HIAC and the CS;	√		-
3 (1) (e)	The MD or CEO, CS, CFO and HIAC shall not be removed from their position without approval of the Board as well as immediate dissemination to the Commission and stock exchange(s).	N/A		No such situation arisen in the reporting year.
3(2)	**Requirement to attend Board of Directors' Meetings**			
	The MD or CEO, CS, CFO and HIAC of the company shall attend the meetings of the Board.	√		-
3(3)	**Duties of Managing Director (MD) or Chief Executive Officer (CEO) and Chief Financial Officer (CFO)**			
3(3) (a)	The MD or CEO and CFO shall certify to the Board that they have reviewed financial statements for the year and that to the best of their knowledge and belief:			
3(3) (a) (i)	these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading; and	√		-
3(3) (a) (ii)	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;	√		-
3(3) (b)	The MD or CEO and CFO shall also certify that there are, to the best of knowledge and belief, no transactions entered into by the company during the year which are fraudulent, illegal or in violation of the code of conduct for the company's Board or its members;	√		-
3(3) (c)	The certification of the MD or CEO and CFO shall be disclosed in the Annual Report.	√		Included in this Annual Report.
4	**Board of Directors' Committee:-**			
	For ensuring good governance in the company, the Board shall have at least following sub-committees:			
4 (i)	Audit Committee	√		As on 31 December 2025, the audit committee consists of 05 (five) non-executive directors, including 02 (two) independent directors and one of them is the chairperson of the committee.

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
4 (ii)	Nomination and Remuneration Committee.	√		The NRC was formed in 2019 as per BSEC guideline with the approval of the board in its 417th meeting held on 12 November 2019. However, the NRC has abolished by board in its 457th meeting held on September 30, 2021 with a view to comply with the guideline of Bangladesh Bank vide their letter bearing No. BRPD(R-1)717/2021/5064, dated June 16, 2021. As per decision of the 457th Board meeting held on September 30, 2021, the Banking Regulation and Policy Department of Bangladesh Bank vide their letter bearing No. BRPD(R-1)717/2021/5064, dated June 16, 2021, advised all scheduled banks regarding compliance of conditions of Corporate Governance Code-2018 of Bangladesh Securities and Exchange Commission (BSEC) for formation of Nomination and Remuneration Committee (NRC) of the Board and others that there is no scope to comply with the directives of Corporate Governance Code- 2018 of BSEC which conflicts with the directions/guidelines of Bangladesh Bank and the Bank Company Act, 1991 including formation of the Nomination and Remuneration Committee of the Board. Accordingly, complying with the instruction of Bangladesh Bank, the Board unanimously decided that the existing NRC of the Board is hereby abolished until further directions in this regard. Further, Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024 has guided the banks that for ensuring good governance, henceforth the Audit Committee of the Board of a banking company will perform the stipulated duties and responsibilities of the Nomination and Remuneration Committee (NRC) in terms of Corporate Governance Code 2018 of BSEC.

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
5	**Audit Committee: -**			
5 (i)	**Responsibility to the Board of Directors.**			
5(i) (a)	The company shall have an Audit Committee as a sub-committee of the Board;	√		-
5(i) (b)	The Audit Committee shall assist the Board in ensuring that the financial statements reflect true and fair view of the state of affairs of the company and in ensuring a good monitoring system within the business;	√		-
5(i) (c)	The Audit Committee shall be responsible to the Board; the duties of the Audit Committee shall be clearly set forth in writing.	√		-
5 (2)	**Constitution of the Audit Committee**			
5 (2)(a)	The Audit Committee shall be composed of at least 3 (three) members;	√		-
5 (2)(b)	The Board shall appoint members of the Audit Committee who shall be non-executive directors of the company excepting Chairperson of the Board and shall include at least 1 (one) independent director;	√		-
5 (2)(c)	All members of the audit committee should be "financially literate" and at least 1 (one) member shall have accounting or related financial management background and 10 (ten) years of such experience;	√		-
5 (2)(d)	When the term of service of any Committee member expires or there is any circumstance causing any Committee member to be unable to hold office before expiration of the term of service, thus making the number of the Committee members to be lower than the prescribed number of 3 (three) persons, the Board shall appoint the new Committee member to fill up the vacancy immediately or not later than 60 (sixty) days from the date of vacancy in the Committee to ensure continuity of the performance of work of the Audit Committee;	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
5 (2)(e)	The company secretary shall act as the secretary of the Committee;	√		-
5 (2)(f)	The quorum of the Audit Committee meeting shall not constitute without at least 1 (one) independent director.	√		-
5(3)	**Chairperson of the Audit Committee**			
5(3) (a)	The Board shall select 1 (one) member of the Audit Committee to be Chairperson of the Audit Committee, who shall be an independent director;	√		-
5(3) (b)	In the absence of the Chairperson of the Audit Committee, the remaining members may elect one of themselves as Chairperson for that particular meeting, in that case there shall be no problem of constituting a quorum as required under condition No. 5(4)(b) and the reason of absence of the regular Chairperson shall be duly recorded in the minutes.	√		-
5(3) (c)	Chairperson of the Audit Committee shall remain present in the Annual General Meeting (AGM):	√		-
5(4)	**Meeting of the Audit Committee**			
5(4)(a)	The Audit Committee shall conduct at least its four meetings in a financial year.	√		11 (Eleven) Audit Committee meetings were held during the year 2025.
5(4) (b)	The quorum of the meeting of the Audit Committee shall be constituted in presence of either two members or two-third of the members of the Audit Committee, whichever is higher, where presence of an independent director is a must.	√		-
5(5)	**Role of Audit Committee**			
	The audit committee shall: -			
5(5) (a)	Oversee the financial reporting process;	√		-
5(5) (b)	Monitor choice of accounting policies and principles.	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
5(5) (c)	Monitor Internal Audit and Compliance process to ensure that it is adequately resourced, including approval of the Internal Audit and Compliance Plan and review of the Internal Audit and Compliance Report;	√		-
5(5) (d)	Oversee hiring and performance of external auditors;	√		-
5(5) (e)	Hold meeting with the external or statutory auditors for review of the annual financial statements before submission to the Board for approval or adoption;	√		-
5(5) (f)	Review along with the management, the annual financial statements before submission to the Board for approval;	√		-
5(5) (g)	Review along with the management, the quarterly and half yearly Financial Statements before submission to the Board for approval;	√		-
5(5) (h)	Review the adequacy of internal audit function;	√		-
5(5) (i)	Review the Management's Discussion and Analysis before disclosing in the Annual Report;	√		-
5(5) (j)	Review statement of all related party transactions submitted by the management;	√		-
5(5) (k)	Review Management Letters or Letter of Internal Control weakness issued by statutory auditors;	√		-
5(5) (l)	Oversee the determination of audit fees based on scope and magnitude, level of expertise deployed and time required for effective audit and evaluate the performance of external auditors; and	√		-
5(5) (m)	Oversee whether the proceeds raised through Initial Public Offering (IPO) or Repeat Public Offering (RPO) or Rights Share Offer have been utilized as per the purposes stated in relevant offer document or prospectus approved by the Commission:	N/A		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
5(6)	**Reporting of the Audit Committee**			
5(6)(a)	Reporting to the Board of Directors			
5(6)(a) (i)	The Audit Committee shall report on its activities to the Board of Directors.	√		-
5(6)(a) (ii)	The Audit Committee shall immediately report to the Board of Directors on the following findings, if any: -			
5(6)(a)(ii) (a)	Report on conflicts of Interests.	-		No such event occurred.
5(6)(a)(ii) (b)	Suspected or presumed fraud or irregularity or material defect identified in the internal audit and compliance process or in the financial statements;	√		On review of report of the Audit Committee of the Board it is observed that the committee has reviewed suspected or presumed fraud or irregularity, or material defect identified in the internal audit and compliance process or in the financial statements as provided by the Management.
5(6)(a)(ii) (c)	Suspected infringement of laws, regulatory compliances including securities related laws, rules and regulations; and	√		On review of report of the Audit Committee of the Board it is observed that the committee has reviewed suspected or presumed fraud or irregularity, or material defect identified in the internal audit and compliance process or in the financial statements as provided by the Management.
5(6)(a)(ii) (d)	Any other matter which the Audit Committee deems necessary shall be disclosed to the Board immediately.	√		No such event occurred
5(6)(b)	**Reporting to the Authorities:** If the Audit Committee has reported to the Board about anything which has material impact on the financial condition and results of operation and has discussed with the Board and the management that any rectification is necessary and if the Audit Committee finds that such rectification has been unreasonably ignored, the Audit Committee shall report such finding to the Commission, upon reporting of such matters to the Board for three times or completion of a period of 6 (six) months from the date of first reporting to the Board, whichever is earlier.	√		No such event occurred

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
5(7)	**Reporting to the Shareholders and General Investors: -** Report on activities carried out by the Audit Committee, including any report made to the Board under condition No. 5(6)(a)(ii) above during the year, shall be signed by the Chairperson of the Audit Committee and disclosed in the annual report of the issuer company.	√		-
6	**Nomination and Remuneration Committee (NRC)**	Not required in accordance with Bangladesh Bank instruction ref: BRPD(R-1)717/2021-5064 dated 16 June 2021.		
6(1)	**Responsibility to the Board of Directors**			
6 (1)(a)	The company shall have a Nomination and Remuneration Committee (NRC) as a sub-committee of the Board;	-		Not Applicable. Please refer section-4(ii) of this report. Audit committee performs the stipulated duties and responsibilities of the NRC as per the Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024.
6 (1)(b)	The NRC shall assist the Board in formulation of the nomination criteria or policy for determining qualifications, positive attributes, experiences and independence of directors and top-level executive as well as a policy for formal process of considering remuneration of directors, top level executive;	-		
6 (1)(c)	The Terms of Reference (ToR) of the NRC shall be clearly set forth in writing covering the areas stated at the condition No. 6(5)(b).	-		
6(2)	**Constitution of the NRC**			
6(2)(a)	The Committee shall comprise of at least three members including an independent director;	-		Not Applicable. Please refer section-4(ii) of this report. Audit committee performs the stipulated duties and responsibilities of the NRC as per the Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024.
6(2)(b)	At least 02 (two) members of the Committee shall be non-executive directors;	-		
6(2)(c)	Members of the Committee shall be nominated and appointed by the Board;	-		
6(2)(d)	The Board shall have authority to remove and appoint any member of the Committee;	-		

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
6(2)(e)	In case of death, resignation, disqualification, or removal of any member of the Committee or in any other cases of vacancies, the board shall fill the vacancy within 180 (one hundred eighty) days of occurring such vacancy in the Committee;	-		
6(2)(f)	The Chairperson of the Committee may appoint or co-opt any external expert and/or member(s) of staff to the Committee as advisor who shall be non-voting member, if the Chairperson feels that advice or suggestion from such external expert and/or member(s) of staff shall be required or valuable for the Committee;	-		
6(2)(g)	The company secretary shall act as the secretary of the Committee;	-		
6(2)(h)	The quorum of the NRC meeting shall not constitute without attendance of at least an independent director;	-		
6(2)(i)	No member of the NRC shall receive, either directly or indirectly, any remuneration for any advisory or consultancy role or otherwise, other than Director's fees or honorarium from the company.	-		
6(3)	**Chairperson of the NRC**			
6(3)(a)	The Board shall select 1 (one) member of the NRC to be Chairperson of the Committee, who shall be an independent director;	-		Not Applicable. Please refer section-4(ii) of this report. Audit committee performs the stipulated duties and responsibilities of the NRC as per the Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024.
6(3)(b)	In the absence of the Chairperson of the NRC, the remaining members may elect one of themselves as Chairperson for that particular meeting, the reason of absence of the regular Chairperson shall be duly recorded in the minutes	-		
6(3)(c)	The Chairperson of the NRC shall attend the annual general meeting (AGM) to answer the queries of the shareholders:	-		

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
6(4)	**Meeting of the NRC**			
6(4) (a)	The NRC shall conduct at least one meeting in a financial year;	-		Not Applicable. Please refer section-4(ii) of this report. Audit committee performs the stipulated duties and responsibilities of the NRC as per the Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024.
6(4) (b)	The Chairperson of the NRC may convene any emergency meeting upon request by any member of the NRC;	-		
6(4) (c)	The quorum of the meeting of the NRC shall be constituted in presence of either two members or two third of the members of the Committee, whichever is higher, where presence of an independent director is must as required under condition No. 6(2)(h);	-		
6(4) (d)	The proceedings of each meeting of the NRC shall duly be recorded in the minutes and such minutes shall be confirmed in the next meeting of the NRC.	-		
6(5)	**Role of the NRC**			
6(5) (a)	NRC shall be independent and responsible or accountable to the Board and to the shareholders;	-		Not Applicable. Please refer section-4(ii) of this report. Audit committee performs the stipulated duties and responsibilities of the NRC as per the Bangladesh Bank vide their BRPD Circular Letter No. 21 dated May 12, 2024.
6(5) (b)	NRC shall oversee, among others, the following matters and make report with recommendation to the Board:	-		
6(5) (b)(i)	Formulating the criteria for determining qualifications, positive attributes and independence of a director and recommend a policy to the Board, relating to the remuneration of the directors, top level executive, considering the following:	-		
6(5) (b)(i) (a)	the level and composition of remuneration is reasonable and sufficient to attract, retain and motivate suitable directors to run the company successfully;	-		
6(5)(b)(i) (b)	the relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and	-		

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
6(5) (b)(i) (c)	remuneration to directors, top level executive involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the company and its goals;	-		
6(5) (b)(ii)	devising a policy on Board's diversity taking into consideration age, gender, experience, ethnicity, educational background and nationality;	-		
6(5) (b)(iii)	identifying persons who are qualified to become directors and who may be appointed in top level executive position in accordance with the criteria laid down, and recommend their appointment and removal to the Board;	-		
6(5) (b)(iv)	formulating the criteria for evaluation of performance of independent directors and the Board;	-		
6(5) (b)(v)	identifying the company's needs for employees at different levels and determine their selection, transfer or replacement and promotion criteria; and	-		
6(5) (b)(vi)	developing, recommending and reviewing annually the company's human resources and training policies;	-		
6(5) (c)	The company shall disclose the nomination and remuneration policy and the evaluation criteria and activities of NRC during the year at a glance in its annual report.	-		
7	**External or Statutory Auditors.**			
7(1)	The issuer company shall not engage its external or statutory auditors to perform the following services of the company, namely: -			
7(1)(i)	appraisal or valuation services or fairness opinions;	√		-
7(1)(ii)	financial information systems design and implementation;	√		-
7(1)(iii)	book-keeping or other services related to the accounting records or financial statements;	√		-
7(1)(iv)	broker-dealer services;	√		-
7(1)(v)	actuarial services;	√		-

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
7(1)(vi)	internal audit services or special audit services;	√		-
7(1)(vii)	any service that the Audit Committee determines;	√		-
7(1)(viii)	audit or certification services on compliance of corporate governance as required under condition No. 9(1); and	√		-
7(1)(ix)	Any other service that creates conflict of interest.	√		-
7(2)	No partner or employees of the external audit firms shall possess any share of the company they audit at least during the tenure of their audit assignment of that company; his or her family members also shall not hold any shares in the said company:	√		-
7(3)	Representative of external or statutory auditors shall remain present in the Shareholders' Meeting (Annual General Meeting or Extraordinary General Meeting) to answer the queries of the shareholders.	√		Representative of the external auditor were present in the AGM held in 2024.
8	**Maintaining a website by the Company.**			
8(1)	The company shall have an official website linked with the website of the stock exchange.	√		https://www.nccbank.com.bd The official website of the Bank & it is linked with websites of DSE & CSE.
8(2)	The Company shall keep the website functional from the date of listing.	√		-
8(3)	The company shall make \ available the detailed disclosures on its website as required under the listing regulations of the concerned stock exchange(s).	√		-
9	**Reporting and Compliance of Corporate Governance.**			**-**
9(1)	The company shall obtain a certificate from a practicing Professional Accountant or Secretary (Chartered Accountant or Cost and Management Accountant or Chartered Secretary) other than its statutory auditors or audit firm on yearly basis regarding compliance of conditions of Corporate Governance Code of the Commission and such certificate shall be disclosed in the Annual Report.	√		Certificate is included in this Annual Report which is obtained from a reputed Professional Accountant.

Condition No.	Title	Compliance Status (Put √ in the appropriate column)		Remarks (if any)
		Complied	Not complied	
9(2)	The professional who will provide the certificate on compliance of this Corporate Governance Code shall be appointed by the shareholders in the annual general meeting.	√		-
9(3)	The directors of the company shall state, in accordance with the **Annexure-C** attached, in the directors' report whether the company has complied with these conditions or not.	√		-

Compliance Report on **BSEC'S Notification**

Annexure-III

1. Compliance of section 1.5 (xxii)

a) Board of Directors meeting held during the year 2025 and attendance by each Director:

Sl No.	Name of Directors	Status	Attendance		No. of Meetings Absent	Remarks
			No. of Meetings held	No. of Meetings Present		
1	Mr. Mohammed Nurun Newaz	Chairman	24	24	-	-
2	Mr. Abdus Salam	Vice Chairman	24	24	-	Held the office of Vice Chairman from 10/04/2025
3	Mr. Amjadul Ferdous Chowdhury	Director	24	17	07*	#
4	Mr. Khairul Alam Chaklader	Director	24	24	-	-
5	Mr. Md. Moinuddin	Director	24	08	16	#
6	Mr. Mohammed Sazzad Un Newaz	Director	24	21	03	#
7	Ms. Tanzina Ali	Director	24	22	02	#
8	Mr. Syed Asif Nizamuddin	Director	24	14	10	#
9	Ms. Shamima Newaz	Nominee Director	12	09	03*	#
10	Mr. Neba-E-Zaheer	Director	08	06	02**	Resigned from the office of Director on 29.10.2025
11	Mr. Morshedul Alam Chaklader	Director	12	11	01*	#
12	Mrs. Nahid Banu	Director	05	03	02***	#
13	Mr. A.S.M. Mainuddin Monem	Ex-Director	05	00	05***	The office of Director was vacated from 19.03.2025
14	Mrs. Sohela Hossain	Director	09	09	****	The office of Director was vacated from 11.05.2025
15	Mr. Meer Sajed-Ul-Basher, FCA	Independent Director	24	23	01	#
16	Mr. Md. Amirul Islam, FCS, FCA	Independent Director	15	15	*****	-
17	Mr. M. Shamsul Arefin	Ex-Officio Director (Managing Director)	24	23	01	#
18	Mr. M. Kurshed Alam	Ex-Officio Director (Managing Director) (CC)	01	01	*******	-

Leave of absence was granted by the Board.

* 12 meetings were held during their period as on 31.12.2025.

** 08 meetings were held during their period as on 31.12.2025.

*** 05 meetings were held during their period as on 31.12.2025.

**** 09 meetings were held during their period as on 31.12.2025.

***** 15 meetings were held during their period as on 31.12.2025.

****** 01 meetings were held during their period as on 31.12.2025.

The Pattern of Shareholding of **NCC Bank PLC.**

As on 31 December 2025

The pattern of shareholding of National Credit and Commerce Bank PLC. as on 31.12.2025 as per BSEC's Notification No. BSEC/CMRRCD/2006-158/134/Admin/44 dated August 07, 2012:

a) Shareholding by Parent/Subsidiary/Associated Companies and other related parties: Nil

b.i) Shareholding by Directors:

SL No.	Name	Designation	No. of Shares	% of Shares as on 31.12.2025
1	Mr. Mohammed Nurun Newaz	Director	23207336	2.09
2	Mr. Abdus Salam	Director	32737306	2.95
3	Mr. A Ferdous Chowdhury	Director	22228681	2.00
4	Mr. Khairul Alam Chaklader	Director	34705464	3.13
5	Mr. Md. Moinuddin	Director	28926336	2.60
6	Mr. Mohammed Sazzad Un Newaz	Director	22518128	2.03
7	Ms. Tanzina Ali	Director	22211164	2.00
8	Mr. Syed Asif Nizamuddin	Director	25067958	2.26
9	Mrs. Shamima Newaz	Nominee Director	22319789	2.01
10	Mr. Morshedul Alam Chaklader	Director	23588745	2.12
11	Mrs. Nahid Banu	Director	22228681	2.00
12	Mr. Meer Sajed-Ul-Basher, FCA	Independent Director	Nil	Nil
13	Mr. Md. Amirul Islam, FCS, FCA	Independent Director	Nil	Nil
		Total	**279739588**	**25.19**

ii) Shareholding by Managing Director : Nil
iii) Shareholding by Company Secretary : Nil
iv) Shareholding by Chief Financial Officer : Nil
v) Shareholding by Head of Internal Control & Compliance : Nil
vi) Shareholding by Spouses of above Executives : Nil

c) Shareholding by Executives : as on 31.12.2025

i) Mr. M. Khurshed Alam, AMD : Nil
ii) Mr. Md. Zakir Anam, DMD : Nil
iii) Mr. Md. Habibur Rahman, DMD : Nil
iv) Mr. Md. Shafiqure Rahman, SEVP : Nil
v) Mr. M. M. Emranul Hoque, SEVP : Nil
vi) Mr. Bidhan Barua, SEVP : Nil
vii) Spouses of above Executives : Nil

d) Shareholders holding ten percent (10%) of shares : Nil

Declaration by
Managing Director and Chief Financial Officer

26 April 2026

The Board of Directors
National Credit and Commerce Bank PLC.
NCC Bank Bhaban
13/1-2 Toyenbee Circular Road
Motijheel C/A, Dhaka-1000.

Subject: Declaration on Financial Statements for the year ended on 31 December 2025.

Dear Sir,

Pursuant to the condition No. 1(5)(xxvi) imposed vide the Commission's Notification No. BSEC/CMRRC- D/2006-158/207/Admin/80 dated 03 June 2018 under Section 2CC of the Securities and Exchange Ordinance, 1969,

we do hereby declare that:

(1) The Financial Statements of National Credit and Commerce Bank PLC. for the year ended on 31 December 2025 have been prepared in compliance with International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in the Bangladesh and any departure there from has been adequately disclosed;

(2) The estimates and judgments related to the financial statements were made on a prudent and reasonable basis, in order for the financial statements to reveal a true and fair view;

(3) The form and substance of transactions and the Company's state of affairs have been reasonably and fairly presented in its financial statements;

(4) To ensure above, the Company has taken proper and adequate care in installing a system of internal control and maintenance of accounting records;

(5) Our internal auditors have conducted periodic audits to provide reasonable assurance that the established policies and procedures of the Company were consistently followed; and

(6) The management's use of the going concern basis of accounting in preparing the financial statements is appropriate and there exists no material uncertainty related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

In this regard, we also certify that:-

(i) We have reviewed the financial statements for the year ended on 31 December 2025 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 collectively present 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 transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the code of conduct for the company's Board of Directors or its members.

Sd/-
Mohammed Mizanur Rahman FCA
Chief Financial Officer (CFO)

Sd/-
M. Shamsul Arefin
Managing Director

শুধু আপনার জন্য

এনসিসি ব্যাংক
আপনার সাথেই সবসময়

এনসিসি গ্রিন ফাইন্যান্স

সবুজ বিনিয়োগে টেকসই আগামী



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শুধু আপনার জন্য

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আপনার সাথেই সবসময়

এনসিসি রেমিট্যান্স

বিদেশ থেকে টাকা আসুক নিরাপদে





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Financial **Statements**



Independent Auditors' Report to the Shareholders of **National Credit and Commerce Bank PLC**

Report on the Audit of the Consolidated and Separate Financial Statements

Opinion

We have audited the consolidated financial statements of National Credit and Commerce Bank PLC and its subsidiaries (the Group) as well as the separate financial statements of National Credit and Commerce Bank PLC (the Bank), which comprise the consolidated and separate balance sheets as at 31 December 2025, and consolidated and separate profit and loss accounts, consolidated and separate statements of changes in equity and consolidated and separate cash flows for the year then ended, and notes to the consolidated and separate financial statements, including material accounting policy information.

In our opinion, the accompanying consolidated and separate financial statements 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 2025, and of its consolidated and separate financial performance and its consolidated and separate cash flows for the year then ended in accordance with Rules and Regulation issued by Bangladesh Bank and IFRS Accounting Standards as issued by the International Accounting Standards Board (IASB) as explained in note 2 and other applicable laws and regulations.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Bank in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), as applicable to audits of the financial statements of public interest entities, together with the ethical requirements that are relevant to audits of the financial statements of public interest entities in Bangladesh. We have also fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matters

We draw attention to note 15.2 & 15.5 to the financial statements state that the bank in accordance with Bangladesh Bank letter no. BSD-4(wing-3)/3201/2026-234 dated 23 April 2026, has maintained required provision. We additionally draw your attention to the note no. 2.1a and 15.4.1 which states the reasons for restatement and the impact on EPS resulting from this restatement.

Our opinion is not modified in respect of these matter.

Key Audit Matters

Key audit matters are those matters that, in our professional judgement, were of most significance in our audit of the consolidated and separate financial statements of the current period. These matters were addressed in the context of our audit of the consolidated and separate financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. For each matters below our description of how our audit addressed the matter is provided in that context.

Description of key audit matters	Our response to key audit matters
1. Measurement of provision for loans and advances	
With reference to Note 15.5 to the Financial Statements, the process for calculating the provision for loans and advances portfolio associated with credit risk is significant and complex. The Bank calculates provision for loans and advances by considering various factors such as rate of provision, loan category, expiry date, outstanding balance, interest suspense amount, value of eligible collateral as per BRPD circular no. 15 dated 27 November 2024 and its subsequent amendments. Due to the recent macro-economic situation, non-performing loans have been increasing day by day. Banks need to maintain provisions for additional non-performing loans in line with the central bank's guidelines. The Bank identifies impaired loan accounts and calculates required provisions manually. Furthermore, management has incentive to maintain lower provisions for the loans and advances to overstate profit. Considering these factors, we have considered measurement of provision for loans, advances and leases as significant risk as well as a key audit matter. At year end, the Bank reported total provision for loans and advances of BDT 11,261 million (2024: BDT 16,690 million). On the other hand, the Bank reported loans and advances of BDT 262,698 million (2024: BDT 240,246 million). We need to focus on the following significant judgements and estimates may give rise to material misstatement or management bias: Completeness and timing of recognition of loss events in accordance with criteria set out in relevant BRPD and other relevant Circulars issued by Bangladesh Bank; For individually assessed provisions, the measurement of the provision may be dependent on the valuation of collateral, estimates of exit values and the timing of cash flows.	We tested the design and operating effectiveness of key controls focusing on the following: • Credit appraisal, loan disbursement procedures, monitoring and provisioning process; • Reviewed the appropriateness of the approvals for the transfer of interests to the Income account in accordance with Bangladesh Bank's guidelines. • Reviewing the quarterly Classification of Loans (CL). Our substantive procedures in relation to the provision for loans and advances portfolio comprised the following: • Reviewed the adequacy of the Bank's general and specific provisions; • Assessed the methodologies on which the provision amounts are based, recalculated the provisions and tested the completeness and accuracy of the underlying information; • Assessed the appropriateness and presentation of disclosures against relevant accounting standards and Bangladesh Bank guidelines; and For consolidation purposes we relied on the audited financial statements in the case of NCCB Securities and Financial Services Ltd. And NCCB Capital Ltd. The relevant figures of the subsidiaries are not material in the context of the Group as a whole.
See note 9.00 and 15.00 to the financial statements	

2. Recognition of interest income/ profit on loans and advances	
Recognition of interest income/ profit has significant and wide influence on financial statements and has involvement of complex IT environments. We have identified recognition of interest income/ profit from loans and advances/ investments as a key audit matter because this is one of the key performance indicators of the Bank and therefore there is an inherent risk of fraud in recognition of interest by management to meet specific targets or expectations.	We tested the design and operating effectiveness of key controls over recognition and measurement of interest/ profit on loans and advances. We have also performed substantive procedure to check whether interest income/ profit has been recognized properly and accurately. We have assessed the appropriateness and presentation of disclosure against relevant accounting standards and Bangladesh Bank guidelines.
See note 24.00 to the financial statements	

3. IT system and controls	
The Bank's key financial accounting and reporting processes are significantly dependent on the automated controls over the Bank's information systems. As such that there exist risks that gaps in the IT control environment, including automated accounting procedures, IT dependent manual controls and controls preventing unauthorized access to systems and data could result in the financial accounting and reporting records being materially misstated. The IT systems and controls, as they impact the financial recording and reporting of transactions, is a key audit matter.	We performed audit procedures to assess IT systems and controls over financial reporting, which included the followings: Testing the sample of key controls operating over the information technology in relation to financial accounting and reporting systems, including system access, system change management and computer operations. Assessing the management's evaluation of access rights granted to applicants relevant to financial accounting and reporting systems and tested resolution of a sample of exceptions. Assessing the operating effectiveness of controls over granting, removal and appropriateness of access rights. Testing of specific application controls for key financial reporting controls.

Other Matter

The consolidated as well as standalone financial statements of the group and the bank respectively for the year ended 31 December 2024 were audited by ACNABIN, Chartered Accountants, who issued an unqualified audit opinion on those financial statements.

Other information

Management is responsible for the other information. The other information comprises all of the information in the Annual Report other than the consolidated and separate financial statements and our auditor's report thereon. The Annual Report is expected to be made available to us after the date of this auditor's report.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified above when it becomes available and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

When we read the annual report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to the board of directors of the Bank.

Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements and Internal Controls

Management is responsible for the preparation of consolidated and separate financial statements that give a true and fair view in accordance with Rules and Regulation issued by Bangladesh Bank and IFRS Accounting Standards as issued by the IASB as explained in note 2.00 and for such internal control as management determines is necessary to enable the preparation of consolidated and separate financial statements 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 Group and 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.

In preparing the consolidated and separate financial statements, management is responsible for assessing the Group's and the Bank's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Group and the Bank or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's and the Bank's financial reporting process.

Auditors' Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Bank's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and the Bank to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. We are responsible for the direction, supervision and review of the audit work performed for purposes of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, actions taken to eliminate threats or safeguards applied.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated and separate financial statements of the current period and are therefore the key audit matters. We describe these matters in our auditor's report unless law or regulation precludes public disclosure about the matter or when, in extremely rare circumstances, we determine that a matter should not be communicated in our report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

Report on other Legal and Regulatory Requirements

In accordance with the Companies Act 1994, the Bank Company Act 1991 (amended up to date) and the rules and regulations issued by Bangladesh Bank, we also report that:

i. 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;

ii. 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;

iii. the records and statements submitted by the branches have been properly maintained and consolidated in the financial statements;

iv. the balance sheet and profit and loss account of the Bank dealt with by the report are in agreement with the books of account and returns;

v. the consolidated financial statements of the Group and the separate financial statements of the Bank have been drawn up, in material respect, in conformity with prevailing rules, regulations and accounting standards as well as related guidance issued by Bangladesh Bank;

vi. adequate provisions have been made for advance and other assets as given in note 15.2 & 15.5, which are in our opinion, doubtful of recovery;

vii. based on our checking of sample, no advance or loan in excess of the amount determined by Bangladesh Bank from time to time has been sanctioned or allowed;

viii. to the extent noted during the course of our audit work performed on the basis stated under the Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements section in forming the above opinion on the consolidated financial statements 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 Responsibilities of Management and Those Charged with Governance for the Consolidated and Separate Financial Statements and Internal Controls:

(a) internal audit, internal control and risk management arrangements of the Group as disclosed in the financial statements appeared to be materially adequate, with exception of IT control;

(b) 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 Group and its related entities;

ix. financial statements for the year ended 31 December 2025 of subsidiary companies of the Bank namely NCCB Securities and Financial Services Limited and NCCB Capital Limited have been audited by Hoda Vasi Chowdhury & Co, Chartered Accountants and PKF Aziz Halim Khair Choudhury, Chartered Accountants respectively. These accounts have been properly reflected in the consolidated financial statements;

x. the information and explanations required by us have been received and found satisfactory;

xi. we have reviewed over 80% of the risk weighted assets of the Bank and spent over 7,892 person hours;

xii. capital to risk-weighted asset ratio (CRAR), cash reserve ratio (CRR) and statutory liquidity ratio (SLR) as required by Bangladesh Bank has been maintained adequately as at 31 December 2025;

xiii. as part of our going concern assessment, we reviewed maturity mismatch between assets and liabilities which may adversely affect the Bank's subsequent liquidity position; and

xiv. non-banking assets have been accounted in conformity with Bangladesh Bank guidelines.



Wasequl H Reagan, FCA
ICAB Enrolment No. 1517
Partner

Mahfel Huq & Co.
Chartered Accountants
Firm Registration Number -CAF-001-133
DVC: 2604271517AS550352

Dhaka, April 27, 2026

National Credit and Commerce Bank PLC. and its Subsidiaries

Consolidated Balance Sheet

As at 31 December 2025

	Notes	Amount in BDT		
		31-12-2025	31-12-2024	01-01-2024
			Restated	Restated
PROPERTY AND ASSETS				
Cash	5(a)	**18,531,762,526**	**17,343,428,334**	**13,236,965,584**
In hand (including foreign currencies)		3,406,124,538	3,398,085,511	2,522,237,298
Balance with Bangladesh Bank and its agent bank (s) (including foreign currencies)		15,125,637,988	13,945,342,823	10,714,728,286
Balance with other banks and financial institutions	6(a)	**5,242,786,914**	**1,850,729,941**	**10,411,012,211**
In Bangladesh		5,037,792,165	1,365,736,516	8,353,590,410
Outside Bangladesh		204,994,749	484,993,425	2,057,421,801
Money at call and short notice	7	**1,119,600,000**	**765,700,000**	**1,817,300,000**
Investments	8 (a)	**99,835,873,779**	**77,015,350,280**	**55,262,898,749**
Government		90,996,485,409	65,916,747,074	42,594,687,770
Others		8,839,388,370	11,098,603,206	12,668,210,979
Loans and advances/investments	9(a)	**263,655,062,951**	**242,082,668,135**	**230,984,677,002**
Loans, cash credits, overdrafts, etc./investments		242,908,457,886	229,504,421,447	219,673,070,722
Bills purchased & discounted		20,746,605,065	12,578,246,688	11,311,606,280
Fixed assets including premises, furniture and fixtures	10(a)	**3,373,296,069**	**3,500,362,785**	**3,039,510,488**
Other assets	11(a)	**7,558,225,880**	**6,154,927,596**	**4,901,583,026**
Non-banking assets	12	**2,750,514**	**2,750,514**	**127,773,014**
TOTAL ASSETS		**399,319,358,634**	**348,715,917,585**	**319,781,720,074**
LIABILITIES AND CAPITAL				
Liabilities				
Borrowings from other banks, financial institutions and agents	13 (a)	**30,967,304,262**	**20,316,815,660**	**34,707,221,626**
Deposits and other accounts	14 (a)	**296,985,128,897**	**256,651,079,123**	**220,949,124,939**
Current deposits/Mudaraba current deposit and other accounts		38,469,268,777	35,884,334,882	35,318,408,190
Bills payable		7,472,558,887	6,093,137,237	6,428,436,722
Savings bank/Mudaraba savings bank deposits		36,565,140,558	34,177,530,659	31,926,820,849
Fixed deposits/Mudaraba term deposits		154,254,492,984	128,146,321,299	101,135,847,318
Time deposits/Mudaraba time deposit		60,223,667,691	52,349,755,046	46,139,611,861
Other liabilities	15(a)	**33,765,278,809**	**38,942,095,168**	**32,163,922,936**
NCC Bank Subordinated and Perpetual Bonds	16(a)	**7,400,000,000**	**5,800,000,000**	**6,600,000,000**
Non-Convertible Subordinated Bonds		2,400,000,000	800,000,000	1,600,000,000
Perpetual Bonds		5,000,000,000	5,000,000,000	5,000,000,000
TOTAL LIABILITIES		**369,117,711,968**	**321,709,989,952**	**294,420,269,501**
Shareholders' equity				
Paid up capital	17.2	11,104,230,950	11,104,230,950	11,104,230,950
Statutory reserve	18	11,104,230,950	11,104,230,950	11,104,230,950
General reserve	19(a)	10,993,285	10,993,285	10,669,712
Non-controlling (Minority) interest	17.8	205	209	209
Other reserve including assets revaluation reserve	20	934,337,836	533,717,079	361,879,410
Foreign currency translation gain/(loss) reserve	21.3	199,235	7,128,607	3,297,082
Actuarial gain/(loss) on defined benefit plans	20.2	(132,186,580)	(110,279,313)	-
Start-up Equity Investment Fund	20.3	190,152,821	121,046,611	-
Surplus in profit and loss account	21(a)	6,989,687,966	4,234,859,256	2,777,142,261
TOTAL SHAREHOLDERS' EQUITY		**30,201,646,667**	**27,005,927,633**	**25,361,450,573**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**399,319,358,634**	**348,715,917,585**	**319,781,720,074**
NET ASSETS VALUE PER SHARE [previous year's figure restated]		**27.20**	**24.32**	**22.84**

	Notes	Amount in BDT		
		31-12-2025	31-12-2024	01-01-2024
			Restated	Restated
OFF BALANCE SHEET ITEMS:				
Contingent liabilities				
Acceptances and endorsements	**22.1**	47,809,239,324	34,694,658,193	31,148,249,078
Letters of guarantee	**22.2**	42,674,068,923	43,038,558,124	44,321,940,502
Letters of credit issued	**22.3**	44,380,225,204	44,672,855,296	30,317,699,504
Bills for collection	**22.4**	28,027,073,431	13,521,078,572	10,552,007,552
Other commitments				
Forward Exchange Sold A/C		632,527,300	-	-
Export development fund (EDF)		148,282,660	-	17,524,739.92
TOTAL OFF BALANCE SHEETS ITEMS INCLUDING CONTINGENT LIABILITIES		**163,671,416,843**	**135,927,150,185**	**116,357,421,376**

These financial statements should be read in conjunction with the annexed notes from 1 to 49.

Chairman **Director** **Director** **Managing Director**

See annexed auditor's report to the Shareholders of the date.

Wasequl H Reagan, FCA
Partner
ICAB Enrolment No. 1517

Mahfel Huq & Co.
Chartered Accountants
Firm Registration Number -CAF-001-133
DVC: 2604271517AS550352

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC. and its Subsidiaries

Consolidated Profit and Loss Account

For the year ended on 31 December 2025

	Notes	Amount in BDT	
		2025	2024
			Restated
Interest/profit income	24(a)	25,794,297,142	23,197,412,529
Less: Interest paid/profit shared on deposits and borrowings	25(a)	20,031,596,012	17,024,220,901
Net Interest/profit income		**5,762,701,130**	**6,173,191,628**
Income from investments in shares & securities etc.	26(a)	10,136,163,551	7,527,359,411
Commission, exchange and brokerage	27(a)	2,914,032,434	2,940,569,602
Other operating income	28(a)	1,577,768,897	1,168,651,229
Total operating income		**20,390,666,012**	**17,809,771,870**
Salary and allowances	29(a)	4,071,360,645	3,918,203,258
Rent, taxes, insurance, electricity etc.	30(a)	479,826,359	564,589,882
Legal expenses	31(a)	52,044,819	22,818,550
Postage, stamp, telecommunication etc.	32(a)	88,185,928	74,629,664
Stationery, printing, advertisement etc.	33(a)	145,956,912	113,623,909
Managing Director's salary and allowances	34(a)	23,458,222	10,858,579
Director's fees & other meeting related expenses	35(a)	6,367,076	5,492,755
Auditors' fees	36(a)	2,699,717	782,000
Charges on loan losses		42,370,604	81,998,970
Repairs,maintenance,amortization and depreciation of bank's assets	37(a)	737,493,518	579,569,259
Other expenses	38(a)	1,445,113,323	1,191,149,480
Total operating expenses		**7,094,877,125**	**6,563,716,306**
Profit before provision		**13,295,788,887**	**11,246,055,565**
Provision for loans and advances/investments		4,954,232,438	5,069,663,327
Specific provision	15.5.1(a)	2,228,996,598	5,465,039,558
General provision	15.5.1(b)	2,725,235,840	139,320,104
Special general provision COVID-19	15.5.1(c)	-	(534,696,334)
Provision for off-balance sheet exposures	15.5(d)	341,674,287	(92,412,246)
Provision for off-shore banking unit	15.5(e)	84,792,402	(3,749,142)
Provision for investment fluctuation in shares & Others	8.3(a)	1,618,645,998	1,042,081,901
Provision for other assets	15.2	420,024,758	121,252,602
Provision for nostro accounts	15.9	-	-
Total provisions		**7,419,369,882**	**6,136,836,442**
Profit after provision for loans & advances and others items		**5,876,419,005**	**5,109,219,123**
Contribution to NCC Bank's CSR Fund	15.7	30,000,000	30,000,000
Profit before tax		**5,846,419,005**	**5,079,219,123**
Provision for tax		**1,080,596,870**	**703,047,924**
Current tax	15.4	1,349,437,197	2,621,914,526
Deferred tax expense/(income) [previous year's figure restated]	15.4.1	(268,840,327)	(1,918,866,602)
Net Profit after tax		**4,765,822,135**	**4,376,171,199**
Attributable to:			
Shareholders' of the bank		4,765,822,139	4,376,171,199
Non-controlling (Minority) Interest/profit		(4)	-
		4,765,822,135	**4,376,171,199**
Balance of profit brought forward from last year	21.2	2,791,309,233	312,616,864
Add: Net Profit after tax for the year		4,765,822,139	4,376,171,199
Total profit available		**7,557,131,372**	**4,688,788,062**
Appropriations:			
Statutory reserve		-	-
Interest on perpetual bonds		500,000,000	500,000,000
Start-up fund	15.11	69,106,210	23,235,689
General reserve		-	323,573
		569,106,210	523,559,262
Retained earnings		**6,988,025,162**	**4,165,228,800**
Earnings per share (EPS) [previous year's figure restated]	44(a)	**4.29**	**3.94**

These financial statements should be read in conjunction with the annexed notes from 1 to 49.

Chairman **Director** **Director** **Managing Director**

See annexed auditor's report to the Shareholders of the date.

Wasequl H Reagan, FCA
Partner
ICAB Enrolment No. 1517
Mahfel Huq & Co.
Chartered Accountants
Firm Registration Number -CAF-001-133
DVC: 2604271517AS550352

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC. and its Subsidiaries

Consolidated Cash Flow Statement

For the year ended on 31 December 2025

		Notes	Amount in BDT	
			2025	2024
A)	**Cash flows from operating activities**			
	Interest/profit receipts		33,474,908,167	28,906,111,334
	Interest/profit payments		(19,995,930,469)	(16,065,962,048)
	Dividend receipts		251,452,871	268,671,405
	Fees & commission receipts		1,791,364,129	1,958,023,924
	Recoveries of loans previously written off		519,379,498	215,446,276
	Cash paid to employees		(4,296,347,506)	(3,981,204,850)
	Cash paid to suppliers		(482,271,750)	(415,733,179)
	Income taxes paid		(2,652,921,951)	(2,699,531,541)
	Receipts from other operating activities	39(a)	2,174,211,476	1,929,656,016
	Payments for other operating activities	40(a)	(1,565,836,764)	(1,426,736,312)
	Operating cash flow before changes in operating assets and liabilities		9,218,007,702	8,688,741,025
	Increase/(Decrease) in operating assets & liabilities:			
	Purchase & sale of trading securities		(12,083,067,803)	(14,259,824,744)
	Loans and advances to customers (Other than banks)		(21,614,765,421)	(11,179,990,103)
	Other assets	41(a)	(1,647,353,435)	426,174,050
	Deposits and borrowings from other banks		6,922,074,155	(13,493,374,075)
	Deposits from customers (Other than banks)		43,821,247,967	32,710,403,125
	Other liabilities account of customers		(8,997,898,617)	(1,258,142,135)
	Other liabilities	42 (a)	90,489,799	1,510,124,683
	Net Cash receipts from operating activities		**15,708,734,347**	**3,144,111,826**
B)	**Cash flows from investing activities**			
	Proceeds from sale of Shares		275,274,236	382,920,248
	Payment for purchase of Shares		(101,346,715)	(448,312,293)
	Investment in securities		(10,924,311,861)	(7,630,387,025)
	Purchase of property, plant and equipment		(345,813,635)	(224,661,731)
	Sales proceeds of fixed assets		2,832,733	597,666
	Net cash used in investing activities		**(11,093,365,242)**	**(7,919,843,135)**
C)	**Cash flows from financing activities**			
	Borrowings from other bank's, financial institutions and Others		153,359,322	1,395,169,118
	Issue/(redemption) of non-convertible subordinated bonds		1,600,000,000	(800,000,000)
	Issue of NCC Bank perpetual bonds		-	-
	Dividend paid		(1,427,772,391)	(1,325,530,153)
	Net cash receipts/(payments) from financing activities		**325,586,930**	**(730,361,035)**
D)	**Net (decrease)/ increase in cash and cash-equivalents (A+B+C)**		**4,940,956,036**	**(5,506,092,344)**
E)	Effects of exchange rate changes on cash and cash-equivalents		(6,929,372)	3,831,525
F)	Cash and cash-equivalents at the beginning of the year		19,972,031,077	25,474,291,896
G)	**Cash and cash-equivalents at the end of the year (D+E+F)**	43(a)	**24,906,057,741**	**19,972,031,077**
	Net Operating Cash Flows Per Share		**14.15**	**2.83**

These financial statements should be read in conjunction with the annexed notes from 1 to 49.

Chairman **Director** **Director** **Managing Director**

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC. and its Subsidiaries

Consolidated Statement of Changes in Equity

For the year ended on 31 December 2025

Amount in Taka

Particulars	Paid up capital	Statutory reserve	General reserve	Other reserve including asset revaluation reserve	Actuarial measurement gain/(loss)	Start-up Equity Investment Fund	F.C. Translation reserve	Non-controlling (Minority) interest	Surplus in profit and loss account	Total
Balance as on 01 January 2025 (restated)	**11,104,230,950**	**11,104,230,950**	**10,993,285**	**533,717,079**	**(110,279,313)**	**121,046,611**	**7,128,607**	**209**	**4,234,859,256**	**27,005,927,633**
Transferred from revaluation reserve against depreciation on revaluation of fixed assets	-	-	-	(1,662,804)			-	-	1,662,804	-
Revaluation of Govt. securities (treasury bills/ bonds) HFT made during the year	-	-	-	402,283,561			-	-	-	402,283,561
Gain on sale of Non-banking assets	-	-	-	-			-	-	-	-
Newly measurement gain/(loss) on defined benefit plans	-	-	-	-	(21,907,267)		-	-	-	(21,907,267)
Currency translation gain/(loss) not recognized in the income statement	-	-	-	-			(6,929,372)	-	-	(6,929,372)
Non-controlling (Minority) Interest/profit	-	-	-	-			-		-	-
Bonus share for the year 2024		-	-	-			-	-	-	-
Net Profit/(loss) after tax	-	-		-			-	(4)	4,765,822,139	4,765,822,135
Interest on perpetual bonds as distributable items									(500,000,000)	(500,000,000)
Transfer to statutory reserve	-	-	-	-			-	-	-	-
Transfer to general reserve			-						-	-
Transferred 1% of net profit during the year	-	-	-	-		69,106,210	-	-	(69,106,210)	-
Cash dividend for the year 2024	-	-	-	-			-	-	(1,443,550,024)	(1,443,550,024)
Balance as on 31 December 2025	**11,104,230,950**	**11,104,230,950**	**10,993,285**	**934,337,836**	**(132,186,580)**	**190,152,821**	**199,235**	**205**	**6,989,687,966**	**30,201,646,667**
Balance as on 31 December 2024 (restated)	**11,104,230,950**	**11,104,230,950**	**10,993,285**	**533,717,079**	**(110,279,313)**	**121,046,611**	**7,128,607**	**209**	**4,234,859,256**	**27,005,927,633**

Chairman **Director** **Director** **Managing Director**

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC. and its Subsidiaries

Consolidated Liquidity Statement

(Asset and Liability Maturity Analysis)

As at 31 December 2025

Amount in Taka

Particulars	Not more than 1 month term	1-3 months term	3-12 months term	1-5 years term	Above 5-years term	Total
Assets:						
Cash	9,782,475,154	-	-	-	8,749,287,372	18,531,762,526
Balances with other banks and financial institutions	4,092,786,914	-	-	1,150,000,000	-	5,242,786,914
Money at call & short notice	1,119,600,000	-	-	-	-	1,119,600,000
Investments	6,398,781,952	3,449,809,899	9,574,444,588	34,264,965,261	46,147,872,080	99,835,873,779
Loans & advances	39,136,207,369	27,100,333,865	76,708,474,850	66,145,112,968	54,564,933,900	263,655,062,952
Fixed assets including premises, furniture & fixtures	40,336,119	83,698,542	376,643,439	1,039,153,383	1,833,464,587	3,373,296,069
Other assets	377,952,028	75,443,475	2,108,260,757	4,973,443,714	23,125,906	7,558,225,880
Non-banking assets	-	-	-	2,750,514	-	2,750,514
Total assets	**60,948,139,536**	**30,709,285,781**	**88,767,823,633**	**107,575,425,840**	**111,318,683,844**	**399,319,358,634**
Liabilities:						
Borrowing from other banks, financial institutions & agents	13,356,854,417	7,133,362,889	9,220,129,798	889,732,218	367,224,939	30,967,304,261
Deposits	38,074,268,354	21,751,484,546	81,291,779,395	79,210,247,162	69,184,790,553	289,512,570,010
Bills payable	7,472,558,887	-	-	-	-	7,472,558,887
Provision & other liabilities	1,479,317,095	1,284,008,245	3,329,483,954	27,254,104,486	418,365,030	33,765,278,809
NCC Bank Subordinated and Perpetual Bonds	-	-	-	-	7,400,000,000	7,400,000,000
Total liabilities	**60,382,998,753**	**30,168,855,680**	**93,841,393,147**	**107,354,083,865**	**77,370,380,522**	**369,117,711,968**
Net liquidity gap	**565,140,783**	**540,430,101**	**(5,073,569,514)**	**221,341,974**	**33,948,303,322**	**30,201,646,667**

Net result of the liquidity statement represents the 'shareholders' equity' of the bank.

Required CRR amount shown above 5 years term bucket under Cash item as per DOS Circular No-02 dated 29-March 2011 which is highly liquid cash and cash equivalent in accordance with BRPD Circular-14 dated 25 June 2003.

Chairman **Director** **Director** **Managing Director**

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC.

Balance Sheet

As at 31 December 2025

	Notes	Amount in BDT		
		31-12-2025	31-12-2024	01-01-2024
			Restated	Restated
PROPERTY AND ASSETS				
Cash	5	**18,531,762,526**	**17,343,428,334**	**13,236,965,584**
In hand (including foreign currencies)		3,406,124,538	3,398,085,511	2,522,237,298
Balance with Bangladesh Bank and its agent bank (s) (including foreign currencies)		15,125,637,988	13,945,342,823	10,714,728,286
Balance with other banks and financial institutions	6	**4,975,062,929**	**1,720,855,949**	**10,354,383,653**
In Bangladesh		4,770,068,180	1,235,862,524	8,296,961,853
Outside Bangladesh		204,994,749	484,993,425	2,057,421,801
Money at call and short notice	7	**1,119,600,000**	**765,700,000**	**1,817,300,000**
Investments	8	**98,399,680,468**	**75,890,759,740**	**54,675,990,137**
Government		89,921,604,789	65,207,473,524	42,594,687,770
Others		8,478,075,679	10,683,286,216	12,081,302,367
Loans and advances/investments	9	**262,698,772,522**	**240,246,437,780**	**228,696,724,823**
Loans, cash credits, overdrafts, etc./investments		241,952,167,457	227,668,191,092	217,385,118,543
Bills purchased & discounted		20,746,605,065	12,578,246,688	11,311,606,280
Fixed assets including premises, furnitures and fixtures	10	**3,327,605,864**	**3,462,535,251**	**3,023,980,182**
Other assets	11	**9,773,848,147**	**8,773,510,199**	**7,483,042,336**
Non-banking assets	12	**2,750,514**	**2,750,514**	**127,773,014**
TOTAL ASSETS		**398,829,082,972**	**348,205,977,767**	**319,416,159,730**
LIABILITIES AND CAPITAL				
Liabilities				
Borrowings from other banks, financial institutions and agents	13	**30,651,978,517**	**20,167,367,676**	**35,147,476,587**
Deposits and other accounts	14	**297,388,528,152**	**257,352,743,366**	**221,835,114,370**
Current deposits/Mudaraba current deposit and other accounts		38,872,668,031	36,585,999,125	36,204,397,621
Bills payable		7,472,558,887	6,093,137,237	6,428,436,722
Savings bank/Mudaraba savings bank deposits		36,565,140,558	34,177,530,659	31,926,820,849
Fixed deposits/Mudaraba term deposits		154,254,492,984	128,146,321,299	101,135,847,318
Time deposits/Mudaraba time deposit		60,223,667,691	52,349,755,046	46,139,611,861
Other liabilities	15	**33,226,556,482**	**38,014,974,959**	**30,603,941,626**
NCC Bank Subordinated and Perpetual Bonds	16	**7,400,000,000**	**5,800,000,000**	**6,600,000,000**
Non-Convertible Subordinated Bonds		2,400,000,000	800,000,000	1,600,000,000
Perpetual Bonds		5,000,000,000	5,000,000,000	5,000,000,000
TOTAL LIABILITIES		**368,667,063,151**	**321,335,086,002**	**294,186,532,584**
Shareholders' equity				
Paid up capital	17.2	11,104,230,950	11,104,230,950	11,104,230,950
Statutory reserve	18	11,104,230,950	11,104,230,950	11,104,230,950
General reserve	19	10,162,348	10,162,348	10,162,348
Other reserve including assets revaluation reserve	20	934,337,836	533,717,079	361,879,410
Foreign currency translation gain/(loss) reserve	20.1	199,235	7,128,607	3,297,082
Actuarial gain/(loss) on defined benefit plans	20.2	(132,186,580)	(110,279,313)	-
Start-up Equity Investment Fund	20.3	190,152,821	121,046,611	-
Surplus in profit and loss account	21	6,950,892,262	4,100,654,535	2,645,826,407
TOTAL SHAREHOLDERS' EQUITY		**30,162,019,821**	**26,870,891,765**	**25,229,627,146**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**398,829,082,972**	**348,205,977,767**	**319,416,159,730**
NET ASSETS VALUE PER SHARE [previous year's figure restated]		**27.16**	**24.20**	**22.72**

	Notes	Amount in BDT		
		31-12-2025	31-12-2024	01-01-2024
			Restated	Restated
OFF BALANCE SHEET ITEMS				
Contingent liabilities				
Acceptances and endorsements	**22.1**	47,809,239,324	34,694,658,193	31,148,249,078
Letters of guarantee	**22.2**	42,674,068,923	43,038,558,124	44,321,940,502
Letters of credit issued	**22.3**	44,380,225,204	44,672,855,296	30,317,699,504
Bills for collection	**22.4**	28,027,073,431	13,521,078,572	10,552,007,552
Other commitments				
Forward Exchange Sold A/C		632,527,300	-	-
Export development fund (EDF)		148,282,660	-	17,524,740
TOTAL OFF BALANCE SHEETS ITEMS INCLUDING CONTINGENT LIABILITIES		**163,671,416,843**	**135,927,150,185**	**116,357,421,376**

These financial statements should be read in conjunction with the annexed notes from 1 to 49.

Chairman **Director** **Director** **Managing Director**

See annexed auditor's report to the Shareholders of the date.

Wasequl H Reagan, FCA
Partner
ICAB Enrolment No. 1517

Mahfel Huq & Co.
Chartered Accountants
Firm Registration Number -CAF-001-133
DVC: 2604271517AS550352

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC.

Profit and Loss Account

For the year ended on 31 December 2025

	Notes	Amount in BDT	
		2025	2024
			Restated
Interest/profit income	24	25,666,886,762	23,119,940,125
Less: Interest paid/profit shared on deposits and borrowings	25	20,040,446,436	17,015,308,621
Net Interest/profit income		**5,626,440,326**	**6,104,631,504**
Income from investments in shares & securities etc.	26	10,021,516,627	7,437,020,482
Commission, exchange and brokerage	27	2,853,200,605	2,863,521,991
Other operating income	28	1,577,070,514	1,167,359,820
Total operating income		**20,078,228,072**	**17,572,533,797**
Salary and allowances	29	4,021,765,138	3,869,259,918
Rent, taxes, insurance, electricity etc.	30	475,348,025	559,203,917
Legal expenses	31	52,044,819	22,818,550
Postage, stamp, telecommunication etc.	32	87,664,014	74,057,060
Stationery, printing, advertisement etc.	33	145,347,609	113,051,178
Managing Director's salary and fees	34	15,300,000	10,858,579
Director's fees & other meeting related expenses	35	5,993,876	5,225,955
Auditors' fees	36	2,573,717	632,500
Charges on loan losses		42,370,604	81,998,970
Repairs,maintenance,amortization and depreciation of bank's assets	37	725,569,829	569,448,563
Other expenses	38	1,430,014,304	1,174,632,783
Total operating expenses		**7,003,991,936**	**6,481,187,973**
Profit before provision		**13,074,236,136**	**11,091,345,825**
Provision for loans and advances/investments		4,682,870,377	4,969,934,480
Specific provision	15.5(a)	2,228,996,598	5,465,039,558
General provision	15.5(b)	2,453,873,779	39,591,257
Special general provision COVID-19	15.5(c)	-	(534,696,334)
Provision for off-balance sheet exposures	15.5(d)	341,674,287	(92,412,246)
Provision for off-shore banking unit	15.5(e)	84,792,402	(3,749,142)
Provision for investment fluctuation in shares & bonds	8.3	1,609,647,799	1,011,088,721
Provision for other assets	15.2	420,024,758	121,252,602
Provision for nostro accounts	15.9	-	-
Total provisions		**7,139,009,622**	**6,006,114,415**
Profit after provision for loans & advances and others items		**5,935,226,514**	**5,085,231,410**
Contribution to NCC Bank's CSR Fund	15.7	30,000,000	30,000,000
Profit before tax		**5,905,226,514**	**5,055,231,410**
Provision for tax		**1,043,995,357**	**682,272,652**
Current tax	15.3	1,313,920,525	2,601,819,943
Deferred tax expense/(income) [previous year's figure restated]	15.4.1	(269,925,168)	(1,919,547,291)
Net Profit after tax		**4,861,231,157**	**4,372,958,758**
Balance of profit brought forward from last year	21.1	2,657,104,511	181,301,010
Add: Net Profit after tax for the year		4,861,231,157	4,372,958,758
Total profit available for distribution		**7,518,335,668**	**4,554,259,768**
Appropriations:			
Statutory reserve		-	-
Interest on perpetual bonds		500,000,000	500,000,000
Start-up fund	15.11	69,106,210	23,235,689
General reserve		-	-
		569,106,210	523,235,689
Retained earnings		**6,949,229,458**	**4,031,024,079**
Earnings per share (EPS) [previous year's figure restated]	44	**4.38**	**3.94**

These financial statements should be read in conjunction with the annexed notes from 1 to 49.

Chairman **Director** **Director** **Managing Director**

See annexed auditor's report to the Shareholders of the date.

Wasequl H Reagan, FCA
Partner
ICAB Enrolment No. 1517
Mahfel Huq & Co.
Chartered Accountants
Firm Registration Number -CAF-001-133
DVC: 2604271517AS550352

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC.

Cash Flow Statement

For the year ended on 31 December 2025

		Notes	Amount in BDT	
			2025	2024
A)	**Cash flows from operating activities**			
	Interest/profit receipts		33,253,378,000	28,797,854,434
	Interest/profit payments		(20,004,780,893)	(16,057,049,768)
	Dividend receipts		236,720,874	244,249,580
	Fees & commission receipts		1,730,532,300	1,880,976,313
	Recoveries on loans previously written off		519,379,498	215,446,276
	Cash paid to employees		(4,242,016,947)	(3,935,507,925)
	Cash paid to suppliers		(472,439,275)	(404,045,285)
	Income taxes paid		(2,616,320,438)	(2,665,490,698)
	Receipts from other operating activities	**39**	2,173,513,093	1,928,364,607
	Payments for other operating activities	**40**	(1,554,999,139)	(1,415,076,425)
	Operating cash flow before changes in operating assets and liabilities		9,022,967,074	8,589,721,109
	Increase/(decrease) in operating assets & liabilities			
	Purchase & sale of trading securities		(12,074,245,253)	(14,259,824,744)
	Loans and advances to customers (Other than banks)		(22,494,705,347)	(11,631,711,927)
	Other assets	**41**	(1,251,712,381)	382,740,721
	Deposits and borrowings from other banks		6,756,196,394	(13,412,534,256)
	Deposits from customers (Other than banks)		43,522,982,978	32,526,077,937
	Other liabilities account of customers		(8,465,834,498)	(1,261,507,520)
	Other liabilities	**42**	239,294,058	1,578,806,667
	Net cash receipts from operating activities		**15,254,943,026**	**2,511,767,986**
B)	**Cash flows from investing activities**			
	Proceeds from sale of Shares		161,084,481	134,692,479
	Payment for purchase of Shares		(39,461,469)	(351,507,496)
	Investment in securities (Net off)		(10,558,704,791)	(6,921,113,475)
	Purchase of property, plant and equipment		(343,121,166)	(223,311,188)
	Sales proceeds of fixed assets		2,779,033	494,950
	Net cash used in investing activities		**(10,777,423,912)**	**(7,360,744,730)**
C)	**Cash flows from financing activities**			
	Borrowings from other bank's, financial institutions and Others		153,359,322	1,395,169,118
	Issue/(redemption) of non-convertible subordinated bonds		1,600,000,000	(800,000,000)
	Dividend paid in cash		(1,427,772,391)	(1,325,530,153)
	Net cash receipts/(payments) from financing activities		**325,586,930**	**(730,361,035)**
D)	**Net increase/(decrease) in cash and cash-equivalents (A+B+C)**		**4,803,106,044**	**(5,579,337,779)**
E)	Effects of exchange rate changes on cash and cash-equivalents		(6,929,372)	3,831,525
F)	Cash and cash-equivalents at the beginning of the year		19,842,157,083	25,417,663,337
G)	**Cash and cash-equivalents at the end of the year (D+E+F)**	**43**	**24,638,333,755**	**19,842,157,083**
	Net Operating Cash Flows Per Share		**13.74**	**2.26**

These financial statements should be read in conjunction with the annexed notes from 1 to 49.

Chairman **Director** **Director** **Managing Director**

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC.

Statement of Changes in Equity

For the year ended on 31 December 2025

Amount in Taka

Particulars	Paid up capital	Statutory reserve	General reserve	Other reserve including assets revaluation reserve	Actuarial measurement gain/(loss)	Start-up Equity Investment Fund	F.C. Translation gain/(loss) reserve	Surplus in profit and loss account	Total
Balance as on 01 January 2025 (restated)	**11,104,230,950**	**11,104,230,950**	**10,162,348**	**533,717,079**	**(110,279,313)**	**121,046,611**	**7,128,607**	**4,100,654,535**	**26,870,891,765**
Transferred from revaluation reserve against depreciation on revaluation of fixed assets	-	-	-	(1,662,804)	-		-	1,662,804	-
Revaluation of Govt. securities (treasury bills/ bonds) HFT made during the year	-	-	-	402,283,561	-		-	-	402,283,561
Gain on sale of Non-banking assets	-	-	-	-	-		-	-	-
Newly measurement gain/(loss) on defined benefit plans	-	-	-	-	(21,907,267)		-	-	(21,907,267)
Surplus/(deficit) on account of revaluation of Govt. securities (treasury bills/bonds) HTM & HFT transferred to income A/C	-	-	-	-	-		-	-	-
Currency translation gain/(loss) not recognized in the income statement	-	-	-	-	-		(6,929,372)	-	(6,929,372)
Bonus share for the year 2024	-	-	-	-	-		-	-	-
Net Profit/(loss) after tax	-	-	-	-	-		-	4,861,231,157	4,861,231,157
Interest on perpetual bonds as distributable items	-	-	-		-		-	(500,000,000)	(500,000,000)
Transfer to statutory reserve	-	-	-	-	-		-	-	-
Transferred 1% of net profit during the year	-	-	-	-	-	69,106,210	-	(69,106,210)	-
Cash dividend for the year 2024	-	-	-	-	-		-	(1,443,550,024)	(1,443,550,024)
Balance as on 31 December 2025	**11,104,230,950**	**11,104,230,950**	**10,162,348**	**934,337,836**	**(132,186,580)**	**190,152,821**	**199,235**	**6,950,892,262**	**30,162,019,821**
Balance as on 31 December 2024 (restated)	**11,104,230,950**	**11,104,230,950**	**10,162,348**	**533,717,079**	**(110,279,313)**	**121,046,611**	**7,128,607**	**4,100,654,535**	**26,870,891,765**

Chairman **Director** **Director** **Managing Director**

Dated, Dhaka
27 April 2026

National Credit and Commerce Bank PLC.

Liquidity Statement

(Asset and Liability Maturity Analysis)

As at 31 December 2025

Amount in Taka

Particulars	Not more than 1 month term	1-3 months term	3-12 months term	1-5 years term	Above 5-years term	Total
Assets:						
Cash	9,782,475,154	-	-	-	8,749,287,372	18,531,762,526
Balances with other banks and financial institutions	3,825,062,929	-	-	1,150,000,000	-	4,975,062,929
Money at call & short notice	1,119,600,000	-	-	-	-	1,119,600,000
Investments	6,002,227,119	3,275,431,509	9,304,479,838	34,256,142,711	45,561,399,292	98,399,680,468
Loans & advances	39,124,103,934	27,066,126,994	76,519,543,928	65,871,258,453	54,117,739,213	262,698,772,522
Fixed assets including premises, furniture & fixtures	39,046,301	81,118,906	365,035,077	1,008,940,994	1,833,464,587	3,327,605,864
Other assets	377,952,028	74,110,675	2,053,241,913	4,995,417,626	2,273,125,906	9,773,848,147
Non-banking assets	-	-	-	2,750,514	-	2,750,514.00
Total assets	**60,270,467,465**	**30,496,788,084**	**88,242,300,755**	**107,284,510,298**	**112,535,016,369**	**398,829,082,972**
Liabilities:						
Borrowing from other banks, financial institutions & agents	13,356,854,417	7,111,150,692	9,175,705,404	641,043,064	367,224,939	30,651,978,516
Deposits	38,074,268,354	21,751,484,546	81,291,779,395	79,613,646,417	69,184,790,553	289,915,969,265
Bills payable	7,472,558,887	-	-	-	-	7,472,558,887
Provision & other liabilities	1,471,788,773	1,284,008,245	3,286,932,897	26,765,461,538	418,365,030	33,226,556,482
NCC Bank Subordinated and Perpetual Bonds	-	-	-	-	7,400,000,000	7,400,000,000
Total liabilities	**60,375,470,431**	**30,146,643,483**	**93,754,417,696**	**107,020,151,019**	**77,370,380,522**	**368,667,063,151**
Net liquidity gap	**(105,002,965)**	**350,144,601**	**(5,512,116,941)**	**264,359,279**	**35,164,635,847**	**30,162,019,821**

Net result of the liquidity statement represents the 'shareholders' equity' of the bank.

Required CRR amount shown above 5 years term bucket under Cash item as per DOS Circular No-02 dated 29-March 2011 which is highly liquid cash and cash equivalent in accordance with BRPD Circular-14 dated 25 June 2003.

Chairman **Director** **Director** **Managing Director**

Dated, Dhaka
27 April 2026

Notes to the Consolidated and Separate Financial Statements

As at and for the year ended on 31 December 2025

1.1 Status of the Bank

The National Credit and Commerce Bank PLC. (NCCBPLC) is a scheduled commercial bank formed under Bank Company Act, 1991 and incorporated as a public banking company, limited by shares on 15th May 1993 with primary objective to carry on all kinds of banking business in and outside Bangladesh. The Bank changed its name from National Credit and Commerce Bank Limited to National Credit and Commerce Bank PLC. (NCCBPLC) as per Bangladesh Bank gazette no- BRPD(LS-1)/745(20)/2023-10767 dated 13 December 2024.

The registered office of the Bank is located at NCC Bank Bhaban, 13/1-2 Toyenbee Circular Road, Motijheel Commercial Area, Dhaka-1000. It commenced its banking business with 16 branches from 17 May 1993 under the license letter no - BCD(D)200/52-561/93 issued by Bangladesh Bank. Presently the Bank has 132 branches, 10 Sub-branches and 145 ATM all over Bangladesh. The Bank has no overseas branch as at 31 December 2025. It carries out all banking activities through it branches in Bangladesh. The Bank went for initial public offering in 1999 and its share is listed with Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited from 28 May 2000 and 16 May 2000 respectively as a publicly traded company.

1.1.1 Principal activities

The principal activities of the Bank are to provide all kinds of commercial banking services to its customers through its branches following the provisions of the Bank Company Act, 1991 (as amended up to date), Bangladesh Bank's directives and directives of other regulatory authorities i.e. accepting customer deposits, lending to retail, small and medium enterprise (SME) and corporate customers, trade financing, lease financing, project financing, issuing letters of credit, interbank borrowing and lending, dealing in government securities etc.

1.1.2 Islamic banking units

Islamic Banking Unit is a separate business unit of NCC Bank PLC. governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for operation of Islamic banking units vide Bangladesh Bank letter no. BRPD (LS-2)745(20)/2022-6911 dated on 05 July 2022. The operation of our Islamic Banking is totally different from the Bank's conventional operation as the former operates their business on the basis of Islamic Shariah. For procuring funds from depositors, our Islamic Banking follows Al-Wadiah and Mudaraba principles. Our Islamic Banking operation is committed to follow the accounting principles that refrain from interest. Principles for accounting under its Islamic banking umbrella, run through a separate Islamic Banking software namely ABABIL. Separate financial statements of Islamic banking unit are shown in **Annexure-O**.

1.1.3 Offshore banking units

Offshore banking unit (OBU) is a separate business unit of NCC Bank PLC. governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for operation of offshore banking units located at NCC Bank Bhaban Branch & Agrabad Branch vide Bangladesh Bank letter no. BRPD (P-3)744(113)/2010-1648 dated on 02 May 2010 and operation of OBU in line with the offshore banking policy issued by Bangladesh Bank vide BRPD circular no. 02 dated 25 February 2019 and amendment thereon. Our Offshore banking unit operation/transactions involve with fully foreign-owned enterprises in EPZs, PEPZs, EZs and Fli-tech Parks shall include all normal financial services including accepting deposits, making short term loans/advances and investments, discounting bills, negotiating bills, issuing letter of credit and guarantee etc. In addition OBU discounts/purchase accepted usance/deferred bills against import from abroad and accepted usance/deferred export bills against direct and deemed exports. OBU conducts banking business activities in foreign currencies. Separate financial statements of offshore banking unit are shown in **Annexure-P**.

1.1.4 Information regarding subsidiary

The Bank has 02 (Two) fully owned subsidiary companies as at 31 December 2025. One of them is in operation on the reporting date named as NCCB Securities and Financial Services Limited. Although the subscription of another fully owned subsidiary 'NCCB Capital Limited' has completed, full fledged operation of this company is yet to start. Information of subsidiary companies are given below:

1.1.4.1 NCCB Securities and Financial Services Limited (NCCBSFSL)

NCCB Securities and Financial Services Limited is a subsidiary company of NCC Bank PLC. incorporated as a private company, limited by shares, on April 04, 2010 with the Registrar of Joint Stock Companies and Firms vide certificate of incorporation no.C-83683/10 dated April 04, 2010 under the Companies Act-1994. NCCBSFSL commenced its operation from March 07, 2011. The main objective of the company is to act as a full fledged stock broker & stock dealer to execute buy and sell order and to maintain own portfolio as well as customers' portfolio under the discretion of customers.

1.1.4.2 NCCB Capital Limited (NCCBCL)

NCCB Capital Limited (NCCBCL) is a subsidiary company of NCC Bank PLC. incorporated as a private company, limited by shares, on April 01, 2010 with the Registrar of Joint Stock Companies and Firms vide certificate of incorporation no.C-83649/10 dated April 01, 2010 under the Companies, Act-1994. The main objective of the company is to provide full fledged merchant banking services like issue management, underwriting, advisory services & as and when regulators permits the company to carry out such activities as per their guidelines. NCCBCL was not in operation till 31 December 2025.

2 Significant accounting policies and basis of preparation of financial statements

2.1 Basis of preparation

The separate financial statements of the Bank as at and for the year ended 31 December 2025 comprise those of Domestic Banking Unit (Main operations), Off shore Banking Unit (OBU) and Islamic Banking Unit together referred to as 'the Bank'. Consolidated financial statements comprise those of the bank(parent) and its subsidiaries together referred to as 'the group' and individually referred to as 'group entities/subsidiaries'). Financial Statements of the Bank are prepared on a going concern basis under the historical cost convention and in accordance with First Schedule of the Bank Company Act 1991, as amended up to date, BRPD circular no. 14 dated 25 June 2003, other Bangladesh Bank circulars, International Accounting Standards, (IASs) and International Financial Reporting Standards (IFRSs) as adopted by the Financial Reporting Council (FRC) under Financial Reporting Act, 2015, the Companies Act, 1994 and the Bangladesh Securities and Exchange Rules 2020. Wherever appropriate, such principles are explained in succeeding notes.

Change in Accounting Policy on Deferred Tax and Restatement of Comparative Information

During the year ended 31 December 2025, the Company revised its accounting policy for the recognition of deferred tax on specific provisions maintained against loans and advances

In line with regulatory guidance issued by Bangladesh Bank, particularly BRPD Circular No. 11 dated 12 December 2011 and subsequent instructions on provisioning and deferred tax treatment, management has reassessed the accounting treatment and determined that deferred tax should be recognized on temporary differences arising from such provisions

This change has been made to ensure compliance with applicable regulatory requirements as well as to present more relevant and reliable financial information in accordance with IAS 12 and IAS 8.

Accordingly, the Company has applied this change in accounting policy retrospectively in accordance with IAS 8.

IAS 8 and Regulatory Compliance

In accordance with IAS 8 and Bangladesh Bank guidelines, the Company has:

Applied the change in accounting policy retrospectively;

Restated comparative figures for prior period(s) presented;

Adjusted opening balances of assets, liabilities, and equity for the earliest period presented; and

Disclosed the nature and financial impact of the change in accounting policy.

Management believes that this revised policy aligns the Company's financial reporting with both Bangladesh Bank regulatory requirements and International Financial Reporting Standards (IFRS), thereby enhancing the transparency and comparability of the financial statements.

2.1a Restatement

Previous year figures are restated during the year ended to reflect the Other assets account transactions i.e. Advance, deposit and prepayments accounts included in the financial statements as well as the same amount was included in the Other liabilities Account due to deffered tax.

Impact of the Change in Accounting Policy

The retrospective application of the revised policy has resulted in adjustments to the following:

Deferred Tax Liabilities:

Other Assets / Liabilities:

Retained Earnings:

Impact on Earnings Per Share (EPS)

As a result of the above change, prior year profit has been revised. Accordingly, Earnings Per Share (EPS) for the previous year has been restated as follows:

Previously reported EPS: Tk. 2.09

Restated EPS: Tk. 3.94

Impact on Net Asset Value (NAV)

The change in accounting policy has also impacted the Net Asset Value (NAV) of the Company:

NAV per share (previously reported) for 2024: Tk 22.24 & for 2023: Tk. 21.70 respectively

NAV per share (restated) for 2024 : Tk. 24.20 & for 2023: Tk. 22.72

The increase/decrease in NAV is primarily attributable to the recognition of deferred tax effects on specific provisions for loans and advances and the corresponding adjustment to retained earnings.

Statement of compliance

The Financial Reporting Act, 2015 (FRA) was enacted in 2015. The Financial Reporting Council (FRC) under the FRA has been formed in 2017 and the council adopt IASs & IFRSs as standards vide gadget no-146/FRC/Admin/Gadget/2020/67 dated 02 November 2020 for preparing financial report. The Bank Company Act, 1991 (as amended up to date) was amended to require banks to prepare their financial statements under such IFRS. The consolidated and separate financial statements of the Group and the Bank have been prepared in accordance with International Financial Reporting Standards (IFRSs) as adopted by The Financial Reporting Council (FRC) and the requirements of the Bank Company Act, 1991 (as amended up to date) , the rules and regulations issued by Bangladesh Bank (BB), the Companies Act 1994, the Securities and Exchange Rules 2020. In case any requirement of the Bank Company Act, 1991 (as amended up to date), and provisions and circulars issued by Bangladesh Bank differ with those of IFRSs, the requirements of the Bank Company Act 1991 (as amended up to date), and provisions and circulars issued by Bangladesh Bank shall prevail. Material departures from the requirements of IFRSs are as follows:

i) Presentation of financial statements

IFRS/IAS: As per IAS 1: **Presentation of Financial Statements**, a complete set of financial statements comprises a statement of financial position, a statement of profit or loss and other comprehensive income, a statement of changes in equity, a statement of cash flows, notes comprising a summary of significant accounting policies and other explanatory information and comparative information. IAS 1 has also stated the entity to disclose assets and liabilities under current and non-current classification separately in its statement of financial position.

Bangladesh Bank: The presentation of the financial statements in prescribed format (i.e. balance sheet, profit and loss account, cash flow statement, statement of changes in equity, liquidity statement) and certain disclosures therein are guided by the First Schedule (section 38) of the Bank Company Act 1991 (amendment up to date) and BRPD circular no. 14 dated 25 June 2003 and subsequent guidelines of Bangladesh Bank. In the prescribed format there is no option to present assets and liabilities under current and noncurrent classifications.

ii) Investment in shares and securities (Equity Share, Mutual Funds etc.)

IFRS: As per requirements of IFRS 9 Financial Instruments, classification and measurement of investment in shares and securities will depend on how these are managed (the entity's business model) and their contractual cash flow characteristics. Based on these factors it would generally fall either under "at fair value through profit and loss account" or under "at fair value through other comprehensive income" where any change in the fair value (as measured in accordance with IFRS 13) at the year-end is taken to profit and loss account or other comprehensive income respectively.

Bangladesh Bank: As per DOS circular no. 01 dated 24 May 2023 investments in quoted shares and unquoted shares are revalued at the year end at market price and as per net worth value of last audited balance sheet respectively. As per instruction of DOS circular letter no. 01 dated 24 May 2023, investment in mutual fund (open-end) is revalued at surrender price. As such, provision is made for any loss arising from diminution in value of investments (portfolio basis); otherwise investments are recognized at costs.

iii) Revaluation gains/losses on Government Securities

IFRS: As per requirement of IFRS 9 where securities will fall under the category of Fair value through Profit and Loss account, any change in the fair value of held for trading assets is recognized through profit and loss account. Where securities are measured 'at fair value through other comprehensive income' then gains or losses shall be recognized in other comprehensive income (OCI), except for impairment gains or losses and foreign exchange gains and losses. The loss allowance arise from impairment shall be recognized in OCI and shall not reduce the carrying amount of financial assets in the Financial Position. Securities designated as amortized cost are measured at effective interest rate method and interest income is recognized through the profit and loss account.

Bangladesh Bank: According to Department of Offsite Supervision (DOS) Circular # 05, dated 26 May 2008 and subsequent clarification in DOS Circular # 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 year-end 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/T-bonds designated as held to maturity are measured at amortized cost method but interest income / gain should be recognized through revaluation reserve.

iv) Provision on loans and advances/investments

IFRS: As per IFRS 9: Financial Instruments, an entity shall recognize an impairment allowance on loans and advances based on expected credit losses. At each reporting date, an entity shall measure the impairment allowance for loans and advances at an amount equal to the lifetime expected credit losses if the credit risk on these loans and advances has increased significantly since initial recognition whether assessed on an individual or collective basis considering all reasonable information, including that which is forward-looking. For those loans and advances for which the credit risk has not increased significantly since initial recognition, at each reporting date, an entity shall measure the impairment allowance at an amount equal to 12 month expected credit losses that may result from default events on such loans and advances that are possible within 12 months after reporting date.

Bangladesh Bank: As per BRPD Circular # 15 dated 27 November 2024,BRPD Circular # 05, dated 25 June 2025, BRPD Circular # 29, dated 21 December 2025, a general provision at 0.5% 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 # 06, 2023, a general provision at 0.5% to 1% should be provided for off-balance sheet exposures except general provision .

v) Recognition of interest suspense

IFRS: Loans and advances to customers are generally classified at amortized cost as per IFRS 9: Financial Instruments and interest income is recognized by using the effective interest rate method to the gross carrying amount over the term of the loan. Once a loan subsequently become credit-impaired, the entity shall apply the effective interest rate to the amortized cost of these loans and advances.

Bangladesh Bank: As per BRPD circular no. 15 dated 27 November 2024, once a loan is classified, interest on such loans are not allowed to be recognized as income, rather the corresponding amount needs to be credited to an interest in suspense account, which is presented as liability in the balance sheet.

vi) Other comprehensive income and appropriation of profit

IFRS: As per IAS 1 other comprehensive income (OCI) is a component of financial statements or the elements of OCI are to be included in a single other comprehensive income statement. IFRS do not require appropriation of profit to be shown on the face of the statement of comprehensive income.

Bangladesh Bank: Bangladesh Bank has issued templates for financial statements which will strictly be followed by all banks in Bangladesh. The templates of financial statements issued by Bangladesh Bank neither include other comprehensive income nor are the elements of other comprehensive income allowed to be included in a single other comprehensive income (OCI) statement. As such the Bank does not prepare the other comprehensive income statement. However, elements of OCI, if any, are shown in the statements of changes in equity.

vii) Financial instruments - presentation and disclosure

In several cases Bangladesh Bank guidelines categories, recognize, measure and present financial instruments differently from those prescribed in IFRS 9: Financial Instruments. As such full disclosure and presentation requirements of "IFRS 7: Financial Instrument- Disclosures" and "IAS 32: Financial Instruments-Presentation" cannot be made in the accounts.

viii) Financial guarantees

IFRS: As per IFRS 9: Financial Instruments, financial guarantees are contracts that require the issuer 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 original or modified terms of a debt instrument. Financial guarantee liabilities are recognized initially at their fair value plus transaction cost that are directly attributable to the issue of the financial liabilities. The financial guarantee liability is subsequently measured at the higher of the amount of loss allowance for expected credit losses as per impairment requirement and the amount initially recognized less, income recognized in accordance with the principles of IFRS 15. Financial guarantees are included within other liabilities.

Bangladesh Bank: As per BRPD 14, financial guarantees such as letter of credit, letter of guarantee will be treated as off-balance sheet items. No liability is recognized for the guarantee except the cash margin.

ix) Cash and cash equivalent

IFRS: Cash and cash equivalent items should be reported as cash item as per IAS 7.

Bangladesh Bank: Some cash and cash equivalent items such as 'money at call on short notice', treasury bills, Bangladesh Bank bills and prize bond are shown as cash and cash equivalents. Money at call on short notice presented on the face of the balance sheet, and treasury bills and prize bond are shown in investments.

x) Repo and Reverse Repo transactions

IFRS: As per IFRS 9: Financial Instruments, 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), the arrangement is treated as a loan and the underlying asset continues to be recognized at amortized cost in the entity's financial statements. The difference between selling price and repurchase price will be treated as interest expense. Same rule applies to the opposite side of the transaction (reverse repo).

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.

xi) Non-Banking Assets

IFRS: No indication of non-banking asset is found in any IFRS.

Bangladesh Bank: As per BRPD 14, there must be stated a face item named as non-banking asset.

xii) Cash flow statement

IFRS: The Cash flow statement can be prepared using either the direct method or the 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 14, cash flow is the mixture of direct and indirect methods.

xiii) Balance with Bangladesh Bank: (Cash Reserve Requirement)

IFRS: Balance with Bangladesh Bank should be treated as other asset as it is not available for use in day to day operations as per IAS 7.

Bangladesh Bank: Balance with Bangladesh Bank is treated as cash and cash equivalents.

xiv) Presentation of intangible asset

IFRS: An intangible asset must be identified and recognized, and the disclosure must be given as per IAS 38.

Bangladesh Bank: There is no regulation for intangible assets in BRPD 14.

xv) Off-balance sheet items

IFRS: There is no concept of off-balance sheet items in any IFRS; hence there is no requirement for disclosure of off-balance sheet items on the face of the balance sheet.

Bangladesh Bank: As per BRPD 14, off balance sheet items (e.g. Letter of credit, Letter of guarantee etc.) must be disclosed separately on the face of the balance sheet.

xvi) Loans and advances/Investments net of provision

IFRS: Loans and advances/Investments should be presented net of provision.

Bangladesh Bank: As per BRPD 14, provision on loans and advances are presented separately as liability and cannot be netted off against loans and advances.

2.2 Going Concern basis of accounting

The accompanying financial statements have been prepared on a going concern basis that the Bank will continue in operation over the foreseeable future. The bank has neither any intention nor any legal or regulatory compulsion to liquidate or curtail materiality the scale of any of its operations. Key financial parameters (including liquidity, profitability, asset quality, provision sufficiency and capital adequacy) of the bank continued to demonstrate a healthy trend for a couple of years. The rating outlook of the Bank as reported by all the rating agencies is 'Stable'. Besides, the management is not aware of any material uncertainties that may cast significant doubt upon the Bank's ability to continue as going concern.

2.3 Basis of consolidation

The consolidated financial statements include the financial statements of NCC Bank PLC. and its subsidiary companies - NCCB Securities and Financial Services Limited & NCCB Capital Limited. The consolidated financial statements have been prepared in accordance with International Accounting Standard 27: Separate Financial Statements and International Financial Reporting Standards 10-"Consolidated Financial Statements". The Consolidated Financial Statements are prepared to common financial year ending 31 December 2025.

Subsidiary

Subsidiary is the enterprise which is controlled by the parent company. Control exists when the parent company has the power, directly and indirectly, to govern the financial and operating policies of an enterprise from the date that control commences until the date that control ceases. The financial statements of subsidiary are included in the consolidated financial statements from the date that the control effectively commences until the date that it control effectively ceases. Subsidiary company is consolidated using the cost method of accounting.

Transactions eliminated on consolidation

All intra-group transactions, balances, income and expenses are eliminated on consolidation. Profit and loss resulting from transactions is also eliminated on consolidation.

2.4 Use of estimates and judgments

In the preparation of financial statements, management requires to make judgments, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets, liabilities, income and expenses. Actual results may differ from these estimates. Estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognized in the period in which the estimate is revised and in any future periods affected. The key item which involve these judgements, estimates and assumptions are discussed below:

Impairment losses on loans and advances

In addition to the provision made for loans and advances based on the guidelines of Bangladesh Bank, the Bank reviews its loans and advances portfolio on a quarterly basis to assess whether a further allowance for impairment should be provided in the income statement. Judgements by the management is required in the estimation of these amounts and such estimations are based on assumptions about a number of factors, though actual results may differ resulting in future changes to the provisions.

Other key items where estimates or judgement were involved includes:

a) Deferred Tax
b) Useful life of fixed assets and right of use of assets
c) Revaluation of land & buildings
d) Defined benefit obligation-gratuity
e) Lease liabilities
f) Provision for taxation

2.5 Functional and presentation currency

The financial statements are presented in Bangladeshi Taka which is the Bank's functional currency. The functional currency of the Bank Off-shore banking unit is USD. Financial statements of OBU has been translated into the presentation currency, i.e. Bangladeshi Taka (BDT) following the guidelines of IAS 21: The Effect of Changes in Foreign Exchange Rates.

2.6 Foreign currency transaction/translation

a) Foreign currencies transaction/translation

Foreign currency transactions are converted into equivalent taka using the ruling exchange rates on the dates of respective transactions as per IAS-21 "The Effects of Changes in Foreign Exchange Rates". Assets and liabilities in foreign currencies at 31 December 2025 have been converted into Taka currency at the closing mid rates of the relevant foreign currencies at that date except "Balances with other Banks and Financial Institutions" which have been converted as per directives of Bangladesh Bank vide its circular no. BRPD(R) 717/2004-959 dated 21 November 2004.

b) Commitments

Contingent liabilities / commitments for letters of credit and letters of guarantee denominated in foreign currencies are expressed in BDT at the rates of exchange prevailing on the balance sheet date.

c) Translation gains and losses

The resulting exchange transaction gains and losses are included in the profit and loss account, except those arising on the translation.

2.7 Cash flow statement

Cash flow statement has been prepared in accordance with the BRPD Circular No. 14, dated June 25, 2003 issued by the Banking Regulation & Policy Department of Bangladesh Bank. It reported cash flows during the year classified under operating activities, investing activities and financing activities.

2.8 Liquidity statement

The liquidity statement of assets and liabilities as at the reporting date has been prepared on residual maturity term as per the following bases :

I) Balance with other banks and financial institutions, money at call and short notice, etc. are shown on the basis of their maturity term;

ii) Investments are on the basis of their respective maturity;

iii) Loans and advances / investments are on the basis of their repayment schedule;

iv) Fixed assets are on the basis of their useful lives;

v) Other assets are on the basis of their realization / amortization;

vi) Borrowing from other banks, financial institutions and agents, etc. are as per their maturity / repayment terms;

vii) Deposits and other accounts are on the basis of their maturity term and past trend of withdrawal by the depositors;

viii) Provisions and other liabilities are on the basis of their payment / adjustments schedule.

2.9 Reporting year

These financial statements cover the year from 01 January to 31 December 2025.

2.10 Offsetting

Financial assets and financial liabilities are offset and the net amount reported in the balance sheet when there is a legally enforceable right to offset the recognized amounts and there is an intention to settle on a net basis, realize the asset and settle the liability simultaneously.

2.11 Assets and basis of their valuation

2.11.1 Cash and cash equivalents

Cash and cash equivalents include notes and coins on hand, balances held with Bangladesh Bank & other Banks and FI, Money at call & short notice and price bond which highly liquid financial asset which are subject to insignificant risk of changes in their fair value and are used by the bank management for its short-term commitments.

2.11.2 Loans and advances

a) Loans and advances are stated in the balance sheet on gross basis.

b) Interest is calculated on a daily product basis but charged on quarterly basis and accounted for on accrual basis. Interest on classified loans and advances are kept in suspense account as per Bangladesh Bank instructions and such interest is not accounted for as income until realized from borrowers [please refer Note- 9.11 (x)]. Interest is not charged on bad and loss loans as per guidelines of Bangladesh Bank. Records of such interest amounts are kept in separate memorandum accounts.

c) The Bank are providing concessional interest rate to its good borrowers.

d) Provision for loans and advances is made on the basis of quarter-end review by the management following instructions contained in Bangladesh Bank BRPD Circular # 15 dated 27 November 2024, BRPD Circular # 05, dated 25 June 2025, BRPD Circular # 29, dated 21 December 2025. The provision rates are given below:

Particulars	Standard	SMA	Sub-standard (SS)	Doubtful (DF)	Bad & Loss (BL)
Small, Micro and Cottage enterprise financing	0.50%	0.50%	20%	50%	100%
Short Term Agriculture/Micro Credit	0.50%	0.50%	20%	50%	100%
All others credit	1%	5%	20%	50%	100%
Off balance sheet exposure	0.5% to 1%	N/A	N/A	N/A	N/A

e) Loans and advances with no realistic prospect of recovery have been written off against which full provisions are made and legal cases has been initiated. Detailed memorandum records for all such written off accounts are maintained.

2.11.3 Investments

All investments on securities are initially recognized at cost, being fair value of the consideration given, including acquisition charges associated with the investment. Premiums are amortized and discounts accredited, using the effective yield method and are taken to discount income. The valuation methods of investments used are:

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 definition of 'held at amortized cost-others' are classified as held to maturity. These investments are subsequently measured at present value as per Bangladesh Bank guideline. Investments in securities have been revalued as mark to market as at 31 December 2025. The gain of revaluation from the held to maturity securities has been shown in the statement of changes in equity of 31 December 2025.

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 profit & loss account for the year in which it arises. These investments are subsequently revalued at current market value on weekly basis as per Bangladesh Bank guidelines. Revaluation gain has been shown in revaluation reserve account & revaluation loss has been shown in profit & loss account.

Value of investments has been enumerated as follow:

Item	Initial Recog.	Measurement After Recog.	Records/Charges
Government treasury bills-HTM	Cost	Amortized Cost	Changes in value to equity reserve
Government treasury bills-HFT	Cost	Fair value	Loss to P/L & gain to equity reserve
Government treasury bonds-HTM	Cost	Amortized Cost	Changes in value to equity reserve
Government treasury bonds-HFT	Cost	Fair value	Loss to P/L & gain to equity reserve
Prize bonds	Cost	Cost	Charges to Profit & Loss Account

Investment in listed securities

These securities are bought and held primarily for the purpose of selling them in future or held for dividend income. Unrealized gains are not recognized in the profit and loss account. But provision for diminution in value of investment is provided in the financial statements which market price is below the cost price of investment. Provision against mutual fund calculated as per B.B DOS Circular No-01 dated 24 May 2023 **(Note-8.3)**.

Investment in unquoted securities

Investment in unquoted securities is reported at diminishing value based on NAV of those securities as on date. Adjustment is given for any shortage of book value over cost for determining the carrying amount of investment in unquoted securities.

Investment in subsidiary

Investment in subsidiary is accounted for under the cost method of accounting in the Bank's financial statements in accordance with the IRFS-10. Accordingly, Investment in subsidiary is stated in the Bank's balance sheet at cost, less impairment losses if any.

2.11.4 Property, plant and equipment

Recognition and measurement

All fixed assets except land and buildings/office premises are stated at historical cost which land and building/office premises at revalued amount (whenever applicable) less accumulated depreciation as per IAS -16" Property, Plant and Equipment". The cost of acquisition of an asset comprises its purchase price and any directly attributable cost of bringing the assets to its working condition for its intended use inclusive of inward freight, duties and non refundable taxes.

Subsequent cost

The cost of replacing part of such an item of fixed assets is recognized in the carrying amount of an item of property, plant and equipment if it is probable that the future economic benefits embodied with the part will flow to the company and the cost of the item can be measured reliably. The cost of day to day servicing of fixed asset is recognized in profit and loss as incurred.

Capital work in progress

Some development work is under process is recognized and reported under fixed assets as per IAS 16 as capital work in progress until the construction work is completed and the asset is ready for intended use. This asset is stated at cost and depreciation of the asset will be charged from the date of its intended use.

Depreciation

Depreciation is charged for the year at the following rates on reducing balance method on all fixed assets other than vehicles and Computer Equipment on which straight line depreciation method is followed and no depreciation is charged on land:

Category of fixed assets	Method of Depreciation	Rate of depreciation
Land	N/A	Nil
Building/Office premises	Reducing balance method	2.50%
Furniture & fixture	Reducing balance method	10% to 20%
Machineries & equipment	Reducing balance method	20%
Computer equipment	Straight line method	20%
Vehicles	Straight line method	20%

a) For additions during the year, depreciation is charged for the remaining days of the year and for disposal, depreciation is charged up to the date of disposal.

b) On disposal of fixed assets the cost and accumulated depreciation are eliminated from the fixed assets schedule and gain or loss on such disposal is reflected in the profit and loss account which is determined with reference to the net book value of the assets and net sale proceeds.

2.11.5 Intangible assets

a) An intangible asset is recognized if it is probable that the future economic benefits that are attributable to the asset will flow to the entity and the cost of assets can be measured reliably.

b) Software represents the value of computer application software licensed for use of the Bank, other than software applied to the operation software system of computers. Intangible assets are carried at its cost, less accumulated amortization and any impairment losses. Initial cost comprises license fees paid at the time of purchase and other directly attributable expenditures that are incurred in customizing the software for its intended use.

c) Software is being amortized using the following method and rates:

Category of intangible assets	Method of Amortization	Rate of amortization
Software	Straight line method	20%

2.11.6 Other assets

Provision for other assets

Other assets have been classified as per BRPD circular no- 4 dated 12-04-2022 of Bangladesh Bank and necessary provisions have been made thereon accordingly and for item not covered under the circular, adequate provision have been made considering their recoverability.

2.11.7 Securities purchased under re-sale agreement

Securities purchased under re-sale agreements are treated as collateralized lending and recorded at the consideration paid and interest accrued thereon. The amount lent is shown as an asset either as loans and advances to customers or loans to other banks.

The difference between purchase price and resale price is treated as interest received and accrued evenly over the life of REPO agreement.

2.11.8 Receivables

Receivables are recognized when there is a contractual right to receive cash or another financial asset from another entity.

2.11.9 Inventories

There are no Inventories related measurement for Banks. That's why IAS-2 is not applicable for the Bank.

2.11.10 Leases

NCCBPLC has applied IFRS-16: Leases from the date of initial application of 01 January 2019. As IFRS 16 supersedes IAS 17: Leases, the bank has made recognition, measurement and disclosure in the financial statements of 2025 both as Lessee and Lessor as per IFRS 16.

Bank as lessee:

The bank assesses at initiation of a contract whether the contract is, or contains a lease. That is, if the contract conveys the right to control the use of an identified asset for a year of time in exchange of consideration, then the bank consider the contract as a lease contract.

The bank as a lessee applies a single recognition and measurement approach for all leases, except for short-term leases, or, and lease of low value of assets. The bank recognizes lease liabilities to make lease payment and right-of-use assets representing the right to use the underlying assets.

If tenor of a lease contract does not exceed twelve months from the date of initiation/application, the bank considers the lease year as short term in line with the recognition threshold of ROU assets as per Fixed Asset policy of the bank. The reason behind considering the materiality threshold of BDT 10 million and above is that the bank operates many ATM booths, sub-branches with short and single contracts; recording of which as ROU assets would inflate the balance sheet both in assets and liabilities. Moreover, frequent changes of those establishments would create misreporting as well as complexity in recording.

Right-of-use assets (ROU):

The bank recognizes the right-of-use assets (RoU) at the commencement date of the lease (i.e. the date the underlying asset is available for use). RoU assets are measured at cost less any accumulated depreciation and impairment of losses and adjusted for any measurement of lease liabilities. The cost of ROU assets includes the amount of lease liabilities recognized, initial direct cost incurred, and lease payment made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight line basis over the lease term, or remaining year of the lease term.

The bank assessed all lease contracts live in 2025 and recognized as RoU of assets of all leases, except short term and low value of assets as parameter guided by Bangladesh Bank and Banks' own policy set as per IAS 16 and IFRS 16. As leases under IFRS 16 has been first time adopted by the bank, the bank has followed modified retrospective approach of adoption with the date of initial application of 01 January 2019. Therefore, the bank considered a cut-off date beginning of the year 2025 and reassessed unadjusted advance payment and remaining lease year of each contract, and recognized those in the financial statements for the year ended 31 December 2025 without giving retrospective impact in earlier presentation. The RoU assets are presented in the note 10.1 of these financial statements.

Lease Liabilities (Bank as a lessee):

At the commencement of the lease, the bank recognizes lease liabilities measured at the present value of lease payments to be made over the lease term. The lease payments include fixed and variable lease payment (less any adjustment for initial payment), and amount is expected to be paid under residual value of guarantees. The lease payments also include the exercise price of purchase option reasonably certain to be exercised by the bank and payment of penalties for terminating the lease.

In 2025, the bank reassessed all lease payment of existing contracts for remaining year considering a cut-off date i.e. 01 January 2025. The lease liabilities are presented in the note 15.10 of these financial statements.

The bank as lessor

When the Bank acts as a lessor, it determines at lease inception whether each lease is a finance lease or an operating lease. The Bank has no such lease in reporting date.

2.11.11 Non-banking assets

Non-banking assets were acquired due to failure of borrowers to repay the loan in time taken against mortgaged property. The Bank has been awarded ownership of few mortgaged properties vide verdict under section 33(7) of the Artharin Adalat Act, 2003.

2.11.12 Reconciliation of inter-bank and inter-branch account

Accounts with regard to inter-bank (in Bangladesh and outside Bangladesh) are reconciled regularly and there are no material differences which may affect the financial statements significantly.

Un-reconciled entries / balances in case of inter-branch transaction as at the reporting date are not material.

2.11.13 Materiality and aggregation

Each material item considered by the management as 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.

2.11.14 Comparative information

Accounting policies have been consistently applied by the Bank and are consistent with those used in the previous year. Comparative information is rearranged wherever necessary to conform to the current presentation.

2.12 Share capital

Ordinary shares are classified as equity when there is no contractual obligation to transfer cash or other financial assets.

2.13 Statutory reserve

The Bank Companies Act, 1991 (Amended up to date) requires the bank to transfer not less than 20% of its current year profit before tax to reserve until such reserve equals to Bank's paid up capital. No require amount to transfer during the year 2025.

2.14 Revaluation reserve

When an asset's carrying amount is increased as a result of a revaluation, the increased amount credited directly to equity under the heading of revaluation surplus/reserve as per IAS-16: "Property, Plant and Equipment". The Bank revalued the assets of land and buildings last in 2012 which is absolutely own by the Bank and the increased amount transferred to revaluation reserve account accordingly. The tax effects on revaluation gain are measured and recognized in the financial statements as per IAS-12 "Income Tax".

2.15 Non-controlling (Minority) interest in subsidiary

Non-controlling (Minority) interest in business is an accounting concept that refers to the portion of a subsidiary corporation's stock that is not owned by the parent corporation. The magnitude of the non-controlling (Minority) interest in the subsidiary company is always less than 50% of outstanding shares; else the corporation would cease to be a subsidiary of the parent. Non-controlling (Minority) interest belongs to other investors and is reported on the consolidated balance sheet of the owing company to reflect the claim on assets belonging to other, non-controlling shareholders. Also, non-controlling (Minority) interest is reported on the consolidated income statement as a share of profit belonging to non-controlling (Minority) shareholders.

2.16 Deposits and other accounts

Deposits by customers and banks are recognized when the bank enters into contractual provisions of the arrangements with the counterparties, which is generally on trade date, and initially measured at the consideration received.

2.17 Borrowings from other banks, financial institutions and agents

Borrowed fund include call money deposits, borrowings from Bangladesh Bank and other Banks. They are stated in the balance sheet at amounts payable. Interest paid/payable on these borrowings is charged to the profit and loss account. Disclosures on borrowings against REPO are shown in **Annexure-J**.

2.18 Basis for valuation of liabilities and provisions

2.18.1 Provision for taxation

The current tax payable is based on taxable profit for the year. Taxable profit differs from profit as reported in the Profit & Loss Account because it excludes items of income or expense that are taxable or deductible. The Bank's liability for current tax is calculated using tax rates that have been enacted or substantively enacted before the date of balance sheet.

Provision for current income tax has been made @ 37.50% on accounting profit made by the Bank after considering some of the add backs of income and disallowances of expenditure as per Income Tax Act 2023.

2.18.2 Deferred taxation

Deferred tax liabilities are the amount of income taxes payable in future years in respect of taxable temporary differences. Deferred tax assets are the amount of income taxes recoverable in future years in respect of deductible temporary differences. Deferred tax assets and liabilities are recognized for the future tax consequences of timing difference arising between the carrying values of assets, liabilities and their respective tax bases. Deferred tax assets & liabilities are measured using tax rates and tax laws that have been enacted or substantially enacted at the balance sheet date. The impact on the account of changes in the deferred tax assets and liabilities has also been recognized in the profit and loss account as per IAS-12 "Income Taxes". Disclosures on deferred taxes are shown in **note-15.4.1**.

2.18.3 Retirement benefits to the employees

The retirement benefits accrued for the employees of the Bank as at reporting date have been accounted for in accordance with the provisions of IAS-19 "Employee Benefits". The Bank operates retirement benefits scheme for its permanent employees. Elements of which are as under:

a) Provident fund

Provident fund benefits are given to the permanent employees' of the Bank in accordance with Bank's service rules. Accordingly a trust of deed and provident fund rules were prepared. The Commissioner of Income Tax, Taxes Zone-04, Dhaka has approved the provident fund as a recognized provident fund within the meaning of Income Tax Act 2023.The fund is operated by a Board of Trustees consisting 06 (Six) members. All confirmed employees of the bank are contributing 10% of their basic salary as subscription to the fund. The bank also contributes equal amount of the employees' contribution. Interest earned from the investments is credited to the members account on yearly basis.

b) Gratuity fund

The bank has operated gratuity fund which was approved by National Board of Revenue on 17.09.2009. The fund is operated by a Board of Trustees and any investment decision out of this fund is also made by this Board of Trustees. The benefit is paid on separation to the eligible employees i.e. who have completed at least 5 (five) years of continuous service. Gratuity benefits are payable on retirement, leaving service and death/disability in service according to less than 5 years service, benefit is Nil, 5 years to less than 10 years service, benefit is half months 'last drawn basic salary for each year of services, 10 years but less than 15 years service, benefit is 1 month's last drawn basic salary for each year of service, 15 years but less than 20 years, benefit is 1.5 months 'last drawn basic salary for each year of service and 20 years and above service, benefit is 2 months 'last drawn basic salary for each year of service. Service in excess of 6 months is considered as a year. Provision in respect of which is made annually covering all its permanent eligible employees as per IAS-19 "Employee Benefits".

c) Superannuation fund

The bank operates an employees' Superannuation Fund Trust by a separate Board of Trustees consisting of 05 (Five) members. The death-cum survival benefits are given to the employees as per the eligibility narrated in the Trust Rules. The fund got recognition from the National Board of Revenue (NBR). The bank contributes to the fund annually as per Superannuation Fund Rules of the bank.

d) Benevolent fund

NCCBL employees' benevolent fund was established in the year 2007 for the welfare of the distressed employees and their dependents. The employees of the bank contribute to the fund at a rate applicable for each grade from their monthly salary.

e) Workers profit participation fund and welfare fund

SRO-336-AIN/2010 dated 5-10-2010 issued by the 'Ministry of Labor and Employment' and published in Bangladesh gazette on 7-10-2010 declares the status of business of certain institutions and companies like mobile operating companies, mobile network service providing company, all Govt. and Non-govt. money lending companies, all insurance companies etc. as "Industrial Undertakings" for the purposes of Chapter-XV of the Bangladesh Labor Act, 2006 (as amended up to date) which deals with the workers' participation in company's profit by way of 'Workers Profit Participation Fund' and 'Welfare Fund'. The Bangladesh Labor Act, 2006 (as amended up to date) requires the "Industrial Undertakings" to maintain provision for workers' profit participation fund @ 5% on net profit. WPPF is not applicable for Banks & FI as per Notification no-53.00.0000.311.22.002.17.130 dated 14-02-2017 issued by Ministry of Finance, Government of the Peoples Republic of Bangladesh. That's why no appropriation/provision has been made by the Bank in the reporting period against Workers Profit Participation Fund(WPPF).

2.18.4 Provision for liabilities

A provision is recognized in the balance sheet when the bank has a legal or constructive obligation of a result of a past event and it is probable that an outflow of economic benefit will be required to settle the obligation in accordance with the IAS-37 "Provisions, Contingent Liabilities and Contingent Assets".

2.18.5 Provision for off-balance sheet items

Off-balance sheet items have been disclosed under contingent liabilities and other commitments as per Bangladesh Bank guidelines. As per BRPD Circular no.10 dated September 18, 2007, BRPD Circular no.14 dated September 23, 2012 & BRPD Circular no.-07 dated 21 June 2018, BRPD circular no. 06 dated 25 April 2023, the Bank has been maintaining adequate provision against off-balance sheet exposures (mainly contingent assets/liabilities).

2.18.6 Provision for NOSTRO accounts

As per instructions contained in the BRPD circular no. 04 dated 12 April, 2022, Banks are required to make provision regarding the un-adjusted debit balance of NOSTRO account over more than three months as at the reporting date in these financials. There is no un-reconciled entry which are outstanding more than three months as at 31 December 2025.

2.19 Revenue recognition

NCC Bank PLC. has applied IFRS 15 using the cumulative effect method and therefore the comparative information has not been restated and continues to be reported under IFRS 15. However due to cumulative effect method, there was no adjustment required in the opening Retained Earnings. Under IFRS 15, revenue is measured based on the consideration specified in a contract with a customer and excludes amounts collected on behalf of third parties. The company recognizes revenue when it satisfies a performance obligation by transferring control over services to a customer. The company considers the terms of the contract and its customary business practices to determine the transaction price. The transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. In the comparative year, revenue was measured at the fair value of the consideration received or receivable. Revenue was recognized when services rendered, to the extent it was probable that the economic benefits from the transactions would flow to the company and the revenue could be reliably measured.

2.19.1 Interest income

In terms of the provision of the IFRS-15 "Revenue from contracts with customers" the interest income is recognized on accrual basis. Interest on loans and advances ceases to be taken in to income when such advances are classified. It is then kept in interest suspense in a memorandum account. Interest on classified loans and advances is accounted for on a cash receipt basis.

2.19.2 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.

2.19.3 Fees and commission income

The Bank recognizes revenue in the amount of any fee or commission to which it expects to be entitled in exchange for arranging for other parties to provide services. The Bank's fee or commission might be the net amount of consideration that it retains after paying the other party the consideration received in exchange for the goods or services to be provided by that party. Commission charged to customer on letters of credit and letters of guarantee is credited to income at the time of effecting the transactions.

2.19.4 Dividend income on shares

Dividend income from an investment is recognized when the company's rights to receive payment is established (declared by the Annual General Meeting of the investee or otherwise).

2.19.5 Interest paid and other expenses

In terms of the provisions of IFRS, interest and other expenses are recognized on accrual basis.

2.19.6 Dividend policy

The Bank's policy is to maximize shareholders' wealth. As a result, the bank tries to allocate optimum dividend to the shareholders for each operational year, after payment of income tax, transfer of fund to regulatory reserve, provision for loans and advances, etc. The payment of dividend is made within the time prescribed by law and published in a newspaper. With respect to the Bank's subsidiary companies, the decision to declare a dividend payment is at the discretion of the Boards of Directors of that particular subsidiary and is dependent upon the net earnings of the subsidiary. Interim dividends recognize when they pay to shareholders. Final dividend is recognized when it is approved by the shareholders.

Final dividend distribution to the Company's shareholders are recognized as a liability in the financial statements in the period in which the dividend is approved by the shareholders at the Annual General Meeting and deducted from the shareholders equity when it is payable/paid in the year in which the shareholders right to receive the payment is established.

2.20 Risk management

The risk of the Bank may be defined as the possibility of losses, financial or otherwise. The risk management of the Bank covers six core risks i.e. Credit Risk, Internal Control & Compliance Risk, Money Laundering Risk, Asset Liability Management Risk (Balance Sheet Risk), Foreign Exchange Risk and Information Technology Risk. As a part of risk management, adequate capital is maintained against Credit Risk, Market Risk and Operational Risk under Basel-III accord. Under the second pillar of Basel-III, a Supervisory Review Process (SRP) team has been formed to review, monitor and maintain adequate capital considering all relevant risks. Quarterly Stress Testing is conducted to assess the impact of different risks associated with banking business on asset, liability & ultimately on capital and the report is submitted before the Board of Directors and to Bangladesh Bank regularly. The prime objective of the risk management is that the bank evaluates and takes well calculative business risks and there by safeguarding the banks capitals, its financial resources and profitability from various business risks through its own measures and through implementing Bangladesh Bank guidelines and following some of the best practices as under:

2.20.1 Credit risk

It arises mainly from lending, trade finance, and leasing and treasury business. Credit Risk can be described as potential loss arises from the failure of a counter party to perform as per contractual agreement with the bank. The failure may result from unwillingness of the counter party of decline in his or her financial condition there for the banks credit risk management activities have been designed to address all these issues.

The Bank has segregated duties of the officers / executives involved in credit related activities, a separate corporate division has been formed at Head office which is entrusted with the duties of maintaining effective relationship with the customers, marketing of credit products, exploring now business opportunities etc. moreover, credit approval, administration, monitoring and recovery functions have been segregated. For this purpose, three separate units have been formed within the credit division these are a) Credit risk Management Unit b) Credit Administration Unit and c) Credit monitoring and recovery Unit. Credit risk management Unit is entrusted with the duties of maintaining assets quality, assessing risk in lending to a particular customer, sanctioning credit, formulating policy / strategy for lending operation, etc. Adequate provision has been made on classified loans is shown in **Note 15.5 (a)**.

A thorough assessment is done before sanction of any credit facility at Credit Risk Management Unit. The risk assessment includes borrower risk analysis, financial analysis, industry analysis, historical performance of the customer, security of the proposed credit facility, etc. The assessment process starts at Corporate Credit Division by the Relationship Manager / Officer and ends at Credit Risk Management Unit when it is approved / declined by the competent authority. Credit approval authority has been delegated to the individual at executives. Proposals beyond their delegation are approved / declined by the Executives Committee and / or the Management of the Bank. In determining Single borrower / large loan limit, the instructions of Bangladesh Bank are strictly followed. Internal audit is conducted at yearly intervals to ensure compliance of Banks and Regulatory policies. Loans are classified as per Bangladesh Bank's guidelines. Concentration of single borrower/large loan limit is shown in **Annexure-C**.

2.20.2 Foreign exchange risk

Foreign exchange risk is defined as the potential change in earning due to change in exchange rate. The foreign exchange risk of the Bank is minimal as all the transactions are carried out on behalf of the customers against underlying L/C commitments and other remittance requirements.

Treasury Department independently conducts the transactions and the back office of treasury is responsible for verification of the deals and passing of their entries in the books of account. All foreign exchange transactions are revalued at Mark-to-Market rate as determined by Bangladesh Bank at the month-end. All NOSTRO accounts are reconciled on a monthly basis and the management for its settlement reviews outstanding entry beyond 30 days. The position maintained by the bank at the end of day within the stipulated limit prescribed by the Bangladesh Bank.

2.20.3 Liquidity risk

Responsibility of managing and controlling liquidity of the bank lies with Asset Liability Committee (ALCO) that meets at least once in a month. Asset Liability Management (ALM) desk being primarily responsible for management of liquidity risk closely monitors and controls liquidity requirements on a daily basis by appropriate coordination of funding activities. A monthly projection of fund flows is reviewed in ALCO meeting regularly. On monthly basis, ALCO monitors liquidity management by examining key ratios, maximum cumulative outflow, upcoming funding requirement from all business units, asset-liability mismatch etc. ALCO also monitors concentration of deposits on large situational depositors which is volatile in nature. ALCO reviews liquidity requirement of the Bank, the maturity of assets and liabilities, deposit and lending, pricing strategy and the liquidity contingence plan. The primary objective of the ALCO is to monitor and avert significant volatility in Net Interest Income (NII), investment value and exchange earnings.

2.20.4 Money Laundering Risk

Money Laundering Risk arises from non-compliance of money laundering related instructions of the regulatory body. It's consequence are dire & far reaching and may be in the form of financial penalty, reputation loss, legal harassment and even the risk of sustainability. Weakness in money laundering prevention and combating terrorist financing may lower the image of the Bank in local & global environment. It may also reduce the confidence of the stakeholders. For involvement in money laundering & terrorist financing, the regulatory bodies may impose restrictions in expansion of business and Bank may lose the market share. Banks around the globe may be unwilling to establish correspondent banking relationship if money laundering prevention and combating financing of terrorism status are not up to the mark. The following initiatives have been taken by our Bank to comply with the requirements of Bangladesh Financial Intelligence Unit (BFIU), Bangladesh Bank.

Central Compliance Committee (CCC) at Head Office, AML-CFT Division at Head Office, Branch Compliance Unit (BCU) at branch level have been formed headed by Chief Anti-Money Laundering Compliance Officer (CAMLCO) and Branch Anti-Money Laundering Compliance Officer (BAMLCO) respectively. We have divisional focal person to ensure AML/CFT Compliance at divisional level.

Policy Guideline on Anti Money Laundering (AML) and Combating Financing of Terrorism (CFT) has been revised & updated complying with BFIU of Bangladesh Bank's instruction & circulars/circular letters. Bank also has enacted Customer Acceptance and Prevention of Trade Based Money Laundering Policy.

Uniform Account Opening Form was introduced where KYC is a must. As per Money Laundering Prevention Act-2012, Bangladesh Bank's instruction and BFIU Master Circular 26 date 16.06.2020 branches have been instructed to obtain complete & accurate information of the clients while establishing banking relationship. Our HO, IT Business Division are maintaining "Complete Customer Database" centrally.

Actual transactions are compared with Transaction Profile (TP) to identify abnormal and suspicious transaction(s). Branch generates monthly Cash Transaction Report (CTR) for threshold amount Tk. 10 lacs & above, monitor these transactions for the purpose to identify the suspicious transaction and Bank submits the CTR to BFIU through goAML Software within given deadline. If Branches identify Suspicious Transaction by transaction symptoms & submit STR to AML-CFT Division, Head Office. After receiving STR/SAR activity AML-CFT Division sends Suspicious Transaction Report STR/Suspicious Activities Report SAR directly to BFIU of Bangladesh Bank using goAML web as per regulatory instructions.

In accordance with the instructions of BFIU, Banks provide the information of customer account within the stipulated time as per their requirement. If any account / amount are freezed bank confirms the same immediately to BFIU.

Customers are graded on the basis of risk. High Risk Customers are closely monitored and Enhanced Due Diligence is applied in this case. In case of trade transaction, branches and concerned employee of head office are advised to grade trade customer as per Trade Transaction Profile (TTP) as per TBML Guideline.

Self assessment is done by the branches and a summary report is prepared and submitted to the Managing Director and thereafter to BFIU, Bangladesh Bank on half- yearly basis.

Independent Testing Procedure is done while conducting audit in the branches by ICC Division Audit Team. The same is summarized and placed before the Management and BFIU, Bangladesh Bank on half- yearly basis.

As per BFIU Circular 26 dated 16.06.2020, branches have been instructed to apply Enhanced Due Diligence (EDD) in opening & maintaining accounts of Politically Exposed Persons (PEPs), Influential Persons (IPs), their family members and close associates.

Extensive training is being continuously imparted to the officials of the Bank to make them familiar with money laundering prevention and combating financing terrorism and to mitigate the risk arising there from. Officials were provided training on Anti Money Laundering & Combating Financing of Terrorism through outreach workshop & virtually. Our Training Institute is also arranging training/ workshop on the AML-CFT issues on regular basis.

Emphasis is given to prevent Trade Base Money Laundering (TBML).Concern department of Head Office and Branches are advised to take all possible measures to prevent Trade Base Money laundering in case of Import & Export and to comply the Bank in this regard accordingly.

NID verification has been introduced for verification the genuineness of national identity of the customers; Branches are complying this issue in respect of account open, trade finance, and walk-in customers.

We have integrated Anti Money Laundering Mgt.Software with our Core Banking Softwarefor screening UN, OFAC EU, UK-HMT & Local banned sanction list. Our all branches and Head Office is now screening UNSC, US-OFAC, EU, UK-HMT Local banned sanction list at the time of Account Opening, Inward Foreign Remittance Payments and Opening of any L/C. We utilize SWIFT Sanction Screening Software for screening Foreign National/Entity/against L/C/, Import, Export & Foreign Remittance.

Screening Mechanism is strictly followed for every customer and especially any foreign transactions like import, export, foreign remittance, foreign guarantee & correspondent banking relationship through System software procured by the bank.

Quarterly meeting of Central Compliance Committee (CCC) and Branch Compliance Unit (BCU) are arranged and the decisions are gradually implemented.

Before establishing correspondent banking relationship, status on money laundering prevention and combating financing of terrorism of the respondent banks are obtained through a questionnaire developed by BFIU of Bangladesh Bank. Correspondent banking relationships with any bank is established upon receipt of the desired information and subject to our satisfaction pursue in the BFIU Circular 26 dated 16.06.2020.

As a part of precautionary measure and as per instruction of Central Bank, we do not establish Relationship Management Arrangement (RMA) with any shell bank or any bank having banking relationship with any shell bank.

Records of Accounts, supporting documents, Transactions, Instruments /vouchers & records of Walk-in Customers are maintained for all operating accounts & above documents are always maintained at least for 5 (five) years after closure of the account.

In compliance of directives of the Board of Directors Central Compliance Committee (AML) of Head Office sending compliance report on quarterly basis on Anti Money Laundering (AML) & Combating Financing of Terrorism (CFT) as per Money Laundering Prevention Act-2012 (Amendment up to date) & Anti-Terrorism Act-2009 (Amendment up to date) and Bangladesh Financial Intelligence Unit (BFIU) instructions.

2.20.5 Operational risk

Operational loss may arise from error and fraud due to lack of internal control and compliance. Management through internal control and compliance division, controls operational procedure of the Bank. Internal control and compliance division undertakes yearly and special audit of the branches and departments at Head Office for review of the operation and compliance of statutory requirement. The Audit Committee of the Board subsequently reviews the reports of the internal control and compliance division.

Operating Environment

The Bank's operating environment during the year ended 2025 were impacted by a number of major global events such as start of Russia-Ukraine, Gaza conflict, Supply chain disturbance, increase in fuel and commodity prices, strengthening of US Dollars, etc. Most of these events also had significant impact on the local economic environment affecting the Bank's operations. From time to time, the Government of Bangladesh and the local Central Bank (Bangladesh Bank) has issued various directives to manage impacts from these events which the Bank has followed. Management on regular basis review and monitor the global and country specific macro-economic situation and factor these issues into the decision making process.

2.20.6 Information technology

NCC Bank PLC follows the guideline stated in BRPD Circular no. 14 dated 23 October 2005 regarding "Guideline on Information and Communication Technology for Scheduled Banks". IT management deals with IT policy documentation, internal IT audit, training and insurance.

IT operation management covers the dynamics of technology operation management including change management, assets management and operating environment procedures management. The objective is to achieve the highest levels of technology service quality by minimum operational risk. Physical security involves providing environmental safeguards as well as controlling physical access to equipment and data. In order to ensure that information assets are protected against risk, there are controls over:

a) Password
b) User ID maintenance
c) Input
d) Network security
e) Data encryption
f) Virus protection
g) Internet and e-mail

The Business Continuity Plan (BCP) is formulated to cover operational risk and taking into account the potential for wide area disasters, data center disasters and the recovery plan. The BCP takes into account the backup and recovery process.

2.20.7 Market risk

Interest rate risk

Interest rate risk may arise either from trading portfolio or from non-trading portfolio. The trading portfolio of the Bank consists of Government treasury bills and bonds of different maturities as far as Interest rate risk is concern. Interest rate risk arises from mismatches between the future yield of an asset and their funding cost. Asset Liability Committee (ALCO) monitors the interest rate movement on a regular basis and the Bank's Markets Treasury team actively manages the Balance Sheet gap to reduce the risk.

Equity risk

Equity price risk is the risk of losses caused by changes in equity prices. These losses could arise because of changes in the value of listed shares held directly by the bank. Price changes in the value of listed shares used as collateral for loans whether the loan was made for the purpose of buying the shares; and changes in the value of unlisted shares.

2.20.8 Reputation risk arising from money laundering incidences

Money laundering risk is defined as the loss of reputation and expenses incurred as penalty for being negligent in prevention of money laundering. For mitigating the risks, the Bank has a designated Chief Compliance Officer at Head office and Compliance Officers at branches, who independently review the transactions of the accounts to verify suspicious transactions. Manuals for prevention of money laundering have been established and transaction profile has been introduced. Training is continuously given to all the category of Officers and Executives for developing awareness and skill for identifying suspicious activities / transactions.

2.21 Earnings per share

Basic earnings per share

Basic earnings per share have been calculated in accordance with IAS-33 "Earnings per Share" which has been shown on the face of the profit and loss account. This has been calculated by dividing the basic earning by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings per share

No diluted earnings per share is required to be calculated for the year as there was no scope for dilution during the year under review.

2.22 Memorandum items

Memorandum items are maintained to control all items of importance and for such transactions where the Bank has business responsibility but no legal commitment. Stock of Traveler's Cheques (TC), Saving Certificates and other fall under the memorandum items.

2.23 Compliance of International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs)

The Financial Reporting Council (FRC) is the official standard setting body in the country. FRC has adopted most of the International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs). While preparing the financial statements, NCC Bank PLC has applied all the applicable of IASs & IFRSs for preparation and presentation of financial statements except described in note no. 2.1 as noted below:

Name of the IAS	IAS 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	Applied
Events after the Reporting year	10	Applied
Income Taxes	12	Applied
Property, Plant and Equipment	16	Applied
Employee Benefits	19	Applied
Accounting of Government Grants and Disclosure of Government Assistance	20	N/A
The Effects of Changes in Foreign Exchange Rates	21	Applied
Borrowing Costs	23	N/A
Related Party Disclosures	24	Applied
Accounting and Reporting by Retirement Benefit Plans	26	N/A
Separate Financial Statements	27	Applied
Investments in Associates and Joint Ventures	28	N/A
Financial Reporting in Hyperinflationary Economies	29	N/A
Financial Instruments: Presentation	32	Applied*
Earnings Per Share	33	Applied
Interim Financial Reporting	34	Applied
Impairment of Assets	36	Applied
Provisions, Contingent Liabilities and Contingent Assets	37	Applied*
Intangible Assets	38	Applied
Investment Property	40	N/A
Agriculture	41	N/A

Name of the IFRS	IFRS no.	Status
First time adoption of International Financial Reporting Standards	1	N/A
Share Based Payment	2	N/A
Business Combinations	3	Applied
Insurance Contract	4	N/A
Non-current Assets Held for Sale and Discontinued Operations	5	Applied*
Exploration for and Evaluation of Mineral Resources	6	N/A
Financial Instruments: Disclosure	7	Applied*
Operating Segments	8	Applied
Financial Instruments	9	Applied*
Consolidated Financial Statements	10	Applied
Joint Arrangements	11	N/A
Disclosure of interest in other entities	12	Applied
Fair Value Measurement	13	Applied*
Regulatory Deferral Accounts	14	N/A
Revenue from Contracts with Customers	15	Applied
Leases	16	Applied*
Insurance Contracts	17	N/A

* Subject to departure described in note 2.1. IAS and IFRS which are not applied due to compliance of the Bank Company Act 1991, Rules and regulations and instructions issued by Bangladesh Bank from time to time.

2.24 Regulatory and legal compliance

The Bank complied with the requirements of following regulatory and legal authorities:

a) The Bank Company Act 1991 (Amended up to date);

b) The Companies Act 1994;

c) Rules and regulations issued from time to time by Bangladesh Bank;

d) The Bangladesh Securities and Exchange Rules 2020, The Bangladesh Securities and Exchange Ordinance 1969, TheSecurities and Exchange Commission Act 1993, The Bangladesh Securities and Exchange Commission (Public Issue) Rules up to date;

e) Income Tax Act, 2023.

f) The Value Added Tax and Supplementary Duty Act, 2012;

g) The Financial Reporting Act, 2015.

h) Other laws & regulations as applicable.

2.25 Information about business segments

Segments information is presented in respect of the group's business.

Business segments

Business segments report consists of products and services whose risks and returns are different from those of other business segments. These segments comprise conventional banking including offshore banking unit, investment services (NCCBSFSL & NCCBCL). Business segment report shown in **Annexure-M**

Inter segment transactions, generally based on inter branch fund transfer measurements as determined by the management. Income, expenses, assets, liabilities are specifically identified with individual segments. Based on such allocation segment balance sheet as at 31 December 2025 and segment profit and loss account for the year ended 31 December 2025 have been prepared.

2.26 Events after the reporting period

Mass disruption in supply chain due to Iran-USA, Israil war is considered a non-adjusting post balance sheet event for the Bank. While the overall effect on the Bank's business in the year subsequent to the balance sheet date relating to Political Crisis is still evolving at this point, there has been limited impact on the business since the outbreak. The directors and management are regularly monitoring the potential impact of the Supply chain on the Bank as the situation continues to deteriorate but are confident that any foreseeable negative impact can be reasonably managed and have various scenario plans in place.

All other material events after the reporting year have been considered and appropriate adjustments/disclosures have been made in the financial statements as per IAS 10 Events after the Reporting year. Board's recommendation for dividend distribution is a common item presented in the **note 49**.

2.27 Related party transaction

Related party transaction is a transfer of resources, services or obligation between related parties, regardless of whether a price is charged. Details disclosure shown in **Annexure- I**

2.28 Assets pledged as security

The bank has secured liability if any as mentioned in notes 13.3 and there was assets pledge as securities against liabilities.

2.29 Credit rating of the bank

Credit Rating Information & Services Limited (CRISL) has affirmed 'AA+' (pronounced 'Double A plus') rating in the Long Term and 'ST-1' rating in the Short Term with stable Outlook to NCC Bank PLC based on audited financial of FY 2024 and other available information up to the date of rating declaration.

Last seven years' Credit Ratings of our Bank are given below:

Year	Date of Rating	Long term	Short Term	Rating conducted by
2025	24.06.2025	AA+	ST-1	Credit Rating Information & Services Ltd.
2024	24.06.2024	AA+	ST-1	Credit Rating Information & Services Ltd.
2023	22.06.2023	AA	ST-1	Credit Rating Information & Services Ltd.
2022	23.06.2022	AA	ST-1	Credit Rating Information & Services Ltd.
2021	24.06.2021	AA	ST-1	Credit Rating Information & Services Ltd.
2020	22.06.2020	AA	ST-1	Emerging Credit Rating Limited
2019	21.06.2019	AA	ST-1	Emerging Credit Rating Limited

2.30 BASEL III implementation

The BASEL Committee on Banking Supervision has published a new framework for calculating minimum capital requirement, known as 'Basel III'. The new guideline is structured around three pillars: (i) minimum capital requirement (on credit risk, market risk and operation risk), (ii) supervisory review process and (iii) market discipline. Implementation of Basel II framework in Bangladesh will integrate the risk management process of the Bank and its capital adequacy requirement. Bangladesh Bank has formed a National Steering Committee and Coordination Committee for implementation of BASEL III in Bangladesh. As per the Committee decision BASEL II has been fully implemented in Bangladesh from January 2011. The National Steering Committee has indicated that the following methodology of BASEL III would be followed in Bangladesh:

I.Standardized method for credit and market risk.

II. Basic indicator approach for operational risk.

III. Internal Ratings Base for credit risk has been applied from 2012 where prior permission from Bangladesh Bank would be required.

2.31 The Bank's compliance with related pronouncements by Bangladesh Bank

a) Internal control

The objective of internal control is to ensure that management has reasonable assurance that (a) operations are effective, efficient and aligned with strategy, (b) financial reporting and management information is reliable, complete and timely accessible, (c) the entity is in compliance with applicable laws and regulations as well as its internal policies and ethical values including sustainability, and (d) assets of the company are safeguarded and frauds & errors are prevented or detected.

NCC Bank PLC. has established an effective internal control system whose primary aim is to ensure the overall control of risks and provide reasonable assurance that the objectives set by the bank will be met. It is designed to develop a high level risk prevention culture among the personnel of the bank, establish as efficient and qualified operating model of the bank, ensure reliability of internal and external information including accounting and financial information, secure the Bank's operations and assets, and comply with laws, regulatory requirements and internal policies.

The Board of Directors of NCC Bank PLC., through its Audit Committee, yearly reviews the effectiveness of Bank's internal control system covering all the material controls, including financial, operational and compliance controls, risk management systems, the adequacy of resources, qualifications and experience of staff of the accounting and financial reporting function, training programs, budget, etc. Board Audit Committee reviews the actions taken on internal control issues identified by the internal & external auditors and regulatory authorities. It has active oversight on the internal audit's independence, scope of work and resources and it also reviews the functions of Internal Control & Compliance Division of Head Office, particularly the scope of the annual audit plan and frequency of the internal audit activities.

b) Internal audit

Internal Audit is the continuous and systematic process of examining and reporting on the activities of an organization undertaken by the specially assigned staff(s). Internal Auditor works as the Eyes & Ears of the management. It may therefore be used to bridge the gap between management and shop floor. It can assure the management that the internal controls are adequate and in operations, the policies and systems laid down are being adhered to and accounting records provided by the lower level are correct.

Internal Audit Mechanism is used as an important element to ensure good governance of NCC Bank PLC. Internal Audit Activity of NCC Bank PLC is effective and it provides a number of important services to senior management. These include detecting and preventing fraud, testing internal control, and monitoring compliance with own policies & procedures, applicable rules & regulations, instructions/guidelines of regulatory authority etc.

During the year 2025, ICCD conducted inspection on many of the Branches/Divisions of Head Office of the Bank and submitted reports and presented the findings of the audits/inspections. Necessary control measures and corrective actions have been discussed in the meetings of the Audit Committee of the Board and necessary steps have been taken according to the decision of the Committee for correct functioning of Internal Controls & Compliance.

c) Fraud & forgeries

The increasing wave of fraud and forgery cases in the banking sector in recent time calls for concerted steps in identifying ways for reducing or preventing frauds and forgeries by analyzing the causes and effect of frauds and forgeries, and prescribing effective control strategies for salvaging frauds in the banking sector. NCC Bank PLC does always pay due attention on anti-fraud internal controls for prevention of fraud and forgery. The Bank has already implemented some strategies like Financial Control Strategy, Personnel Control Strategy, Accounting Control Strategy, Credit Control Strategy, Cost Control Strategy, Administrative Control Strategy, Process Control Strategy etc. in order to strengthening the control system further. Although it is not possible to eliminate all frauds because of the inherent limitations of Internal Control System, the Board of Directors and management have taken all the measures to keep the operational risk in a very minimum level. Internal Control and Compliance Division (ICCD) assesses and evaluates the effectiveness of Bank's anti-fraud internal control measures, recommends for further improvement in implementation of aforesaid strategies and reports to the Bangladesh Bank of effectiveness of controls at the end of each quarter following their prescribed format.

3 Audit committee

The Audit Committee of the Board of Directors of the Bank formed in accordance with Bangladesh Bank's BRPD circular No. 03 dated 14 February 2024 and SEC Notification no. SEC/CMRRCD/2006-158/207/Admin/80 dated June 3, 2018 on corporate Governance, the current committee is constituted with the following members of the Board:

Sl. No.	Name	Status with the Bank	Status with the committee	Educational qualifications
1	Mr. Md. Amirul Islam, FCS, FCA	Independent Director	Chairman	Chartered Accountant and Chartered Secretary and fellow member of ICAB and ICSB
2	Mr. Morshedul Alam Chaklader	Director	Member	MBA from Taylor's University, Malaysia
3	Mr. Sayed Asif Nizamuddin	Director	Member	Chemical Engineering (Hons) from Curtin University of Technology, Australia
4	Mr. Mohammed Sazzad Un Newaz	Director	Member	MBA
5	Mr. Meer Sajed-Ul-Basher, FCA	Independent Director	Member	Chartered Accountant and fellow member of ICAB

During the year, the Audit Committee of the Board conducted 11 (eleven) meetings in which the important issues were discussed/ reviewed. (Refer to the report of the Board Audit committee for details).

4 General

4.1 Number of employees

Number of employees at 31 December 2025 was 2,473 who were in receipt of remuneration for that year which in the aggregate was not less than Tk. 36,000 per annum.

4.2 Figures appearing in these financial statements have been rounded off to the nearest BDT.

Previous year's figures, whenever considered necessary, have been rearranged and restated in order to conform to current year's presentation.

Sanchay patras are not reflected as off-balance sheet items in the financial statements.

		Amount in BDT	
		2025	2024
5	**Cash**		
	Cash in hand (Including foreign currencies)		
	Conventional and Islamic banking		
	Local currency	3,383,134,435	3,368,151,447
	Foreign currencies	22,990,104	29,934,065
		3,406,124,538	3,398,085,511
	Off-shore banking unit	-	-
		3,406,124,538	3,398,085,511
	Balance with Bangladesh Bank and its agent bank (s)		
	Conventional and Islamic banking		
	Local currency	13,319,764,837	12,293,403,648
	Foreign currencies	1,249,855,325	1,115,251,010
		14,569,620,162	13,408,654,657
	Sonali Bank Ltd. as agent of Bangladesh Bank (Local currency)	556,017,826	536,688,166
		15,125,637,988	13,945,342,823
	Off-shore banking unit	-	-
		15,125,637,988	13,945,342,823
		18,531,762,526	**17,343,428,334**
	Average total demand and time liabilities of October 2025 for DBO	**281,770,832,176**	**248,835,371,324**
	Average total demand and time liabilities of October 2025 for OBO	**8,455,881,325**	**2,034,184,365**
	Average total demand and time liabilities for Islamic Banking of October 2025	**9,872,080,225**	**7,663,386,165**
	Total Average total demand and time liabilities of October 2025	**300,098,793,726**	**258,532,941,854**

5.1 Cash Reserve Requirement (CRR)

Cash Reserve Requirement (CRR) has been calculated and maintained in accordance with the Section 33 of the Banking Companies Act, 1991 (amended up to date), DOS circular no.01 dated 19 January 2014,DOS Circular Letter No.-23, dated 07 October 2018,DOS Circular Letter No. 26 dated 19 August 2019 and MPD circular no. 01 dated 04 March 2025, gadget no-BRPD(P-3)/744(27)/2020-4086 & BRPD Circular-31 dated 18-06-2020, FEID circular letter no-07 dated 28-12-2023 as well as FE circular-07 dated 29-02-2024 . The cash reserve requirement (CRR) of the Bank is based on time and demand liabilities which is two months back of reporting month (i.e. CRR of December 2025 is based on weekly average balance of October 2025) at the rate of 3.0% on daily basis and 4% on fortnightly average basis for its conventional (DBO) banking and islamic banking as well as at the rate of 0% on daily basis and 0% on fortnightly average basis for its offshore banking has been calculated and maintained with Bangladesh Bank- current account. Reserves maintained by the bank as at 31 December 2025 are as follows:

Conventional Banking		
i. Daily Bank's CRR Maintained		
Required reserve		
Domestic banking operation (3.0% on Demand and Time Liabilities)	8,453,124,965	8,709,237,996
Offshore banking operation (0% on Demand and Time Liabilities)	-	-
	8,453,124,965	8,709,237,996
Actual reserve maintained	12,517,517,049	11,431,467,371
Surplus/ (deficit)	**4,064,392,083**	**2,722,229,375**
ii. Fortnightly Bank's CRR Maintained		
Required reserve		
Domestic banking operation (4% on Demand and Time Liabilities)	11,270,833,287	9,953,414,853
Offshore banking operation (0% on Demand and Time Liabilities)	-	-
	11,270,833,287	9,953,414,853
Actual reserve maintained(average)	12,517,517,049	10,260,237,590
Surplus/ (deficit)	**1,246,683,762**	**306,822,737**

	Amount in BDT	
	2025	2024
Islamic Banking		
i. Daily Bank's CRR Maintained		
Required reserve (3.0% on Demand and Time Liabilities)	296,162,407	268,218,516
Actual reserve maintained	889,926,617	722,584,545
Surplus/ (deficit)	**593,764,210**	**454,366,029**
ii. Fortnightly Bank's CRR Maintained		
Required reserve (4% on Demand and Time Liabilities)	394,883,209	306,535,447
Actual reserve maintained(average)	889,926,617	692,986,439
Surplus/ (deficit)	**495,043,408**	**386,450,992**
Total Daily CRR Maintained		
Required reserve		
Conventional and Islamic Banking	8,749,287,372	8,977,456,512
Off-shore Banking Unit	-	-
	8,749,287,372	8,977,456,512
Actual reserve maintained	13,407,443,666	12,154,051,916
	4,658,156,294	**3,176,595,404**
Total Fortnightly CRR Maintained		
Required reserve		
Conventional and Islamic Banking	11,665,716,496	10,259,950,300
Off-shore Banking Unit	-	-
	11,665,716,496	10,259,950,300
Actual reserve maintained(average)	13,407,443,666	10,953,224,029
	1,741,727,170	**693,273,729**

5.2 Statutory Liquidity Ratio (SLR)

Statutory Liquidity Ratio (SLR) has been calculated and maintained in accordance with the Section 33 of the Banking Companies Act, 1991 (amended up to date), DOS circular no.01 dated 19 January 2014,DOS Circular no. 26 dated 19 August 2019 and MPD circular no. 02 dated 10 December 2013. The SLR of the Bank is also based on time and demand liabilities which is two months back of reporting month (i.e. SLR of December 2025 is based on weekly average balance of October 2025) at the rate of 13% for its conventional banking and 5.5% for its Islamic banking has been calculated and maintained in the form of treasury bills, treasury bonds and debenture including FC balance with Bangladesh Bank. Reserves maintained by the bank as at 31 December 2025 are as follows:

Conventional Banking		
Required reserve (13% of Average Demand and Time Liabilities)		
Domestic banking operation	36,630,208,183	32,348,598,272
Offshore banking operation	1,099,264,572	264,443,967
	37,729,472,755	32,613,042,240
Actual reserve maintained	94,238,159,739	66,351,487,144
Surplus/ (deficit)	**56,508,686,984**	**33,738,444,904**
Islamic Banking		
Required reserve (5.5% of Average Demand and Time Liabilities)		
Domestic banking operation	542,964,412	421,486,239
Offshore banking operation	-	-
	542,964,412	421,486,239
Actual reserve maintained	1,277,757,878	501,162,572
Surplus/ (deficit)	**734,793,466**	**79,676,333**
Total SLR Maintained		

		Amount in BDT	
		2025	2024
	Required reserve		
	Conventional and Islamic Banking	37,173,172,595	32,770,084,511
	Off-shore Banking Unit	1,099,264,572	264,443,967
		38,272,437,168	33,034,528,479
	Actual reserve maintained	95,515,917,617	66,852,649,716
		57,243,480,449	**33,818,121,237**
	Held for Statutory Liquidity Ratio		
	Conventional Banking		
	Cash in hand	3,268,503,349	3,353,712,008
	Excess of CRR	1,246,683,762	1,478,052,525
	Balance with Sonali Bank	556,017,826	555,831,406
	Unencumbered approved securities	89,166,954,802	60,963,891,205
		94,238,159,739	**66,351,487,144**
	Islamic Banking		
	Cash in hand	27,654,853	41,373,478
	Excess of CRR	495,043,442	416,049,094
	Balance with Sonali Bank	-	-
	Unencumbered approved securities	755,059,583	43,740,000
		1,277,757,878	**501,162,572**
		95,515,917,617	**66,852,649,716**
5(a)	**Consolidated cash**		
	Cash in hand		
	NCC Bank PLC. (Note-5)	3,406,124,538	3,398,085,511
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		3,406,124,538	3,398,085,511
	Balance with Bangladesh Bank and its agent bank(s)		
	NCC Bank Limited (Note-5)	15,125,637,988	13,945,342,823
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		15,125,637,988	13,945,342,823
		18,531,762,526	**17,343,428,334**
6	**Balance with other banks and financial institutions**		
	In Bangladesh (Note -6.1)		
	Conventional and Islamic banking	4,770,068,180	1,235,862,524
	Off-shore banking unit	38,256,056	39,593,869
		4,808,324,236	1,275,456,393
	Less: inter transaction between OBU and Conventional and Islamic banking	(38,256,056)	(39,593,869)
		4,770,068,180	1,235,862,524
	Outside Bangladesh (Note-6.2)		
	Conventional and Islamic banking	204,994,749	484,993,425
	Off-shore banking unit	-	-
		204,994,749	484,993,425
		4,975,062,929	**1,720,855,949**

		Amount in BDT	
		2025	2024
6.1	**In Bangladesh**		
	Conventional and Islamic banking		
	Current account		
	Sonali Bank PLC	58,683	17,080,179
	Agrani Bank PLC	11,100,698	19,500,000
	Islami Bank Bangladesh PLC	21,697	22,493
	Trust Bank PLC	43,229,706	2,356,947
	Standard Chartered Bank	996,568	41,139,630
	Dutch Bangla Bank PLC	-	158,749
	Rupali Bank PLC	363,933	68,313
	EXIM Bank PLC	1,185,602	1,151,546
	First Security Islami Bank PLC	705,069	697,664
	Shahjalal Islami Bank PLC	686,314	680,701
	Eastern Bank PLC	15,807,776	530,789
	Bangladesh Commerce Bank PLC	1,330,607	1,319,151
	Social Islami Bank PLC	608,162	601,439
	BRAC Bank PLC	-	14,727
		76,094,814	85,322,328
	Short Term & Special notice deposit account		
	Janata Bank PLC	31,207	32,394
	Pubali Bank PLC	2,543,434,357	-
	United Commercial Bank PLC	507,802	507,802
		2,543,973,366	540,196
	Fixed/Mudaraba term deposit account		
	*EXIM Bank PLC	1,150,000,000	1,150,000,000
	United Commercial Bank PLC	1,000,000,000	-
		2,150,000,000	1,150,000,000
		4,770,068,180	1,235,862,524
	Off-shore banking unit	38,256,056	39,593,869
		4,808,324,236	**1,275,456,393**

As reported by the external auditor, No objection has been raised by Bangladesh Bank regarding the MTDR exposure of Tk. 115 crore with EXIM Bank PLC. But amounting to Tk. 4.77 crore on interest receivable on MTD balance with EXIM Bank PLC has been maintained under provision for other assets.

6.2	**Outside Bangladesh (NOSTRO Accounts)**		
	Conventional and Islamic banking		
	Current account (non-Interest/non profit bearing)		
	Standard Chartered Bank, Tokyo	-	253,271
	AXIS Bank Limited, Mumbai	35,757,529	-
	Nepal Bangladesh Bank Ltd., Nepal	15,235,663	10,664,563
	Sonali Bank Limited, Kalkata	-	6,108,938
	Bank of Bhutan, Phuentsholing	7,580,160	16,091,516
	Habib Metropolitan Bank, Pakistan	-	8,239,370
	Bank Al-Falah Limited, Karachi	18,283,850	36,108,402
	Indusind Bank Limited, Mumbai	16,042,904	1,409,696
	HDFC Bank Limited, Mumbai	10,485,150	68,593,742
	Standard Chartered Bank, Frankfurt	22,816,760	139,857,817
	ICICI Bank Limited, Hongkong	-	38,819,345

		Amount in BDT	
		2025	2024
	ICICI Bank Limited	26,660,465	-
	Mashreq Bank Psc, Mumbai	40,464,373	37,312,017
	Mashreq Bank Psc, UAE	3,376,615	488,502
	Standard Chartered Bank, Singapore	5,233,795	11,045,856
		201,937,263	374,993,036
	Current account (Interest/profit bearing)		
	Standard Chartered Bank, London	-	47,100,113
	Zhejiang Chouzhou Commercial Bank, China	3,057,486	1,001,818
	Zhejiang Chouzhou Commercial Bank, China	-	61,898,458
		3,057,486	110,000,389
	(Annexure 'A' may kindly be seen for details)	**204,994,749**	**484,993,425**
6.3	**Balance with other banks and financial institutions (according to remaining maturity grouping) payable :**		
	Receivable on demand	281,089,564	570,315,753
	Up to one month	3,543,973,366	540,196
	Over one month but not more than three months	-	-
	Over three months but not more than six months	-	-
	Over six months but not more than one year	-	-
	Over one year but not more than five years	1,150,000,000	1,150,000,000
	Over five years	-	-
		4,975,062,929	**1,720,855,949**
6(a)	**Consolidated balance with other banks and financial institutions**		
	In Bangladesh		
	NCC Bank PLC. **(Note-6.1)**	4,770,068,180	1,235,862,524
	NCCB Securities and Financial Services Limited	624,079,796	802,329,503
	NCCB Capital Limited	257,908,588	257,908,904
		5,652,056,564	2,296,100,931
	Less: Inter company transactions	(614,264,399)	(930,364,415)
		5,037,792,165	1,365,736,516
	Outside Bangladesh		
	NCC Bank PLC. **(Note-6.2)**	204,994,749	484,993,425
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		204,994,749	484,993,425
		5,242,786,914	**1,850,729,941**
7	**Money at call and short notice**		
	Conventional and Islamic banking		
	Banking companies **(Note-7.1)**	971,200,000	480,000,000
	Non-banking financial institutions **(Note-7.2)**	148,400,000	285,700,000
		1,119,600,000	765,700,000
	Off-shore banking unit **(Note-7.3)**	-	-
		1,119,600,000	765,700,000
	Less: inter transaction between OBU and Conventional and Islamic banking	-	-
		1,119,600,000	**765,700,000**

		Amount in BDT	
		2025	2024
7.1	**Banking companies**		
	Eastern Bank PLC	242,800,000	-
	Prime Bank PLC	728,400,000	-
	Habib Bank Limited	-	120,000,000
	South Bangla Agriculture & Commerce Bank PLC	-	120,000,000
	NRB Bank PLC.	-	240,000,000
		971,200,000	**480,000,000**
7.2	**Non-banking financial institutions**		
	Bangladesh Finance & Investment Company Limited	-	4,500,000
	Phoenix Finance & Investments Limited	75,800,000	81,100,000
	Industrial and Infrastructure Development Finance Company Limited	72,600,000	200,100,000
		148,400,000	**285,700,000**
7.3	**Off-shore banking unit**		
	Banking companies		
		-	**-**
8	**Investments**		
	Government securities **(Note-8.1)**	89,921,604,789	65,207,473,524
	Other investments **(Note-8.2)**	8,478,075,679	10,683,286,216
		98,399,680,468	**75,890,759,740**
8.1	**Government securities**		
	Conventional and Islamic banking		
	Treasury bills		
	91 days treasury bills	328,868,395	3,833,965,599
	182 days treasury bills	5,151,074,814	6,235,695,200
	364 days treasury bills	1,662,188,226	963,983,621
		7,142,131,435	11,033,644,420
	Bangladesh Bank bill	**-**	**-**
	Government Sukuk	1,199,810,000	488,900,000
	Treasury bonds		
	2 years treasury bonds	10,646,725,361	6,330,339,071
	3 years treasury bonds	1,090,639,551	109,870,090
	5 years treasury bonds	16,589,346,559	9,691,483,487
	9 years treasury bonds	2,737,163,000	-
	10 years treasury bonds	21,926,927,761	16,826,014,257
	15 years treasury bonds	12,345,051,676	8,767,565,623
	20 years treasury bonds	16,231,901,145	11,947,483,776
		81,567,755,054	53,672,756,304
	Prize bonds	11,908,300	12,172,800
		89,921,604,789	65,207,473,524
	Off-shore banking unit	**-**	**-**
		89,921,604,789	**65,207,473,524**
8.2	**Other investments**		
	Conventional and Islamic banking		
	Subordinated Bonds		
	Jamuna Bank PLC	-	60,000,000
	AB Bank PLC	-	183,750,000
		-	243,750,000

		Amount in BDT	
		2025	2024
	Perpetual Bonds		
	One Bank PLC	950,000,000	950,000,000
	Bank Asia PLC	1,300,000,000	1,300,000,000
	Dhaka Bank PLC	850,000,000	850,000,000
	AB Bank PLC	650,000,000	650,000,000
		3,750,000,000	3,750,000,000
	Corporate Bond		
	Best Holdings PLC	1,000,000,000	1,000,000,000
	BBML Sukuk Al Ijarah	228,000,000	300,000,000
	Strategic Finance Limited	700,000,000	700,000,000
	North-West Power Generation Company Limited	600,000,000	800,000,000
		2,528,000,000	2,800,000,000
	Less: Provision for Corporate Bond (BHL) **(Note-8.3.2)**	(1,700,000,000)	(250,000,000)
		828,000,000	2,550,000,000
		4,578,000,000	**6,543,750,000**
	Investment in shares (Annexure 'B' may kindly be seen for details)		
	Quoted shares	4,941,929,052	4,991,741,790
	Unquoted shares	621,857,736	651,857,736
	Less: Provision for investment fluctuation in shares **(Note-8.3.1)**	(1,663,711,109)	(1,504,063,311)
		3,900,075,679	4,139,536,216
		8,478,075,679	10,683,286,216
	Off-shore banking unit	-	-
		8,478,075,679	**10,683,286,216**
8.3	**Provision for investment fluctuation in shares & bonds**		
	Provision for investment fluctuation in shares **(Note-8.3.1)**	1,663,711,109	1,504,063,311
	Provision for corporate bond (BHL) **(Note-8.3.2)**	1,700,000,000	250,000,000
		3,363,711,109	**1,754,063,311**
8.3.1	**Provision for investment fluctuation in shares**		
	Opening balance	1,504,063,311	492,974,590
	Add: Provision made /(adjusted) in P/L during the year	159,647,799	1,011,088,721
	Less: Amount adjusted during the year	-	-
	Closing balance	**1,663,711,109**	**1,504,063,311**
8.3.2	**Provision for corporate bond**		
	Opening balance	250,000,000	250,000,000
	Add: Provision made /(adjusted) in P/L during the year	1,450,000,000	-
	Less: Amount adjusted during the year	-	-
	Closing balance	**1,700,000,000**	**250,000,000**
8.3 (a)	**Consolidated provision for investment fluctuation in shares charged to profit and loss account**		
	NCC Bank PLC. - **(Note-8.3)**	1,609,647,799	1,011,088,721
	NCCB Securities and Financial Services Limited	8,998,199	30,993,180
	NCCB Capital Limited	-	-
		1,618,645,998	**1,042,081,901**

		Amount in BDT	
		2025	2024
8.4	**Investment classified as per Bangladesh Bank circular**		
	Held for Trading (HFT)	28,238,831,608	20,876,890,634
	Held to Maturity (HTM)	61,670,864,881	44,318,410,090
	Other securities	8,489,983,979	10,695,459,016
		98,399,680,468	**75,890,759,740**
8.5	**Maturity grouping of investments**		
	On demand	3,278,217,943	3,598,595,257
	Up to one month	2,724,009,176	6,420,964,927
	Over one month but not more than three months	3,275,431,509	1,808,425,843
	Over three months but not more than six months	3,268,505,575	3,189,590,095
	Over six months but not more than one year	6,035,974,263	2,913,582,472
	Over one year but not more than five years	34,256,142,711	20,864,198,800
	Over five years	45,561,399,292	37,095,402,346
		98,399,680,468	**75,890,759,740**
8 (a)	**Consolidated investments**		
	Government securities		
	NCC Bank PLC. **(Note-8.1)**	89,921,604,789	65,207,473,524
	NCCB Securities and Financial Services Limited	1,074,880,620	709,273,550
	NCCB Capital Limited	-	-
		90,996,485,409	65,916,747,074
	Other investments		
	NCC Bank PLC. **(Note-8.2)**	8,478,075,679	10,683,286,216
	NCCB Securities and Financial Services Limited	361,312,691	415,316,990
	NCCB Capital Limited	-	-
		8,839,388,370	11,098,603,206
		99,835,873,779	**77,015,350,280**
9	**Loans and advances/Investments**		
	Loans, cash credits, overdrafts etc./investments **(Note-9.1)**	241,952,167,457	227,668,191,092
	Bills purchased and discounted **(Note-9.2)**	20,746,605,065	12,578,246,688
		262,698,772,522	**240,246,437,780**
9.1	**Loans, cash credits, overdrafts etc./investments**		
	Inside Bangladesh		
	Conventional and Islamic banking		
	Loan - general	6,304,257	2,019,402
	Loan against trust receipt (LTR)	7,915,071,170	13,414,699,552
	Loan against packing credit	39,556,910	181,462,980
	Secured overdraft	37,635,163,342	38,504,398,068
	Cash credit	25,115,447,313	26,662,252,627
	Finance under Stimulus Package	251,268	4,743,387
	Forced and Demand loan	29,772,372,794	22,615,091,632
	Transport loan	567,292,506	884,147,138
	Lease finance	1,460,990,756	2,361,848,310
	NCC Bank Start-up Loan	761,423	1,078,318

		Amount in BDT	
		2025	2024
	Payment against document	4,069,812,347	5,017,894,153
	House building loan	5,111,128,903	5,610,957,232
	Project/Investment loan	161,406,905	-
	Women's loan	154,660,493	36,423,206
	Personal loan	591,182,160	428,082,939
	Consumer loan	336,145,065	370,660,061
	Agricultural credit	6,458,778,729	3,559,796,864
	Small business loan	2,054,111,123	1,469,970,995
	Term loan	101,293,397,774	85,686,438,173
	Staff loan	1,530,876,241	1,434,845,453
	Credit card	767,533,383	594,716,253
	Car loan	391,199,794	115,390,902
	Short term loan	6,232,807,616	8,719,188,034
	Export loan	401,981,904	1,193,024,975
	Time loan	2,402,638,096	4,570,700,529
	Loan against financial inclusion	7,165,594	2,163,127
	EDF	7,474,129,593	4,226,196,782
		241,952,167,457	227,668,191,092
	Off-shore banking unit	-	-
		241,952,167,457	227,668,191,092
	Outside Bangladesh		
	Conventional and Islamic banking	-	-
	Off-shore banking unit	-	-
		-	-
		241,952,167,457	227,668,191,092
9.2	**Bills purchased and discounted**		
	Inside Bangladesh		
	Conventional and Islamic banking		
	Inland bills purchased	-	-
	Local documentary bills purchased	2,531,165,492	2,839,341,041
		2,531,165,492	2,839,341,041
	Off-shore banking unit	-	-
		2,531,165,492	2,839,341,041
	Outside Bangladesh		
	Conventional and Islamic banking		
	Foreign bills purchased	-	-
	Foreign documentary bills purchased	9,599,367,796	6,986,851,123
		9,599,367,796	6,986,851,123
	Off-shore banking unit	18,078,829,464	9,599,589,235
		27,678,197,260	16,586,440,358
	Less: inter transaction between OBU and Conventional and Islamic banking	(9,462,757,687)	(6,847,534,711)
		18,215,439,573	9,738,905,646
		20,746,605,065	12,578,246,688
		262,698,772,522	**240,246,437,780**
9.3	**Net loans and advances/investments**		
	Gross loans and advances	262,698,772,522	240,246,437,780
	Less: Provision for loans and advances	(11,261,468,150)	(16,690,234,930)
	Less: Interest/profit suspense	(10,703,125,292)	(10,331,384,652)
		(21,964,593,442)	(27,021,619,582)
		240,734,179,080	**213,224,818,197**

		Amount in BDT	
		2025	2024
9.4	**Maturity grouping of loans and advances/investments including bills**		
	Repayable on demand	29,772,372,794	22,615,091,632
	Up to one month	9,351,731,140	17,105,764,223
	Over one month but not more than three months	27,066,126,994	34,650,575,162
	Over three months but less than one year	76,519,543,928	48,022,507,626
	Over one year but less than five years	65,871,258,453	62,908,091,441
	Above five years	54,117,739,213	54,944,407,695
		262,698,772,522	**240,246,437,780**
9.5	**Loans and advances/investments including bills classified into the following broad categories**		
	In Bangladesh:		
	Loans	179,201,556,802	162,501,540,397
	Cash credit	25,115,447,313	26,662,252,627
	Overdraft	37,635,163,342	38,504,398,068
	Bills purchased & discounted	2,531,165,492	2,839,341,041
		244,483,332,949	230,507,532,133
	Outside Bangladesh		
	Bills purchased & discounted	18,215,439,573	9,738,905,646
		262,698,772,522	**240,246,437,780**
9.6	**Significant concentration wise classified into the following broad categories:**		
	I) Advances to allied concerns of Directors of the Bank	-	1,413,622
	II) Advances to chief executive and other senior executives of the Bank	256,936,315	182,785,433
	III) Advances to customers' group-wise clients		
	a) Agricultural loans	7,334,215,255	3,559,796,864
	b) Export financing	7,002,125,655	3,970,814,587
	c) Import financing	14,927,218,698	17,955,615,254
	d) Transport and communication	4,011,252,488	3,857,515,487
	e) Commercial lending	32,296,281,346	32,691,265,987
	f) House building loan	6,620,365,287	7,696,645,159
	g) Staff loans other than chief executive and other senior executives	1,530,925,154	1,434,815,486
	h) Others including bills purchased and discount	39,433,198,068	37,303,242,886
		113,155,581,951	108,469,711,710
	IV) Industrial loans (including working capital) **(Note 9.6 (a))**	149,286,254,257	131,592,527,015
		262,698,772,522	**240,246,437,780**
9.6 (a)	**Industrial loans (including working capital)**		
	Agro based industries	15,154,163,373	11,796,540,384
	Textile industries	22,751,654,266	18,417,952,694
	Food and allied industries	7,351,662,325	4,316,008,194
	Pharmaceutical industries	7,964,754,259	7,267,352,487
	Leather, chemical, cosmetics, etc.	2,391,954,256	2,225,165,487
	Cement and ceramic industries	5,120,425,654	3,650,965,849
	Service industries	21,071,554,266	16,969,965,984
	Transport and communication industries	4,011,252,488	3,857,515,487
	Other industries	63,468,833,370	63,091,060,449
		149,286,254,257	**131,592,527,015**

	Amount in BDT	
	2025	2024

9.7 Number of clients with outstanding (funded and non-funded) amount and classified loans and advances/investments exceeding 10% of total capital of the Bank.

Number of clients with amount outstanding and classification status to whom loans and advances/investments sanctioned exceeds 10% of the total capital of the Bank. Total capital of the Bank was Taka 3,990.44 Crore on Consolidated basis and Taka 4,050.06 Crore on Solo basis as at 31 December 2025 (Taka 3,263.75 Crore and 3,221.62 Crore as at 31 December 2024 respectively). (Details are shown in Annex - C)

Number of the clients	15	17
Amount of outstanding advances	92,143,100,000	85,522,900,000
Amount of classified advances	-	-
Measures taken for recovery	-	-

9.7a Disclosure of Document Verification System (DVS)

As per Financial Reporting Council (FRC) letter no. 178/FRC/APR/2021/27(16) dated December 07, 2021 regarding compliance of BRPD Circular No. 04 and 35, dated January 04, 2021 and July 06, 2021 respectively.

Particular	Compliance of BRPD Circular No. 04 *		Compliance of BRPD Circular No. 35 **	
	Number	%	Number	%
Complied File	471	100%	471	100%
Total File	471	100%	471	100%

*BRPD Circular No. 04: Regarding collection of Audited financial statement & Statutory Audit Report for Loan Sanction/Renewal.

**BRPD Circular No. 35: Regarding financial statement verified with the Document Verification System (DVS) of ICAB.

9.8 Geographical location wise grouping

Urban		
Dhaka Division	198,650,571,355	176,919,225,563
Chattogram Division	45,090,250,791	41,986,030,183
Rajshahi Division	2,499,403,386	2,746,863,287
Rangpur Division	1,415,550,332	1,457,546,795
Sylhet Division	3,871,622,337	4,012,324,030
Khulna Division	4,677,908,387	5,921,068,507
Barisal Division	270,062,978	242,717,518
Mymensingh Division	394,178,476	539,859,797
	256,869,548,043	233,825,635,680
Rural		
Dhaka Division	2,362,169,314	2,418,755,881
Chattogram Division	2,291,596,653	2,643,551,848
Rajshahi Division	247,244,004	234,775,712
Rangpur Division	97,635,162	96,623,823
Sylhet Division	183,827,113	318,116,140
Khulna Division	397,189,699	472,779,606
Mymensingh Division	249,562,534	236,199,091
	5,829,224,480	6,420,802,100
	262,698,772,522	**240,246,437,780**

9.9 Classification of loans and advances/investments

Unclassified standard (including staff loans)	239,944,458,483	216,052,219,310
Unclassified special mention account	11,918,487,999	6,605,239,531
Sub-standard	1,339,471,194	328,986,003
Doubtful	2,259,119,530	147,977,895
Bad/Loss	7,237,235,316	17,112,015,041
	262,698,772,522	**240,246,437,780**

			Amount in BDT	
			2025	2024
9.10	**Particulars of required provision for loans and advances/investments**			
Status	**Base for provision**	**Rate (%)**		
A. General provision				
Conventional and Islamic banking				
Un-classified loans and advances	221,865,629,019	* Various	2,106,121,127	1,785,736,815
Special mention account	11,918,487,999	do	520,880,373	59,676,719
	233,784,117,018		2,627,001,500	1,845,413,534
50% of required provision of Tk. 11,84,71,000/- for 2% Reschedule loans & advances/ investments treated as general provision as per B.B Circular			59,235,500	215,621,689
Special RSC & exit			1,828,672,000	-
Off-shore banking unit	18,078,829,464	1%	180,788,295	95,995,892
	251,862,946,482		**4,695,697,295**	**2,157,031,115**
* General provision is kept @ 1% & 5% on standard and special mention account loans and advances respectively as well as 0.50% on all UC short term agricultural and cottage, micro and small enterprise loans and advances.				
B. Specific provision				
Conventional and Islamic banking				
Sub-standard - general	696,133,025	20	139,226,605	2,647,167
Sub-standard - agricultural & SMEF	-	5	-	4,988,753
Doubtful	1,256,105,094	50	628,052,547	3,530,700
Doubtful - Agricultural	-	5	-	47,886
Doubtful - SMEF	-	20	-	6,609,391
Bad/ Loss	3,029,586,173	100	3,029,586,173	8,097,801,402
	4,981,824,292		3,796,865,325	8,115,625,300
50% of required provision of Tk. 11,84,71,000/- for 2% Reschedule loans & advances/ investments treated as specific provision as per B.B Circular.			59,235,500	215,621,689
3rd & 4th rescheduled			1,141,304,320	-
Other Specific provision maintained against loans as per B.B direction			677,896,000	4,611,429,925
*Specific provision for loans against which writ petition pending & NOC from Bangladesh Bank			890,469,710	1,590,526,902
			6,565,770,855	**14,533,203,815**
*NOC Letter No. BSD-4 (Wing-3)/3201/2026-234 dated 23 April 2026 issued by Bangladesh Bank, in respect of writ-related exposures amounting to Tk. 507.92 crore (as identified by the external auditor), a provision of Tk. 89.05 crore has been maintained adequately. The Bank has maintained additional provision Tk. 134.15 crore in compliance with the instructions therein.				
Off-shore banking unit				
Specific provision				
Sub-standard	-	20	-	-
Doubtful	-	50	-	-
Bad/ Loss	-	100	-	-
	-		-	-
	4,981,824,292		**6,565,770,855**	**14,533,203,815**
Required provision for loans and advances (A+B)			**11,261,468,150**	**16,690,234,930**
Total provision maintained for loans and advances/investments			**11,261,468,150**	**16,690,234,930**
Excess /(short) provision (See below)			**-**	**-**

				Amount in BDT	
				2025	2024
	Particulars of required provision on off -balance sheet exposure				
	Conventional and Islamic banking				
		Base for provision	**Rate**		
	Acceptance and endorsements	47,809,239,324	1.0%	478,092,393	346,946,582
	Letter of guarantee	42,674,068,923	1.0%	426,740,689	427,499,543
	Letter of credit	13,600,627,929	0.5%	68,003,140	175,366,330
	Letter of credit	12,688,737,278	1.0%	126,887,373	-
	* Bills for collection	28,027,073,431	0.0%	-	-
	Overdue Non-Funded Items	316,588,732	5.0%	15,829,437	15,829,437
	Other Commitments	19,176,314,740	1.0%	191,763,147	-
		164,292,650,358		1,307,316,179	965,641,892
	Off-shore banking unit			-	-
	Required provision on off -balance sheet exposure			**1,307,316,179**	**965,641,892**
	Total provision maintained (note-15.5)			**1,307,316,179**	**965,641,892**
	Excess/ (short) provision			-	-
	*** No Provision is required against bills for collection as per BRPD circular no- 07 dated 21 June 2018.**				
9.11	**Particulars of loans and advances/investments**				
i)	Loans/investments considered good in respect of which the bank is fully secured			159,725,736,931	101,010,282,458
ii)	Loans/investments considered good against which the bank holds no other security other than the debtor's personal guarantee			45,029,713,379	61,583,157,616
iii)	Loans/investments considered good and secured by the personal security of one or more parties in addition to the personal guarantee of the debtors			57,943,322,212	77,652,997,706
iv)	Loans/investments adversely classified; provision not maintained there against			-	-
				262,698,772,522	**240,246,437,780**
* v)	Loans/investments due by directors or officers of the bank or any of them either severally or jointly with any other persons			**1,788,345,211**	**1,617,600,919**
vi)	Loans/investments due by companies or firms in which the directors of the Bank are interested as directors, partners or managing agent or in case of private companies as members			-	**1,413,622**
vii)	Maximum total amount of advances, including temporary advances made at any time during the year to directors or managers or officers of the bank or any of them either severally or jointly with any other persons.			**1,788,345,211**	**1,617,600,919**
viii)	Maximum total amount of advances, including temporary advances, granted during the year to the companies or firms in which the directors of the bank are interested as directors, partners or managing agents or, in case of private companies as members.			-	**1,413,622**
ix)	Due from banking companies			-	-
x)	Amount of classified Loans/investments for which interest/profit not credited to income			**10,835,826,040**	**17,588,978,939**
	a) Increase/(decrease) of provision (specific) during the year			(7,967,432,961)	3,669,638,815
	b) Amount of provision kept against the amount classified as bad/loss at the Balance Sheet preparing date.			3,029,586,173	8,097,801,402
	c) Amount of Interest/profit charged in Interest/profit suspense account			10,703,125,292	10,331,384,652
xi)	Cumulative amount of written off debt				
	Opening balance			13,540,064,663	11,140,005,307
	Add: Amount of loans/investments written off during the year			13,479,848,352	2,400,059,356
	Closing balance			**27,019,913,015**	**13,540,064,663**

		Amount in BDT	
		2025	2024
	Cumulative amount of recoveries against written off loans/investments		
	Opening balance	1,460,865,346	1,245,419,069
	Recoveries of amount previously written off Loans/investments during the year	519,379,498	215,446,276
	Closing balance	**1,980,244,843**	**1,460,865,346**
	Cumulative net amount of written off loans/investments	**25,039,668,171**	**12,079,199,317**
xii)	Amount of written off loans/investments against which law suit has been filed for its recovery during the year	**13,475,508,773**	**2,395,719,777**
	*** Amount represents loans to employees of the Bank only.**		

9.12 Debt written off

Bangladesh Bank issued a BRPD circular no.04 dated 18 February 2024, BRPD circular no-08 dated 19 October 2025, BRPD circular no-09 dated 19 November 2025 & BRPD circular no-11 dated 03 December 2025 relating to write off bad & loss loans/ investments after classification and legal actions which applicable have been taken against all those default borrowers with an immediate effect. In compliance with these circular, the Bank formed a Special Asset Management Department in its Head Office from where monitoring has been made accordingly. During the year, the Bank allowed Taka 1347,98,48,352/- write off amount . In this connection, branches have been maintained a separate ledger for all individual cases. The Special Asset Management Department will follow-up the realization of such debts in future also and time to time a progress report to be given to the management by the branches.

9.13	**Bills purchased and discounted**		
a)	**Payable**		
	In Bangladesh	2,531,165,492	2,839,341,041
	Outside Bangladesh	18,215,439,573	9,738,905,646
		20,746,605,065	**12,578,246,688**
b)	**Bills purchased & discounted on the basis of the residual maturity grouping**		
	Payable		
	Within one month	5,884,154,466	3,972,246,951
	Over one month but less than three months	7,950,505,540	5,748,019,128
	Over three months but less than six months	5,323,384,363	2,651,170,780
	Over six months	1,588,560,696	206,809,829
		20,746,605,065	**12,578,246,688**
9 (a)	**Consolidated loans and advances/investments**		
	Loans, cash credits, overdrafts etc.		
	NCC Bank PLC. **(Note-9.1)**	241,952,167,457	227,668,191,092
	NCCB Securities and Financial Services Limited.	956,290,429	1,836,230,355
	NCCB Capital Limited	-	-
		242,908,457,886	229,504,421,447
	Less : Inter company transactions	-	-
		242,908,457,886	229,504,421,447
	Bills purchased and discounted		
	NCC Bank PLC. **(Note-9.2)**	20,746,605,065	12,578,246,688
	NCCB Securities and Financial Services Limited.	-	-
	NCCB Capital Limited	-	-
		20,746,605,065	12,578,246,688
	Less : Inter company transactions	-	-
		20,746,605,065	12,578,246,688
		263,655,062,951	**242,082,668,135**

		Amount in BDT	
		2025	2024
10	**Fixed assets including premises, furniture and fixtures**		
	Conventional and Islamic banking **(Note-10.1)**	3,327,605,864	3,462,535,251
	Off-shore banking unit **(Note-10.2)**	-	-
		3,327,605,864	**3,462,535,251**
10.1	**Fixed assets including premises, furniture and fixtures**		
	Conventional and Islamic banking		
	Cost/Revaluation		
	Land	451,906,672	451,906,672
	Buildings & office premises	1,371,059,903	1,371,059,903
	Furniture and fixtures	1,341,234,125	1,273,410,080
	Machinery and equipment	1,262,333,124	1,191,599,888
	Computer equipment	1,127,411,625	1,031,948,076
	Vehicles	236,945,001	212,436,533
	Right of use assets	1,071,582,585	1,071,582,585
	Software	421,557,061	355,198,645
	Total Cost / valuation	**7,284,030,096**	**6,959,142,382**
	Less: Accumulated depreciation & amortization	(3,956,424,232)	(3,496,607,131)
	Net book value at the end of the year (Annexure 'D' may kindly be seen for details)	**3,327,605,864**	**3,462,535,251**

The cost of the right of use assets comprises present value of lease payments less incentive, plus initial direct payment and dismantling cost etc. The bank, as lessee, on lease-by-lease basis. Hence, any payment made by the bank under contract for use of any rental premises or assets for a year not exceeding twelve months, and or, falls as low value asset, and substantially risks and benefits of ownership of those rental premises/assets do not transfer to the bank, are recognized as expense as per IFRS 15 'Revenue from contracts with customers' instead of recognizing as ROU assets.

10.2	**Off-shore banking unit**	**-**	**-**
10(a)	**Consolidated fixed assets including premises, furniture and fixture**		
	NCC Bank PLC. **(Note-10)**	3,327,605,864	3,462,535,251
	NCCB Securities and Financial Services Limited	45,690,205	37,827,534
	NCCB Capital Limited	-	-
		3,373,296,069	**3,500,362,785**
11	**Other assets**		
	Conventional and Islamic banking **(Note-11.1)**	10,005,853,070	8,773,510,199
	Off-shore banking unit	139,260,079	99,745,035
		10,145,113,149	8,873,255,234
	Less: inter transaction between OBU and Conventional and Islamic banking	(371,265,001)	(99,745,035)
		9,773,848,147	**8,773,510,199**
11.1	**Conventional and Islamic banking**		
	Income generating other assets		
	Investment in subsidiaries		
	In Bangladesh		
	NCCB Securities and Financial Services Limited	1,999,999,900	1,999,999,900
	NCCB Capital Limited	249,999,900	249,999,900
		2,249,999,800	2,249,999,800
	Outside Bangladesh	-	-
		2,249,999,800	**2,249,999,800**

		Amount in BDT	
		2025	2024
	Non-income generating other assets		
	Stationery in hand	69,787,887	52,843,295
	Stamps in hand	7,616,282	7,631,187
	Security deposits	24,268,106	18,404,990
	Advance against rent	104,242,516	40,970,240
	Balance with GSP Finance PLC	140,000,000	140,000,000
	Balance with IIDFC PLC	123,300,000	-
	Prepaid expenses	3,283,199	23,750
	Commission receivable	13,351,329	8,656,875
	Receivable against sale proceed of shares	65,333,080	455,235,278
	Sanchaypatra & cash remittance **(Note-11.2)**	71,864,330	253,817,824
	Interest/profit receivable **(Note-11.3)**	3,772,512,673	2,767,373,526
	Dividend receivable (**Note-11.4)**	44,598,115	56,801,621
	Advance, deposit & prepayments **(Note-11.5)**	3,315,695,752	2,721,751,812
		7,755,853,270	6,523,510,399
		10,005,853,070	**8,773,510,199**
11.2	**Sanchaypatra & cash remittance**		
	Encashment sanchaypatra awaiting realization	13,363,140	8,797,824
	Cash remittance	58,501,190	245,020,000
	Clearing adjustment	-	-
		71,864,330	**253,817,824**
11.3	**Interest/profit receivable**		
	On loans and advances/investments	287,045,248	91,667,200
	On treasury bills/bonds	2,010,666,859	1,463,185,933
	On Sukuk	52,616,916	44,734,541
	On corporate bonds & shares	1,147,579,426	1,020,445,940
	On perpetual bonds	73,821,918	74,095,889
	On subordinate bonds	-	3,152,644
	On bank balances/financial institutions/Others	200,782,306	70,091,379
		3,772,512,673	**2,767,373,526**
11.4	**Dividend receivable**		
	Dividend receivable from listed companies	44,598,115	56,801,621
		44,598,115	**56,801,621**
11.5	**Advance, deposit & prepayments**		
	Advance remittance against MTO	36,735,313	91,738,465
	Protested bill	72,287,707	82,566,926
	Adjustment/Settlement Accounts	1,403,142,767	975,959,110
	*Sundry debtor/Prepayments	284,600,270	322,482,784
	Deferred tax assets **(Note- 15.4.1)**	1,518,929,694	1,249,004,526
		3,315,695,752	**2,721,751,812**

Previous year figure of advance, deposit & prepayment has been restated due to deferred tax assets restated under other assets in 2024 for compare to 2025.

11(a)	**Consolidated other Assets**		
	NCC Bank PLC. **(Note-11)**	9,773,848,147	8,773,510,199
	Less: Investment in NCCB Securities and Financial Services Limited **(Note-11.1)**	(1,999,999,900)	(1,999,999,900)
	Less: Investment in NCCB Capital Limited **(Note-11.1)**	(249,999,900)	(249,999,900)
		7,523,848,347	6,523,510,399
	NCCB Securities and Financial Services Limited	99,710,613	86,652,475
	NCCB Capital Limited	-	-
		99,710,613	86,652,475
		7,623,558,960	6,610,162,874
	Less: Inter company transactions	(65,333,080)	(455,235,278)
		7,558,225,880	**6,154,927,596**

		Amount in BDT	
		2025	2024
12	**Non-banking assets**		
	Non-income generating		
	Building	-	-
	Land	2,750,514	2,750,514
		2,750,514	**2,750,514**

The Bank was awarded absolute ownership on some mortgaged properties through the verdict of Honourable Court under Section 33(7) of the Artharin Adalat Act, 2003. These were recorded as non-banking assets as per valuation report of professional surveyor. Value of these assets were recorded in the equivalent to the client's adjustable outstanding. Following are the details:

Sl. No.	Name of Parties	Assets Details	Entitlement Date	Value as on31-12-2025	Value as on31-12-2024
1	DN Enterprise	2 decimal vacant land situated at Dist.-Sylhet, P.S- Kotowali, SRO- Sylhet Sadar, Mouza-Gutatikor, Khatian No: S.A-614, Mutation No-4509, Dagh No: S.A-585.	16-01-2017	600,000	600,000
2	Biva Enterprise	5 decimal of vacant land at Dist.-Nilphamari, P.S- Syedpur, Mouza-Niamotpur, plot No-547 (old) 2311, 2312, Khatian No:C.S-101, S.A-106, Kharij No- 106/2.	17-08-2017	1,440,000	1,440,000
3	Munni Traders	9.75 decimal land at Dist.-Kustia, P.S- Mirpur, SRO-Mirpur, Mouza-Kamirhat, Khatian No: R.S-139, R.S- Kharij-1155, Dagh No- R.S-1224. 34.25 decimal vacant at Dist.-kustia, P.S- Mirpur, SRO- Mirpur, Mouza-Kamirhat, Khatian No: S.A-1665, R.S-139 & 379, R.S Kharij-445, Mutation No-1155, dagh No: S.A-1063, R.S-1224 & 1609.	12-03-2023	710,514	710,514
				2,750,514	**2,750,514**

13	**Borrowing from other banks, financial institutions and agents**		
	In Bangladesh	20,217,786,475	15,725,370,221
	Outside Bangladesh	10,434,192,042	4,441,997,456
		30,651,978,517	**20,167,367,676**
13.1	**Borrowing from other banks, financial institutions and agents**		
	Conventional and Islamic banking **(Note-13.2.1)**	21,471,599,264	17,615,604,756
	Off-shore banking unit **(Note-13.2.2)**	18,643,136,939	9,399,297,631
		40,114,736,203	27,014,902,387
	Less: inter transaction between OBU and Conventional and Islamic banking	(9,462,757,687)	(6,847,534,711)
		30,651,978,517	**20,167,367,676**
13.2.1	**Conventional and Islamic banking**		
	In Bangladesh		
	Bangladesh Bank		
	Bangladesh Bank - EDF	7,441,951,796	4,205,690,408
	Bangladesh Bank - IPFF	761,581,520	914,190,288
	Bangladesh Bank - LTFF	610,074,613	782,567,474
	Bangladesh Bank - PSCF	-	288,890,000
	Bangladesh Bank - ALS	-	3,697,500,000
	Bangladesh Bank - EFPF	401,169,668	956,495,341
	Bangladesh Bank Housing, Women Ent. Etc.	751,147,960	318,084,277
	BB refinance on FSF EOI	1,334,089	26,334,089
	BB Refinance on Agri Loan	92,720,000	427,047,800
	BB Refinance on Working Capital under stimulus package-BRPD-08	14,690,367	31,190,367
	BB Refinance Under Green Transformation fund (GTF)	785,380,628	940,560,176
	BB prefinance under 25000 crore	2,579,620,000	582,920,000
	BB Refinance under 25000 crore	6,915,833	33,900,000
		13,446,586,474	13,205,370,221

		Amount in BDT	
		2025	2024
	Other Banks		
	Short term		
	Local Currency		
	United Commercial Bank PLC.	1,000,000,000	-
	Mercantile Bank PLC	1,000,000,000	-
	Habib Bank Limited	300,000,000	-
	Bangladesh Krishi Bank	2,000,000,000	-
	Al-arafa Islami Bank PLC.	1,500,000,000	-
		5,800,000,000	-
	Foreign Currency		
	Southeast Bank PLC.	-	960,000,000
	Jamuna Bank PLC.	-	1,560,000,000
	Shahjalal Islami Bank PLC.	971,200,000	-
		971,200,000	2,520,000,000
		6,771,200,000	2,520,000,000
	Outside Bangladesh		
	Standard Chartered Bank, London	1,286,602	-
	Standard Chartered Bank, Kalkata	66,988,043	103,437,093
	Standard Chartered Bank, New York	631,680,151	912,663,658
	Standard Chartered Bank, Tokyo	22,149,473	-
	Wells Fargo Bank , N.A., New York	5,256,932	169,245,340
	Habib American Bank, New York	217,431,901	206,276,916
	Axix Bank Limited, Mumbai	-	16,871,296
	Habib Metropolitan Bank Limited	37,353,536	-
	Zhejiang Chouzhou Commercial Bank	26,631,759	-
	ICICI Bank Limited, Mumbai	18,749,202	21,401,424
	Citi Bank NA, New York	64,013,031	117,680,309
	Sonali Bank Limited, Kolkata	522,264	-
	Mashreqbank Psc, NY	111,439,651	244,436,327
	Commerzbank AG, Frankfurt Am Main	50,310,243	98,222,172
		1,253,812,790	1,890,234,536
	(Annexure 'E' may kindly be seen for details)	**21,471,599,264**	**17,615,604,756**
13.2.2	**Off-shore banking unit**		
	In Bangladesh		
	NCC Bank PLC (Head Office)	9,462,757,687	6,847,534,711
		9,462,757,687	6,847,534,711
	Outside Bangladesh		
	CAIXA Bank S.A	1,865,999,750	241,948,920
	National Bank of RAS Al-Khaimah PJSC	2,507,686,647	-
	Commerzbank AG, Frankfurt Am Main	995,055,384	-
	Standard Chartered Bank, Hong Kong	613,052,186	-
	Ajman Bank PJSC	-	492,336,000
	United Bank Ltd. (UAE)	1,505,384,342	1,451,919,600
	Abu Dhabi Commercial Bank	1,693,200,943	-
	Wells Fargo Bank	-	365,558,400
		9,180,379,252	2,551,762,920
		18,643,136,939	**9,399,297,631**

		Amount in BDT	
		2025	2024
13.3	**Security against borrowings from other banks, financial institutions and agents**		
	Conventional and Islamic banking		
	Secured	-	-
	Unsecured	21,471,599,264	17,615,604,756
		21,471,599,264	17,615,604,756
	Off-shore banking unit		
	Secured	-	-
	Unsecured	9,180,379,252	2,551,762,920
		9,180,379,252	2,551,762,920
		30,651,978,517	**20,167,367,676**
13.4	**Borrowings from other banks, financial institutions and agents (according to remaining maturity grouping) payable**		
	On demand	1,253,812,790	1,890,234,536
	Up to one month	12,103,041,627	8,469,107,702
	Over one month but not more than three months	7,111,150,692	2,099,851,028
	Over three months but less than six months	9,049,490,729	3,756,261,590
	In more than six months but not more than one year	126,214,675	822,411,481
	In more than one year but not more than five years	641,043,064	2,825,711,313
	Above five Years	367,224,939	303,790,026
		30,651,978,517	**20,167,367,676**
13 (a)	**Consolidated borrowing from other banks, financial institutions and agents**		
	NCC Bank PLC. (Note-13)	30,651,978,517	20,167,367,676
	NCCB Securities and Financial Services Limited	315,325,745	149,447,984
	NCCB Capital Limited	-	-
		30,967,304,262	20,316,815,660
	Less: inter company transactions	-	-
		30,967,304,262	**20,316,815,660**
14	**Conventional and Islamic banking**		
	Deposits and other accounts		
	Current/Al-wadiah current deposits	17,159,150,933	17,887,397,781
	Sundry deposits **(Note 14.5)**	21,713,517,099	18,698,601,344
		38,872,668,031	36,585,999,125
	Savings bank/Mudaraba savings bank deposits	36,565,140,558	34,177,530,659
	Fixed deposits/Mudaraba term deposits	154,254,492,984	128,146,321,299
	Other deposits:		
	Special notice deposits/Mudaraba special notice deposits	26,390,690,302	25,016,810,401
	Special savings scheme/Mudaraba deposit pension scheme	16,737,841,367	16,338,866,314
	Special deposit scheme/Mudaraba Special deposit scheme	9,673,848,142	4,875,795,800
	Money double program	4,235,553,936	3,044,199,204
	Money triple program	4,668,031	15,183,591
	Foreign currency deposits	3,181,065,912	3,058,899,737
		60,223,667,691	52,349,755,046
	Bills Payable:		
	Payment order	7,470,373,796	6,090,476,359
	Demand draft	2,185,091	2,660,878
		7,472,558,887	6,093,137,237
		297,388,528,152	**257,352,743,366**

		Amount in BDT	
		2025	2024
14.1	**(a) Demand deposits**		
	Deposit from banks	219,684,329	75,908,887
	Deposit from customers	49,416,405,239	45,679,205,235
		49,636,089,569	45,755,114,122
	(b) Time deposits		
	Deposit from banks		
	In fixed deposits, Short term/Mudaraba term deposits	-	1,000,000,000
	In other accounts	1,021,386,667	3,652,360,303
		1,021,386,667	4,652,360,303
	Deposit from customers	246,731,051,916	206,945,268,942
		297,388,528,152	**257,352,743,366**
14.2	**Deposits and other accounts**		
	Conventional and Islamic banking	297,192,204,024	257,336,675,021
	Off-shore banking unit	196,324,128	16,068,346
		297,388,528,152	**257,352,743,366**
14.3	**Unclaimed block account balances for 10 years & above**		
	Savings deposits	-	-
	Pay order	4,512,187	3,218,834
		4,512,187	**3,218,834**
14.4	**(a) Residual maturity grouping of deposits**		
	From other banks		
	On demand	219,684,329	75,908,887
	Within one month	1,021,386,667	3,652,360,303
	In more than one month but less than three months	-	1,000,000,000
	In more than three month but less than six months	-	-
	In more than six months but less than one year	-	-
	In more than one year but within five years	-	-
	In more than five years but within ten years	-	-
		1,241,070,997	4,728,269,190
	(b) From other than banks		
	On demand	24,412,025,490	23,904,626,132
	Within one month	19,893,730,754	24,443,435,699
	In more than one month but less than three months	21,751,484,546	58,212,377,747
	In more than three month but less than six months	35,467,148,329	28,301,037,832
	In more than six months but less than one year	45,824,631,066	28,659,454,332
	In more than one year but within five years	79,613,646,417	55,099,171,306
	In more than five years but within ten years	69,184,790,553	34,004,371,129
		296,147,457,156	252,624,474,176
		297,388,528,152	**257,352,743,366**
14.5	**Sundry deposits**		
	Sundry creditors	881,854,664	969,267,482
	Clearing adjustment	215	668,810
	Margin on letters of guarantee	1,846,380,723	1,879,816,056
	Margin on letters of credit	6,462,702,370	6,643,054,788
	Margin on DBP, export bill/ proceeds	3,073,474	19,230,040

		Amount in BDT	
		2025	2024
	Margin on SOD(EM)	136,728,901	125,469,827
	Security deposits against locker	7,028,735	7,028,976
	Credit balance in CC, SOD, loan etc.	310,463,894	340,507,868
	Collection account	4,483	5,483
	Security deposit receipts	14,137,545	14,417,282
	FC, FCY retention quota	710,229	703,999
	Risk fund	287,485,032	212,488,139
	Cards & others Payable	426,246,530	117,850,547
	Deposits from MTO against Remittance	72,423,808	107,825,537
	Adjustment & settlement account	59,190,855	53,783,910
	Provident fund	5,353,016	27,147,089
	SMS and internet banking charge	9,245,562	8,665,457
	Benevolent fund	-	592,000
	Enquiry charge of CIB	2,410,981	1,136,984
	Export Proceed	10,391,563,734	6,894,243,895
	Sundry deposit of OBU	103,046,329	-
	Others Payable -Foreign	-	25,765,504
	Unclaimed block account balances for 10 years & above	4,512,187	3,218,834
	Bangladesh Bank Bach & Clearing Charge	732,422	889,470
	Vostro Account	688,221,406	1,244,823,367
		21,713,517,099	**18,698,601,344**
14 (a)	**Consolidated deposits and other accounts**		
	Current deposits and other accounts		
	NCC Bank PLC. **(Note-14)**	38,872,668,031	36,585,999,125
	NCCB Securities and Financial Services Limited	276,198,225	683,935,450
	NCCB Capital Limited	-	-
		39,148,866,256	37,269,934,575
	Less: Inter company transactions	(679,597,479)	(1,385,599,693)
		38,469,268,777	35,884,334,882
	Bills payable		
	NCC Bank PLC. **(Note-14)**	7,472,558,887	6,093,137,237
	NCCB Securities and Financial Services Limited	-	-
		7,472,558,887	6,093,137,237
	Savings bank deposits		
	NCC Bank PLC. **(Note-14)**	36,565,140,558	34,177,530,659
	NCCB Securities and Financial Services Limited	-	-
		36,565,140,558	34,177,530,659
	Fixed deposits		
	NCC Bank PLC. **(Note-14)**	154,254,492,984	128,146,321,299
	NCCB Securities and Financial Services Limited	-	-
		154,254,492,984	128,146,321,299
	Time deposits		
	NCC Bank PLC. **(Note-14)**	60,223,667,691	52,349,755,046
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		60,223,667,691	52,349,755,046
		296,985,128,897	**256,651,079,123**

		Amount in BDT	
		2025	2024
15	**Other liabilities**		
	Conventional and Islamic banking **(Note-15.1)**	33,044,247,572	37,918,975,108
	Provision for Off-shore banking unit **(Note-15.5 (e))**	180,788,294	95,995,892
	Off-shore banking unit	372,785,618	99,748,994
		33,597,821,484	38,114,719,994
	Less: inter transaction between OBU and Conventional and Islamic banking	(371,265,001)	(99,745,035)
		33,226,556,482	**38,014,974,959**
15.1	**Conventional and Islamic banking**		
	Interest/profit payable on deposit	3,930,587,184	3,436,870,488
	Interest/profit payable on borrowing	101,574,154	74,491,445
	Excise duty	307,909,300	297,168,460
	Card & others settlement account	111,616,054	59,843,565
	Liability for expenses	393,871,165	248,116,598
	Performance bonus payable	652,486,545	650,000,000
	Proceed against automated challan	4,299,980	33,633
	Audit fee payable including VAT	2,573,717	632,500
	Markup (profit) on Bia-Murabahah	484,814,093	512,942,884
	Withholding tax payable	219,091,253	231,389,157
	Inter branch transaction account	247,418,757	447,514,073
	Unclaimed Dividend Account*	141,203,607	125,425,975
	Withholding VAT Payable	39,494,933	22,061,624
	Interest suspense on corporate bond & Others	807,339,885	572,620,996
	Unearned revenue	-	74,005
	Compensation Payable	2,462,234	-
	Provision for other assets **(Note-15.2)**	987,573,285	579,183,033
	Net current tax liability **(Note-15.3)**	272,336,151	1,574,736,064
	Provision for loans and advances **(Note-15.5)**	11,080,679,856	16,594,239,038
	Special general provision COVID-19 **(Note-15.5)**	-	-
	Provision on off balance sheet items **(Note-15.5)**	1,307,316,179	965,641,892
	Interest/profit suspense account **(Note-15.6)**	10,703,125,292	10,331,384,652
	Contribution to NCC Bank Foundation **(Note-15.7)**	36,578,734	39,967,289
	Net defined benefit obligation **(Note-15.8)**	268,472,581	166,868,512
	Provision for nostro accounts **(Note-15.9)**	-	-
	Lease liabilities (present value of lease payments) **(Note-15.10)**	780,572,890	868,429,822
	Specific provision against non banking assets **(Note-15.12)**	218,000	218,000
	Provision against non banking assets **(Note-15.13)**	2,150,514	2,150,514
	Interest/profit Suspense on non banking assets **(Note-15.14)**	1,352,871	1,352,871
	CSR Fund (including compensation of IBU) **(Note-15.15)**	100,478,359	115,618,020
	Climate Risk Fund **(Note-15.16)**	56,650,000	-
		33,044,247,572	**37,918,975,108**

*As per BSEC directive no-BSEC/CMRRCD/2021-386/03 dated 14 January 2021, Unclaimed dividend account has been shown separately in other liability head.

15.2	**Provision for other assets**		
	Opening balance	579,183,033	462,601,765
	Add: Provisions made during the year	420,024,758	121,252,602
	Less: Adjustment made during the year	(11,634,506)	(4,671,334)
	Closing balance	**987,573,285**	**579,183,033**

		Amount in BDT	
		2025	2024
	As reported by the external auditor, No objection has been raised by Bangladesh Bank regarding the MTDR exposure of Tk. 115 crore with EXIM Bank PLC. But amounting to Tk. 4.77 crore on interest receivable on MTD balance with EXIM Bank PLC has been maintained under provision for other assets.		
15.3	**Net current tax liability**		
	Provision for income tax		
	Opening balance	7,844,782,512	5,242,962,569
	Add: Provision made for current tax during the year	1,313,920,525	2,601,819,943
	Less: Adjustment during the year	(7,296,848,792)	-
	Closing balance	1,861,854,245	7,844,782,512
	Advance corporate tax		
	Advance tax at source on treasury bills/ bonds	697,953,070	607,215,391
	Advance tax at source on dividend	46,366,101	105,933,661
	Advance tax at source on bank Interest/profit	84,868,523	255,124,195
	Advance income tax deposited by Bank	738,933,763	5,233,025,897
	Advance income tax on LC commission	21,396,638	68,747,304
		1,589,518,094	6,270,046,448
		272,336,151	**1,574,736,064**
15.4	**Consolidated provision for income tax charged in P/L**		
	Add : Provision made for NCC Bank PLC.	1,313,920,525	2,601,819,943
	Add : Provision made for NCCB Securities and Financial Services Limited	35,516,672	20,094,583
	Add : Provision made for NCCB Capital Limited	-	-
		1,349,437,197	2,621,914,526

15.4.1 Deferred tax

Deferred tax liabilities 2025

Particulars of liabilities	As per carrying value	As per tax base	Taxable temporary difference
Revaluation portion of land	320,083,348	-	320,083,348
Revaluation portion of building	103,758,987	-	103,758,987
Building/Office premises	881,948,187	344,718,733	537,229,454
Machinery & equipment	218,363,766	207,408,833	10,954,933
Computer equipment	242,157,570	164,819,375	77,338,195
Local software	121,388,764	116,786,145	4,602,619
Right use of Assets	790,376,948	-	790,376,948
Accrued Interest/profit on Govt. securities	2,063,283,774	-	2,063,283,774
Total	**4,741,361,344**	**833,733,086**	**3,907,628,258**
Rate			**Applicable Rate**
Deferred tax liabilities			**1,406,427,888**

	Amount in BDT	
	2025	2024

Deferred tax liabilities 2024

Particulars of liabilities	As per carrying value	As per tax base	Taxable temporary difference
Revaluation portion of land	320,083,348	-	320,083,348
Revaluation portion of building	106,419,474	-	106,419,474
Building/Office premises	904,562,243	362,861,824	541,700,419
Machinery & equipment	197,976,381	174,050,679	23,925,702
Computer equipment	223,121,697	150,938,636	72,183,061
Local software	88,523,593	79,586,152	8,937,441
Right use of Assets	969,030,415	-	969,030,415
Accrued Interest/profit on Govt. securities	1,507,920,474	-	1,507,920,474
Total	**4,317,637,625**	**767,437,291**	**3,550,200,334**
Rate			**Applicable Rate**
Deferred tax liabilities			**1,272,392,417**

Opening balance	1,272,392,417	696,007,479
Add: Provision for revaluation reserve on land & building	-	-
	1,272,392,417	696,007,479
Less: Reverse provision for revaluation on land & building	-	-
	1,272,392,417	696,007,479
Addition during the year	134,035,471	576,384,937
	1,406,427,888	1,272,392,417
Adjustment made during the year	-	-
Closing balance	**1,406,427,888**	**1,272,392,417**

Deferred tax assets 2025

Particulars of assets	As per carrying value	As per tax base	Deductible temporary difference
Furniture and fixtures	473,702,139	571,737,173	(98,035,034)
Vehicle	44,002,831	47,791,621	(3,788,790)
Advance rent	104,242,516	188,555,921	(84,313,405)
Net defined benefit obligation	(268,472,581)	-	(268,472,581)
Specific provision on NPL	(6,565,770,855)	-	(6,565,770,855)
Lease liability on right use of asset	(780,572,890)	-	(780,572,890)
Total	**(6,992,868,838)**	**808,084,715**	**(7,800,953,554)**
Rate			**Applicable Rate**
Deferred tax assets			**2,925,357,583**

* Determination of carrying value of vehicles considered as value mentioned in Third Schedule of ITA 2023.

Deferred tax assets 2024

Particulars of assets	As per carrying value	As per tax base	Deductible temporary difference
Furniture and fixtures	480,993,443	566,270,718	(85,277,274)
* Vehicles	40,001,333	44,101,801	(4,100,469)
Advance rent	40,970,240	174,979,788	(134,009,548)
Net defined benefit obligation	(166,868,512)	-	(166,868,512)
Lease liability on right use of asset	(868,429,822)	-	(868,429,822)
Provision for investment fluctuation in shares	-	-	-
Provision for gratuity	-	-	-
Specific provision charged on NPL	(5,465,039,558)	-	(5,465,039,558)
Provision for other assets & provision for nostro accounts	-	-	-
Total	**(5,938,372,875)**	**785,352,308**	**(6,723,725,182)**
Rate			**Applicable Rate**
Deferred tax assets			**2,521,396,943**

		Amount in BDT	
		2025	2024
	Opening balance	2,521,396,943	25,464,715
	*Addition during the year	403,960,639	2,495,932,228
		2,925,357,583	2,521,396,943
	Adjustment made during the year		-
	Closing balance	**2,925,357,583**	**2,521,396,943**
	Opening balance as on 01-01-2024		**25,464,715**
	Addition stated in previous year		446,542,394
	Adjustment for deferred tax assets on specific provision in previous year		2,049,389,834
	***Restated addition in 2024 for comparison of 2025**		**2,495,932,228**
	Closing balance stated as on 31-12-2024		472,007,109
	Adjustment for deferred tax assets on specific provision in previous year		2,049,389,834
	Closing balance restated as on 31-12-2024		**2,521,396,943**
	Net deferred tax (assets)/liabilities (previous year figure has been restated)	**(1,518,929,694)**	**(1,249,004,526)**
	Net deferred tax (income)/ expense charged to P/L during the year [previous year's figure restated]	**(269,925,168)**	**(1,919,547,291)**
	Deferred tax (assets)/liability has been reasted in previous year and reported uncer other assets for comparison to current year end 2025.		
	Consolidated Net deferred tax (income)/ expense charged to P/L during the year [previous year's figure restated]	**(268,840,327)**	**(1,918,866,602)**
	Deferred tax expense (income) in previous year has been restated for comparison to current year deferred tax income.		
15.5	**Provision for loans and advances**		
	a) Movement in specific provision on classified loans and advances		
	Opening balance	14,533,203,815	10,863,565,000
	Add: Provision made against Charges as loan loss	-	71,249,196
	Less: Fully provided debt written off	(9,897,144,807)	(1,407,901,450)
	Less: Waiver during the year	(299,284,752)	(458,748,488)
	Net charged to profit and loss account during the year	2,228,996,598	5,465,039,558
	Closing balance	6,565,770,855	14,533,203,815
	b) Movement in general provision on unclassified loans and advances		
	Opening balance	2,061,035,223	2,021,443,966
	Add: Provision made/(adjust) for the year	2,453,873,779	39,591,257
		4,514,909,002	2,061,035,223
	c) Movement in special general provision COVID-19		
	Opening balance	-	534,696,334
	Add: Provision/(adjustment) made for the year	-	(534,696,334)
	Closing balance	-	-
	d) Provision on off-balance sheet items		
	Opening balance	965,641,892	1,058,054,138
	Add: Provision made during the year	341,674,287	(92,412,246)
	Closing balance	1,307,316,179	965,641,892

		Amount in BDT	
		2025	2024
	e) Provision for off-shore banking unit		
	Opening balance	95,995,892	99,745,034
	Add: Provision made for the year/net charge in profit and loss account	84,792,402	-
	Less: Adjustment during the year	-	(3,749,142)
	Closing balance	180,788,294	95,995,892
	Total (a+b+c+d+e)	**12,568,784,329**	**17,655,876,822**

Refer to Note no- 9.10, NOC Letter No. BSD-4 (Wing-3)/3201/2026-234 dated 23 April 2026 issued by Bangladesh Bank, in respect of writ-related exposures amounting to Tk. 507.92 crore (as identified by the external auditor), a provision of Tk. 89.05 crore has been maintained adequately. The Bank has maintained additional provision Tk. 134.15 crore in compliance with the instructions therein.

15.5.1	**Consolidated provision for loans and advances charged to profit and loss account**		
	a) Specific provision on classified loans and advances		
	NCC Bank PLC.	2,228,996,598	5,465,039,558
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		2,228,996,598	5,465,039,558
	b) Movement in general provision on unclassified loans and advances		
	NCC Bank PLC.	2,453,873,779	39,591,257
	NCCB Securities and Financial Services Limited	271,362,061	99,728,847
	NCCB Capital Limited	-	-
		2,725,235,840	139,320,104
	c) Movement in special general provision COVID-19		
	NCC Bank PLC.	-	(534,696,334)
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		-	(534,696,334)
	Total (a+b+c)	**4,954,232,438**	**5,069,663,327**
15.6	**Interest/profit suspense account**		
	Opening balance	10,331,384,652	8,920,294,393
	Add: Amount transferred during the year	11,379,717,380	3,826,966,740
	Less: Amount adjustment during the year	(7,376,073,580)	(1,272,366,207)
	Less: Amount written off during the year	(3,582,703,545)	(986,384,273)
	Less: Amount waived during the year	(49,199,615)	(157,126,000)
	Closing balance	**10,703,125,292**	**10,331,384,652**
15.7	**Contribution to NCC Bank's CSR Fund**		
	Opening balance	39,967,289	30,000,001
	Add: Contribution during the year	30,000,000	30,000,000
	Less: Adjustment during the year	(33,388,555)	(20,032,712)
	Closing balance	**36,578,734**	**39,967,289**
15.8	**Net defined benefit obligation**		
	Defined benefit obligation (Gratuity Fund)	2,754,052,783	2,480,267,108
	Less: Fair value of plan asset (Gratuity Fund)	(2,485,580,202)	(2,313,398,596)
		268,472,581	**166,868,512**

		Amount in BDT	
		2025	2024

Net defined benefit obligation is the net result of post employment benefit plan which is measured as per actuarial valuation under IAS 19 "Employee Benefits". The methodology used to assess the financial position of the scheme is "projected unit credit method" in consistent with IAS 19. Under this method, the valuation is done considering 'Future service cost' 'which an employee shall obtain in normal course of service as well as 'past service cost 'which is the difference between assets built up from past contributions and accrued liabilities (i.e. benefits earned by members as a result of service as of investigation date)

Defined benefit obligation (Gratuity Fund)		
Opening balance	2,480,267,108	-
Interest cost	198,421,369	179,588,564
Current service cost	273,785,675	235,410,060
Actual net benefit payments	(177,962,480)	(108,898,375)
Opening balance adjustment	-	2,244,857,047
Experience/Remeasurement (gain)/loss	(20,458,889)	(70,690,189)
Closing balance	2,754,052,783	2,480,267,108

The amount of obligation for gratuity fund is determined considering present value of last basic salary multiplied by applicable rate as per service length which is discounted on actuarial financial assumptions such as interest rate, expected salary growth etc. There are currently 2,455 participants of the benefits as on 31 December 2025.

Fair value of plan assets (Gratuity Fund)		
Opening balance	2,313,398,596	-
Interest income	185,071,888	168,084,642
Contributions to the fund by employer	207,438,354	192,339,378
Actual net benefit payments	(177,962,480)	(108,898,375)
Opening balance adjustment	-	2,101,058,031
Actuarial gain/(loss)	(42,366,156)	(39,185,080)
Closing balance	**2,485,580,202**	**2,313,398,596**

Fair value of plan assets is not readily available, hence historical book value (Draft FS) of fund assets is considered as fair value of plan assets of the fund. Plan assets comprises of Investment in Treasury Bonds & FDR, Cash & cash equivalents, Interest receivable.

15.9	**Provision for nostro accounts**		
	Opening balance	-	-
	Add: Provision made/charged during the year	-	-
	Less: Adjustment made during the year	-	-
	Closing balance	-	-

15.10	**Lease liabilities**		
	Opening balance	868,429,822	393,256,743
	Add: Interest charged during the year	79,980,763	41,924,490
	Add: Made during the year	-	503,980,366
	Less: Payment/Adjustment made during the year	(167,837,695)	(70,731,777)
	Closing balance	**780,572,890**	**868,429,822**

15.11 The bank recognized lease liabilities which is present value of lease payments to be made over the lease term. The lease payments include fixed and variable lease payment (less any adjustment for initial payment), and amount is expected to be paid under residual value of guarantees. The lease payments also include the exercise price of purchase option reasonably certain to be exercised by the bank and payment of penalties for terminating the lease. The lease payment has been discounted using Treasury bill/bond rate supporting lease tenor 5 -10 years as implicit borrowing rate.

15.12	**Specific Provision against non banking assets**	**218,000**	**218,000**
15.13	**Provision against non banking assets**	**2,150,514**	**2,150,514**

		Amount in BDT	
		2025	2024
15.14	**Interest/profit Suspense on non banking assets**		
	Opening balance	1,352,871	22,649,464
	Add: Transfer from general Interest/profit suspense account	-	-
	Less: Adjustment of Interest/profit suspense account	-	**(21,296,593)**
	Closing balance	**1,352,871**	**1,352,871**
15.15	**CSR Fund**		
	Opening balance	115,618,020	89,919,978
	Addition during the year for compensation of IBU	-	45,600,000
	Less: Adjustment /Expenses during the year	(15,139,661)	(19,901,958)
	Closing balance	**100,478,359**	**115,618,020**
15.16	**Climate Risk Fund**		
	Opening balance	-	-
	Addition during the year	56,650,000	-
	Less: Adjustment /Expenses during the year	-	-
	Closing balance	**56,650,000**	**-**
15(a)	**Consolidated other liabilities**		
	NCC Bank PLC. **(Note-15)**	33,226,556,482	38,014,974,959
	NCCB Securities and Financial Services Limited	538,596,326	927,051,209
	NCCB Capital Limited	126,000	69,000
		33,765,278,809	38,942,095,168
	Less: Inter company transactions	-	-
		33,765,278,809	**38,942,095,168**
16	**NCC Bank Subordinated and Perpetual Bonds**		
	Conventional and Islamic banking		
	NCC Bank Non-Convertible Subordinated Bonds **(Note- 16.1)**	2,400,000,000	800,000,000
	NCC Bank Perpetual Bonds **(Note- 16.2)**	5,000,000,000	5,000,000,000
		7,400,000,000	**5,800,000,000**
16.1	**NCC Bank Non-Convertible Subordinated Bonds**		
	Agrani Bank PLC	-	100,000,000
	Rupali Bank PLC	-	200,000,000
	Sonali Bank PLC	-	100,000,000
	United Commercial Bank PLC	-	400,000,000
	Mutual Trust Bank PLC	500,000,000	-
	Trust Bank PLC	1,000,000,000	-
	Uttara Bank PLC	500,000,000	-
	Bengal Commercial Bank PLC	300,000,000	-
	Delta Life Insurance Company PLC	100,000,000	-
		2,400,000,000	**800,000,000**

NCC Bank Non-Convertible Subordinated Bonds-2 (Tier-II capital)

Bangladesh Securities and Exchange Commission (BSEC) upon application kindly accorded their consent on September 24,2025 and NOC from Bangladesh Bank dated April 12,2022 and letter ref:BRPD(BS)661/14b(p)/2025-8551 dated July22,2025 in favor of National Credit and Commerce Bank PLC. (NCCBPLC) under the provisions of the "Securities and Exchange Commission (Private Placement of Debt Securities) Rules, 2012 for issuing Unsecured, Non-convertible Subordinated Bond-2 of Taka 500 crore to raise Tier-II Capital for strengthening the capital base of the Bank. The Bank has already completed subscription of Taka 240 crore out of the total issue size of Taka 500 crore. Basic features of the bonds are;

		Amount in BDT	
		2025	2024
	Coupon Rate : Base rate plus coupon margin.		
	Here Base rate means average fixed deposit rates of 6 months of Private Commercial Schedule Banks published by Bangladesh Bank in its website at the beginning of any coupon period and coupon margin is 3%.		
16.2	**NCC Bank Perpetual Bonds**		
	Mercantile Bank PLC	500,000,000	500,000,000
	Jamuna Bank PLC	400,000,000	400,000,000
	Trust Bank PLC	500,000,000	500,000,000
	Midland Bank PLC	250,000,000	250,000,000
	Community Bank Bangladesh PLC	200,000,000	200,000,000
	Eastern Bank PLC	800,000,000	800,000,000
	Mutual Trust Bank PLC	400,000,000	400,000,000
	The Premier Bank PLC	950,000,000	950,000,000
	United Commercial Bank PLC	350,000,000	350,000,000
	Pubali Bank PLC	650,000,000	650,000,000
		5,000,000,000	**5,000,000,000**

NCC Bank Perpetual Bonds (Additional tier-I capital)

Bangladesh Securities and Exchange Commission (BSEC) upon application dated March 02,2021 has kindly accorded their consent on May 23,2021 and NOC from Bangladesh Dank dated October 01,2020 in favor of National Credit and Commerce Bank PLC. (NCCBPLC) under the provisions of the "Securities and Exchange Commission (Private Placement of Debt Securities) Rules, 2012 for issuing Unsecured, Conditional-convertible Perpetual Bond of Taka 500 crore to raise Additional Tier-I Capital for strengthening the capital base of the Bank. The Bank has already completed subscription of Taka 500 crore out of the total issue size of Taka 500 crore. Basic features of the bonds are;

Coupon Rate : Base rate plus coupon margin.

Here Base rate is the 20-year Treasury-Bond rate (Latest available rate of 20-year Treasury Bond rate as published by Debt Management Department of Bangladesh Bank on the quotation day and coupon margin is 2%.

Coupon range: 6% to 10% p.a.

Conditional conversion feature: This bonds are conditional convertible and this conversion will only be executed if the bank's consolidated CET-1 falls below Bangladesh Bank requirement (Currently 4.50%) and below for 03 successive quarters; then the 3rd quarter-end date of consecutive below minimum CET-1 ratio would be the trigger point(date) as well as conversion strike price would be average of daily market price of the immediate previous 6 months average market price of NCC Bank shares in the DSE from the trigger point date or face value of the share whichever is higher.

16 (a)	**NCC Bank Subordinated and Perpetual Bonds**		
	Subordinated bonds		
	NCC Bank PLC. (Note-16)	2,400,000,000	800,000,000
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		2,400,000,000	800,000,000
	Perpetual bonds		
	NCC Bank PLC. (Note-16)	5,000,000,000	5,000,000,000
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		5,000,000,000	5,000,000,000
		7,400,000,000	**5,800,000,000**

		Amount in BDT	
		2025	2024
17	**Share capital**		
17.1	**Authorized share capital**		
	2,000,000,000 ordinary shares @ of Tk. 10 each	**20,000,000,000**	**20,000,000,000**
17.2	**Issued, subscribed and fully paid-up capital**		
	39,000,000 Ordinary shares of Tk 10 each issued for cash	390,000,000	390,000,000
	926,939,525 Ordinary shares of Tk 10 each issued as bonus	9,269,395,250	9,269,395,250
	144,483,570 Ordinary shares of Tk 10 each issued as right share in Cash	1,444,835,700	1,444,835,700
	1,110,423,095 Ordinary shares of Tk 10 each	**11,104,230,950**	**11,104,230,950**

17.3 History of paid-up capital of NCC Bank PLC.

Accounting Year	Declaration	No. of Share	Value of capital	Cumulative
1993	Opening capital	19,500,000	195,000,000	195,000,000
1999	Initial public offer (IPO)	19,500,000	195,000,000	390,000,000
2000	10% Bonus Share	3,900,000	39,000,000	429,000,000
2001	12% Bonus Share	5,148,000	51,480,000	480,480,000
2002	15% Bonus Share	7,207,200	72,072,000	552,552,000
2003	10% Bonus Share	5,525,520	55,255,200	607,807,200
2004	30% Bonus Share	18,234,210	182,342,100	790,149,300
2005	50% Right Share	30,238,570	302,385,700	1,092,535,000
2005	10% Bonus Share	10,925,350	109,253,500	1,201,788,500
2006	12.50% Bonus Share	15,022,350	150,223,500	1,352,012,000
2007	30% Bonus Share	40,560,360	405,603,600	1,757,615,600
2008	30% Bonus Share	52,728,460	527,284,600	2,284,900,200
2009	47% Bonus Share	107,390,300	1,073,903,000	3,358,803,200
2010	50% Right Share	114,245,010	1,142,450,100	4,501,253,300
2010	32% Bonus Share	144,040,105	1,440,401,050	5,941,654,350
2011	17% Bonus Share	101,008,123	1,010,081,230	6,951,735,580
2012	10% Bonus Share	69,517,355	695,173,550	7,646,909,130
2013	5% Bonus Share	38,234,545	382,345,450	8,029,254,580
2014	10% Bonus Share	80,292,545	802,925,450	8,832,180,030
2018	5% Bonus Share	44,160,900	441,609,000	9,273,789,030
2019	2% Bonus Share	18,547,578	185,475,780	9,459,264,810
2020	7.5% Bonus Share	70,944,486	709,444,860	10,168,709,670
2021	4% Bonus Share	40,674,838	406,748,380	10,575,458,050
2022	5% Bonus Share	52,877,290	528,772,900	11,104,230,950
		1,110,423,095	**11,104,230,950**	

17.4 % of shareholdings as at 31 December 2025

Particulars	No of share	% of holdings		
Directors & Sponsors	461,653,102	41.57	4,616,531,020	4,129,075,920
Institutions	285,227,588	25.69	2,852,275,880	2,607,674,840
Non Residence Bangladeshi	561,598	0.05	5,615,980	5,941,520
General shareholder	362,980,807	32.69	3,629,808,070	4,361,538,670
	1,110,423,095	**100.00**	**11,104,230,950**	**11,104,230,950**

	Amount in BDT	
	2025	2024

17.5 Range wise shareholdings as at 31 December 2025

Range of holding of shares	No. of share holders	% of shares holding	No. of shares
Equal and Less than 5,000	28160	3.02	33,549,711
5,001 to 10,000	2332	1.51	16,719,395
10,001 to 20,000	1402	1.76	19,540,024
20,001 to 30,000	494	1.09	12,093,206
30,001 to 40,000	233	0.73	8,083,051
40,001 to 50,000	153	0.63	7,032,310
50,001 to 100,000	299	1.89	20,978,535
100,001 to 200,000	169	2.09	23,198,245
200,001 to 300,000	79	1.77	19,616,804
300,001 to 400,000	32	1.01	11,206,129
400,001 to 500,000	21	0.86	9,547,845
500,001 to 1,000,000	60	3.74	41,493,053
1,000,001 to 10,000,000	92	23.65	262,636,772
10,000,001 to 100,000,000	27	56.26	624,728,015
Total	**33553**	**100.00**	**1,110,423,095**

17.6 Capital to Risk-Weighted Asset Ratio (CRAR) (Solo Basis)

i) Core capital (Tier- I)		
a) Common Equity Tier I		
Paid-up capital	11,104,230,950	11,104,230,950
Statutory reserve -**(Note-18)**	11,104,230,950	11,104,230,950
General reserve -**(Note-19)**	10,162,348	10,162,348
Surplus in profit & loss account -**(Note-21)**	6,950,892,262	4,100,654,535
	29,169,516,510	**26,319,278,783**
Less: Regulatory adjustment		
Goodwill and other intangible assets	121,388,764	88,523,593
Deferred tax assets	2,462,164,070	2,049,389,834
Reciprocal crossholdings in the CET-1 capital banking, NBFI & insurance entities	84,580,123	87,772,598
	2,668,132,957	**2,225,686,026**
	26,501,383,553	**24,093,592,757**
b) Additional Tier I Capital	**5,000,000,000**	**5,000,000,000**
	31,501,383,553	**29,093,592,757**
ii) Supplementary capital (Tier- II)		
General provision on unclassified loan **(Note-15.5(b))**	4,514,909,002	2,061,035,223
Special general provision COVID-19 **(Note-15.5(c))**	-	-
General provision for off-balance sheet exposures **(Note-15.5(d))**	1,307,316,179	965,641,892
General Provision for off-shore banking unit **(Note-15.5(e))**	180,788,294	95,995,892
Non-convertible subordinated bond	2,400,000,000	-
	8,403,013,475	**3,122,673,007**
Less: Regulatory adjustment		
Reciprocal crossholdings in the T-2 Capital of Banking, NBFI & insurance Entities	-	-
	8,403,013,475	**3,122,673,007**
A) Total capital (Tier-I + Tier-II)	**39,904,397,027**	**32,216,265,763**
Total assets including off-balance sheet items	562,500,499,814	484,133,127,952
B) Total risk weighted assets **(Details computation of RWA shown in Annexure-G)**	256,790,910,380	212,837,611,918
C) Required capital except conservation buffer (10% of total risk weighted assets)	25,679,091,038	21,283,761,192

	Amount in BDT	
	2025	2024
D) Required capital plus conservation buffer (12.50% of total risk weighted assets)	32,098,863,797	26,604,701,490
E) Surplus (A-D)	**7,805,533,230**	**5,611,564,274**
Capital to Risk-Weighted Asset Ratio (CRAR)	**15.54%**	**15.14%**

Capital to Risk-Weighted Asset Ratio (CRAR)

Capital requirement	2025		2024	
	Required	Held	Required	Held
Tier-I (Minimum required)	6.00%	12.27%	6.00%	13.67%
Tier-II (Maximum required)	4.00%	3.27%	4.00%	1.47%
Total Capital	**10.00%**	**15.54%**	**10.00%**	**15.14%**
Total Capital Plus Capital Conservation Buffer	**12.50%**	**15.54%**	**12.50%**	**15.14%**

17.7	**Capital to Risk-Weighted Asset Ratio (CRAR) (Consolidated Basis)**		
	i) Core capital (Tier- I)		
	a) Common Equity Tier I		
	Paid-up capital	11,104,230,950	11,104,230,950
	Statutory reserve **(Note-18)**	11,104,230,950	11,104,230,950
	General reserve **(Note-19(a))**	10,993,285	10,993,285
	Non-controlling (Minority) Interest/profit **(Note-17.8)**	205	209
	Surplus in profit & loss account **(Note-21(a))**	6,989,687,966	4,234,859,256
		29,209,143,356	**26,454,314,650**
	Less: Regulatory adjustment for:		
	Goodwill and other intangible assets	122,683,555	88,844,210
	Deferred tax assets	2,462,164,070	2,049,389,834
	Reciprocal crossholdings in the CET-1 capital banking, NBFI & insurance entities	84,580,123	87,772,598
		2,669,427,748	**2,226,006,642**
		26,539,715,608	**24,228,308,008**
	b) Additional Tier I Capital	5,000,000,000	5,000,000,000
		31,539,715,608	**29,228,308,008**
	ii) Supplementary capital (Tier- II)		
	General provision on unclassified loan **(Note-15.5(b))** plus provision of NCCBSFSL	5,072,830,020	2,347,594,181
	Special general provision COVID-19 **(Note-15.5(c))**	-	-
	General provision for off-balance sheet exposures **(Note-15.5(d))**	1,307,316,179	965,641,892
	General provision for off-shore banking unit **(Note-15.5(e))**	180,788,294	95,995,892
	Non-convertible subordinated bond	2,400,000,000	-
		8,960,934,493	**3,409,231,965**
	Less: Regulatory adjustment for:		
	Reciprocal crossholdings in the T-2 Capital of Banking, NBFI & insurance Entities	-	-
		-	-
		8,960,934,493	**3,409,231,965**
	A) Total capital (Tier-I + Tier-II)	**40,500,650,101**	**32,637,539,973**
	Total assets including off-balance sheet items	562,990,775,477	484,643,067,770
	B) Total risk weighted assets **(Details computation of RWA shown in Annexure-G)**	255,841,328,273	212,588,944,124
	C) Required capital except conservation buffer (10% of total risk weighted assets)	25,584,132,827	21,258,894,412

	Amount in BDT	
	2025	2024
D) Required capital plus conservation buffer (12.50% of total risk weighted assets)	31,980,166,034	26,573,618,015
E) Surplus/(deficit) (A-D)	**8,520,484,067**	**6,063,921,958**
Capital to Risk-Weighted Asset Ratio (CRAR)	**15.83%**	**15.35%**

Capital to Risk-Weighted Asset Ratio (CRAR)

Capital requirement	2025		2024	
	Required	Held	Required	Held
Tier-I (Minimum required)	6.00%	12.33%	6.00%	13.75%
Tier-II (Maximum required)	4.00%	3.50%	4.00%	1.60%
Total Capital	**10.00%**	**15.83%**	**10.00%**	**15.35%**
Total Capital Plus Capital Conservation Buffer	**12.50%**	**15.83%**	**12.50%**	**15.35%**

17.8 Non-controlling (Minority) Interest/profit

Opening balance	209	209
Add: Profit/(loss) attributable during the year	(4)	-
Less: Adjustment during the year	-	-
Closing balance	**205**	**209**

17.9 Name of the directors and their shareholdings:

SL. No.	Name of directors	Status with Bank	As at 31.12.2025	As at 31.12.2024
1	Mohammed Nurun Newaz	Chairman	23,207,336	26,207,336
2	Mr. Abdus Salam	Vice Chairman	32,737,306	32,737,306
3	Mr. Syed Asif Nizamuddin	Director	25,067,958	22,351,345
4	Mr. Amjadul Ferdous Chowdhury	Director	22,228,681	22,228,681
5	Mr. Khairul Alam Chaklader	Director	34,705,464	34,705,464
6	Mr. Md. Moinuddin	Director	28,926,336	28,926,336
7	Ms. Tanzina Ali	Director	22,211,164	22,211,164
8	Mr. Md. Sazzad Un Newaz	Director	22,518,128	22,518,128
9	Mrs. Shamima Newaz	Director	22,319,789	22,518,128
10	Mr. Morshedul Alam Chaklader	Director	23,588,745	22,518,128
11	Mrs. Nahid Banu	Director	22,228,681	-
12	Mr. Meer Sajed-Ul-Bashar FCA	Independent Director	-	-
13	Mr. Amirul Islam, FCS, FCA	Independent Director	-	-
			279,739,588	**256,922,016**

17.10 Composition of shareholders' equity

Paid up capital	11,104,230,950	11,104,230,950
Statutory reserve	11,104,230,950	11,104,230,950
General reserve	10,162,348	10,162,348
Other reserve including assets revaluation reserve	934,337,836	533,717,079
Foreign currency translation gain/(loss) reserve	199,235	7,128,607
Actuarial gain/(loss) on defined benefit plans	(132,186,580)	(110,279,313)
Start-up Equity Investment Fund	190,152,821	121,046,611
Surplus in profit and loss account	6,950,892,262	4,100,654,535
	30,162,019,821	**26,870,891,765**

		Amount in BDT	
		2025	2024
17.11	**Consolidated Composition of shareholders' equity**		
	Paid up capital	11,104,230,950	11,104,230,950
	Statutory reserve	11,104,230,950	11,104,230,950
	General reserve	10,993,285	10,993,285
	Non-controlling (Minority) Interest/profit	205	209
	Other reserve including assets revaluation reserve	934,337,836	533,717,079
	Foreign currency translation gain/(loss) reserve	199,235	7,128,607
	Actuarial gain/(loss) on defined benefit plans	(132,186,580)	(110,279,313)
	Start-up Equity Investment Fund	190,152,821	121,046,611
	Surplus in profit and loss account	6,989,687,966	4,234,859,256
		30,201,646,667	**27,005,927,633**
18	**Statutory reserve**		
	Opening balance	11,104,230,950	11,104,230,950
	Addition during the year	-	-
	Closing balance	**11,104,230,950**	**11,104,230,950**
19	**General reserve**		
	Opening balance	10,162,348	10,162,348
	Addition during the year	-	-
	Closing balance	**10,162,348**	**10,162,348**
19. (a)	**Consolidated general reserve**		
	NCC Bank PLC. **(Note-19)**	10,162,348	10,162,348
	NCCB Securities and Financial Services Limited	830,937	830,937
		10,993,285	**10,993,285**
20	**Other reserve including assets revaluation reserve**		
	Assets revaluation reserve on land and building **(Note - 20.(a))**	323,834,169	325,496,973
	Revaluation reserve on Govt. securities **((Note - 20.(b))**	610,503,667	208,220,105
		934,337,836	**533,717,079**
20.(a)	**Assets revaluation reserve on land and building**		
	Opening balance	325,496,973	327,202,413
	Less : Adjustment for Provision for deferred tax	-	-
		325,496,973	327,202,413
	Less: Depreciation on revalued amount transferred to retained earnings	1,662,804	1,705,440
		323,834,169	325,496,973
	Add: Reverse deferred tax on revaluation on land & building	-	-
		323,834,169	325,496,973
	Add: Addition during the year	-	-
		323,834,169	**325,496,973**
20.(b)	**Revaluation reserve on Govt. securities**		
	Opening balance	208,220,105	34,676,996
	Add: Addition during the year	6,444,208,715	1,599,031,819
	Held to maturity (HTM)	146,926,244	22,611,620
	Held for trading (HFT)	6,297,282,471	1,576,420,199
	Less: Adjusted during the year	(6,041,925,154)	(1,425,488,710)
	Held to maturity (HTM)	(1,147,711)	(16,033,600)
	Held for trading (HFT)	(6,040,777,442)	(1,409,455,110)
	Closing balance	**610,503,667**	**208,220,105**

		Amount in BDT	
		2025	2024
20.1	**Foreign currency translation gain/(loss) reserve**		
	Opening balance	7,128,607	3,297,082
	Add: Transfer during the year	-	3,831,525
	Less: Adjustment during the year	(6,929,372)	-
	Closing balance	**199,235**	**7,128,607**
20.2	**Actuarial gain/(loss) on defined benefit plans**		
	Opening balance	**(110,279,313)**	**-**
	Remeasurement adjustment of gain/(loss)Re-measurement adjustment	(21,907,267)	31,505,109
	Opening balance adjustment	-	(141,784,422)
	Closing balance	**(132,186,580)**	**(110,279,313)**

Actuarial gain/(loss) results from increase in the present value of the defined benefit obligation (Gratuity Fund) due to changes in actuarial assumptions and experience adjustment which has been shown as equity component as element of OCI as per IAS 19.

20.3	**Start-up Equity Investment Fund**	
Opening balance	121,046,611	97,810,922
Add: Made during the year	69,106,210	23,235,689
Closing balance	**190,152,821**	**121,046,611**

As per SMESPD Circular No. 4, dated 29 March 2021 and Circular No. 5, dated 26 April 2021, 1% on Net profit after taxation has been transferred to the fund:

	Year	Net profit after tax	Start-up fund	Start-up fund
Net profit after tax and Start-up fund	2020	2,231,746,724	22,317,467	22,317,467
Net profit after tax and Start-up fund	2021	2,613,725,378	26,137,254	26,137,254
Net profit after tax and Start-up fund	2022	2,640,783,675	26,407,837	26,407,837
Net profit after tax and Start-up fund	2023	2,294,836,430	22,948,364	22,948,364
Net profit after tax and Start-up fund	2024	4,372,958,758	43,729,588	23,235,689
Net profit after tax and Start-up fund	2025	4,861,231,157	48,612,312	-
Required start-up fund			190,152,821	121,046,611
Maintained start-up fund			190,152,821	121,046,611
Excess/(shortage)			**-**	**-**

As per SMESPD circular no-02 dated 09 July 2025, Start-up Equity Investment Fund has been rearranged from other liability to equity in previous year for comparison to current year.

21	**Surplus in profit and loss account**		
	Retained earnings brought forward from previous year **(Note-21.1)**	2,657,104,511	181,301,010
	Net profit after tax [previous year's figure restated]	4,861,231,157	4,372,958,758
	Interest on perpetual bonds as distributable items	(500,000,000)	(500,000,000)
	Transfer to start-up fund	(69,106,210)	(23,235,689)
	Gain on sale of Non-banking assets	-	67,925,016
	Transfer to statutory reserve for the year	-	-
		6,949,229,458	4,098,949,095
	Depreciation on revalued amount of building transferred to retained earnings	1,662,804	1,705,440
		6,950,892,262	**4,100,654,535**
21(a)	**Consolidated surplus in profit and loss account**		
	Retained earning brought forward from previous year	2,791,309,233	312,616,864
	Net profit after tax [previous year's figure restated]	4,765,822,139	4,376,171,199
	Interest on perpetual bonds as distributable items	(500,000,000)	(500,000,000)
	Transfer to start-up fund	(69,106,210)	(23,235,689)
	Gain on sale of Non-banking assets	-	67,925,016
	Transfer to statutory reserve for the year	-	-
	Transfer to general reserve for the year	-	(323,573)
		6,988,025,162	4,233,153,816
	Depreciation on revalued amount of building Transferred to retained earnings	1,662,804	1,705,440
		6,989,687,966	**4,234,859,256**

		Amount in BDT	
		2025	2024
21.1	**Retained earnings**		
	Conventional and Islamic banking	2,657,104,511	181,301,010
	Off-shore banking unit	-	-
		2,657,104,511	**181,301,010**
	Conventional and Islamic banking		
	Opening balance	3,880,220,832	1,338,077,790
	Transferred from Offshore banking unit	220,433,703	175,730,934
	Bonus share	-	-
	Cash dividend paid	(1,443,550,024)	(1,332,507,714)
	Closing balance	2,657,104,511	181,301,010
	Off-shore banking unit		
	Opening balance	220,433,703	175,730,934
	Transferred to Conventional and Islamic banking unit	(220,433,703)	(175,730,934)
	Closing balance	-	-
21.2	**Consolidated retained earnings**		
	Opening balance	4,234,859,256	1,645,124,578
	Bonus share	-	-
	Cash dividend paid	(1,443,550,024)	(1,332,507,714)
	Closing balance	**2,791,309,233**	**312,616,864**
21.3	**Consolidated foreign currency translation gain/(loss) reserve**		
	NCC Bank PLC. **(Note-20.1)**	199,235	7,128,607
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		199,235	7,128,607
	Less: Inter company transactions	-	-
		199,235	**7,128,607**
22	**Contingent liabilities**		
22.1	**Acceptances and endorsement**	**47,809,239,324**	**34,694,658,193**
22.2	**Letter of guarantee**		
	Money for which the Bank is contingently liable in respect of guarantees issued:		
	Directors	-	771,600
	Government	-	-
	Banks and other financial institutions	2,272,157,176	3,630,545,803
	Others	40,401,911,747	39,407,240,721
	Total	42,674,068,923	43,038,558,124
	Less: Margin **(Note 14.5)**	(1,846,380,723)	(1,879,816,056)
		40,827,688,200	**41,158,742,068**
22.3	**Letter of credit issued**		
	Documentary credit and short-term trade-related transactions	44,380,225,204	44,672,855,296
	Forward assets purchased and forward deposits placed	-	-
	Undrawn formal standby facilities, credit facilities and other commitments	-	-
	Spot and forward foreign exchange rate contract	-	-
	Other exchange contract	-	-
	Total	44,380,225,204	44,672,855,296
	Less: Margin **(Note 14.5)**	(6,462,702,370)	(6,643,054,788)
		37,917,522,834	**38,029,800,509**
22.4	**Bills for collection**	**28,027,073,431**	**13,521,078,572**

		Amount in BDT	
		2025	2024
23	**Income statement**		
	Income		
	Interest/profit, discount and similar income **(Note-23.1)**	35,463,886,020	30,342,388,526
	Dividend income **(Note-23.2)**	224,517,368	214,572,082
	Fee, commission and brokerage **(Note-23.3)**	1,735,226,754	1,887,078,927
	Gains less losses arising from dealing in foreign currencies	1,117,973,851	976,443,064
	Other operating income **(Note-28)**	1,577,070,514	1,167,359,820
		40,118,674,508	34,587,842,419
	Expenses		
	Interest/profit, fee and commission **(Note-25)**	20,040,446,436	17,015,308,621
	Charges on loan losses	42,370,604	81,998,970
	Administrative expenses **(Note-23.4)**	5,055,970,707	4,860,660,013
	Other operating expenses **(Note-38)**	1,430,014,304	1,174,632,783
	Depreciation on banking assets **(Note-37)**	475,636,321	363,896,208
		27,044,438,372	23,496,496,594
		13,074,236,136	**11,091,345,825**
23.1	**Interest/profit, discount and similar income**		
	Interest/profit income on loans and advances/investments	25,190,360,752	22,541,790,513
	Interest/profit on balances with other banks and financial institutions	476,526,010	578,149,612
	Interest/profit on treasury bill	1,311,648,719	1,154,926,450
	Interest/profit on reverse repo (Treasury bills)	1,572,973	7,460,843
	Interest/profit on treasury bonds (Net Off after amortization)	4,710,130,012	2,920,647,640
	Gain on sale of shares	41,810,274	23,757,552
	Capital gain on sale of Govt. securities	3,196,164,236	2,478,776,517
	Interest/profit on Bangladesh Bank bills	-	-
	Prize money on prize bond	146,440	8,000
	Interest/profit on sukuk bond	101,491,113	54,446,013
	Interest/profit on perpetual bonds	309,726,003	374,630,136
	Interest/profit on corporate bond	114,744,547	161,250,000
	Interest/profit on subordinated bond	9,564,943	46,545,249
	Interest/profit on commercial paper	-	-
		35,463,886,020	**30,342,388,526**
23.2	**Dividend income**		
	Dividend on shares	224,517,368	214,572,082
	Dividend from subsidiaries	-	-
		224,517,368	**214,572,082**
23.3	**Commission and brokerage**		
	Commission	1,735,226,754	1,887,078,927
		1,735,226,754	**1,887,078,927**

		Amount in BDT	
		2025	2024
23.4	**Administrative expenses**		
	Salary and allowances **(Note-29)**	4,021,765,138	3,869,259,918
	Rent, taxes, insurance, electricity etc. **(Note-30)**	475,348,025	559,203,917
	Legal expenses **(Note-31)**	52,044,819	22,818,550
	Postage, stamp and telecommunication **(Note-32)**	87,664,014	74,057,060
	Stationery, printing, advertisement etc. **(Note-33)**	145,347,609	113,051,178
	Managing Director's salary & allowances **(Note-34)**	15,300,000	10,858,579
	Director's fees & other meeting related expenses **(Note-35)**	5,993,876	5,225,955
	Auditors' fees **(Note-36)**	2,573,717	632,500
	Repairs & maintenance of bank's assets **(Note-37)**	249,933,508	205,552,356
		5,055,970,707	**4,860,660,013**
24	**Interest income/profit on investment**		
	Conventional and Islamic banking **(Note-24.1)**	25,063,849,654	22,625,276,900
	Off-shore banking unit **(Note-24.2)**	1,103,762,128	915,289,414
		26,167,611,782	23,540,566,314
	Less: Inter transaction between OBU and Conventional banking	(500,725,020)	(420,626,189)
		25,666,886,762	**23,119,940,125**
24.1	**Conventional and Islamic banking**		
	Interest on loans and advances/profit on investments		
	Loan (General)	119,647	165,158
	Loan against trust receipts	1,602,414,625	1,416,533,650
	Loan against packing & pre-shipment credit	7,735,535	14,909,631
	Secured overdraft	4,928,415,972	4,533,983,129
	Cash credit/Bai-Murabaha	2,831,978,407	2,965,531,846
	Stimulus Package	1,981,425	19,802,494
	Project /investment loan	8,999,945	-
	Forced loan	720,812,752	414,504,965
	Demand Loan	3,109,144,241	1,967,288,272
	Transport loan	105,262,245	117,585,950
	Lease finance	249,964,415	267,059,952
	Start-up Loan	-	45,266
	Women's Loan	6,520,588	1,324,080
	Payment against documents	443,792,585	200,794,405
	House building loan/HPSM	660,726,445	643,619,736
	Personal loans	66,141,524	50,741,712
	Consumer loan	1,089,881	1,648,744
	Agricultural credit	504,167,688	425,366,797
	Small business loan	191,703,365	143,755,057
	Term loan	7,295,918,818	6,030,733,818
	Staff loan	69,838,468	62,003,071
	Credit card	89,497,396	50,403,678
	Car loan	22,660,328	15,004,949

		Amount in BDT	
		2025	2024
	Short term loan	697,276,984	1,773,838,443
	Export loan	29,170,003	33,064,609
	Off-Shore Banking Unit (OBU)	500,725,020	339,774,683
	Time loan	33,209,936	218,084,006
	Education loan	-	618
	Documentary bills purchased	346,101,330	278,457,183
	Export Development Fund Loan (EDF)	61,954,074	61,101,385
		24,587,323,644	22,047,127,288
	Interest/profit on balances with other banks and financial institutions		
	Time deposits with other banks & institutions	206,238,068	203,836,116
	Bangladesh Bank foreign currency account	27,141,331	23,466,288
	Financial institutions	17,680,184	75,861,822
	Money at call & short notice	49,017,851	8,402,568
	Foreign banks	176,448,576	266,582,818
		476,526,010	578,149,612
		25,063,849,654	**22,625,276,900**
24.2	**Off-shore banking unit**	**1,103,762,128**	**915,289,414**
24(a)	**Consolidated interest income/profit on investments**		
	NCC Bank PLC. **(Note-24)**	25,666,886,762	23,119,940,125
	NCCB Securities and Financial Services Limited	144,063,921	79,250,716
	NCCB Capital Limited	-	-
		25,810,950,683	23,199,190,841
	Less: Inter company transactions	(16,653,541)	(1,778,312)
		25,794,297,142	**23,197,412,529**
25	**Interest paid/profit shared on deposits and borrowings etc.**		
	Conventional and Islamic banking **(Note-25.1)**	19,649,527,764	16,736,079,162
	Off-shore banking unit **(Note-25.2)**	891,643,692	699,855,648
		20,541,171,456	17,435,934,810
	Less: Inter transaction between OBU and Conventional and Islamic banking	(500,725,020)	(420,626,189)
		20,040,446,436	**17,015,308,621**
25.1	**Conventional and Islamic banking**		
25.1a	**Interest paid/profit shared on deposits**		
	Savings/Mudaraba savings deposits	419,418,409	494,361,996
	Current deposits	10,419,533	248,010
	Short notice deposits	1,488,490,673	1,309,965,681
	Fixed/Mudaraba term deposits	13,834,834,113	11,061,615,257
	Special savings scheme	1,051,438,325	1,198,330,945
	Special deposit scheme	755,018,506	241,478,194
	Money double program	316,847,041	218,254,094
	Money triple program	-	1,273,952
	Foreign currency deposits	23,147,015	27,763,322
		17,899,613,615	14,553,291,451

		Amount in BDT	
		2025	2024
25.1b	**Interest/profit paid on borrowings & others**		
	Borrowing/Deposits from other banks	1,501,613,973	1,782,203,444
	Subordinated bond	56,200,365	100,866,668
	OBU	-	80,851,505
	Interest on lease liability	79,980,763	41,924,490
	Net interest cost (on Gratuity Fund) **(Note 25.1c)**	13,349,481	11,503,922
	Bangladesh Bank refinance	98,769,567	165,437,682
		1,749,914,149	2,182,787,711
		19,649,527,764	**16,736,079,162**
25.1c	**Net interest cost (on Gratuity Fund)**		
	Interest cost on defined benefit obligation (For Gratuity Fund)	198,421,369	179,588,564
	Less: interest income on plan assets (For Gratuity Fund)	(185,071,888)	(168,084,642)
		13,349,481	**11,503,922**
25.2	**Off-shore banking unit**	**891,643,692**	**699,855,648**
25(a)	**Consolidated interest paid/profit shared on deposits, borrowings, etc.**		
	NCC Bank PLC. **(Note-25)**	20,040,446,436	17,015,308,621
	NCCB Securities and Financial Services Limited	7,803,117	10,690,592
	NCCB Capital Limited	-	-
		20,048,249,553	17,025,999,213
	Less: Inter company transactions	(16,653,541)	(1,778,312)
		20,031,596,012	**17,024,220,901**
26	**Income from investments in shares & securities etc.**		
	Conventional and Islamic banking **(Note-26.1)**	10,021,516,627	7,437,020,482
	Off-shore banking unit	-	-
		10,021,516,627	**7,437,020,482**
26.1	**Conventional and Islamic banking**		
	Interest/profit on treasury bills	1,311,648,719	1,154,926,450
	Interest/profit on Reverse Repo	1,572,973	7,460,843
	Interest/profit on treasury bonds	6,742,882,088	4,771,778,431
	Interest/profit on sukuk	101,491,113	54,446,013
	Interest/profit on subordinated bonds	9,564,943	46,545,249
	Interest/dividend on perpetual bonds	309,726,003	374,630,136
	Interest/profit on corporate bond	114,744,547	161,250,000
	Dividend on shares	224,517,368	214,572,082
	Gain on sale of shares	41,810,274	23,757,552
	Prize money on prize bond	146,440	8,000
	Capital gain on sale of Govt. securities	3,196,164,236	2,478,776,517
		12,054,268,702	9,288,151,273
	Less: Revaluation and amortization of securities as per B.B. Circular	(2,032,752,076)	(1,851,130,791)
		10,021,516,627	**7,437,020,482**

		Amount in BDT	
		2025	2024
26(a)	**Consolidated income from investments in shares & securities etc.**		
	NCC Bank PLC. **(Note-26)**	10,021,516,627	7,437,020,482
	NCCB securities and Financial Services Limited	114,646,924	90,338,929
	NCCB Capital Limited	-	-
		10,136,163,551	7,527,359,411
	Less: Inter company transactions	-	-
		10,136,163,551	**7,527,359,411**
27	**Commission and exchange and brokerage**		
	Conventional and Islamic banking **(Note-27.1)**	2,853,200,605	2,863,521,991
	Off-shore banking unit	-	-
		2,853,200,605	**2,863,521,991**
27.1	**Conventional and Islamic banking**		
	Commission		
	Commission on bill purchased	39,763,186	32,686,815
	Commission on remittances	26,946,305	24,120,739
	Commission on letter of guarantee	386,798,194	343,284,612
	Commission on letter of credit	618,954,372	795,291,681
	Commission on acceptance	563,992,429	625,756,062
	Others commission	98,772,269	65,939,018
		1,735,226,754	1,887,078,927
	Exchange gain		
	Exchange gain	1,990,032,448	3,657,092,890
	Less: Exchange loss	(872,058,597)	(2,680,649,826)
		1,117,973,851	976,443,064
		2,853,200,605	**2,863,521,991**
27(a)	**Consolidated commission, exchange & brokerage**		
	NCC Bank PLC. **(Note-27)**	2,853,200,605	2,863,521,991
	NCCB Securities and Financial Services Limited	60,831,829	77,047,611
	NCCB Capital Limited	-	-
		2,914,032,434	2,940,569,602
	Less: Inter company transactions	-	-
		2,914,032,434	**2,940,569,602**
28	**Other operating income**		
	Conventional and Islamic banking **(Note-28.1)**	1,568,187,145	1,161,759,934
	Off-shore banking unit **(Note-28.2)**	8,883,369	5,599,886
		1,577,070,514	**1,167,359,820**
28.1	**Conventional and Islamic banking**		
	Other operating income		
	Rent locker	7,798,508	6,626,527
	Rent godown	1,041,259	1,563,227
	Postage, fax, swift etc. recoveries	106,584,327	92,210,915
	Legal charge recoveries	2,815,890	1,224,116

		Amount in BDT	
		2025	2024
	Service charges	150,150,750	130,977,798
	ATM service fees	3,810	36,929
	Account maintenance fees	78,055,901	74,484,987
	Card fees & others	136,479,776	129,865,576
	Profit on sale of fixed assets	2,298,215	-
	Forfeited income from PF	3,213,508	1,515,492
	SMS, Internet Banking & clearing charge	117,296,533	97,199,640
	Miscellaneous earnings	278,862,444	275,308,198
	Written - off loans recovery	519,379,498	215,446,276
	Application and processing fees	164,206,727	135,300,253
		1,568,187,145	**1,161,759,934**
28.2	**Off-shore banking unit**	**8,883,369**	**5,599,886**
28(a)	**Consolidated other operating income**		
	NCC Bank PLC. **(Note-28)**	1,577,070,514	1,167,359,820
	NCCB Securities and Financial Services Limited	698,383	1,291,409
	NCCB Capital Limited	-	-
		1,577,768,897	**1,168,651,229**
29	**Salary & allowances**		
	Conventional and Islamic banking **(Note-29.1)**	4,016,963,559	3,864,987,538
	Off-shore banking unit **(Note-29.2)**	4,801,579	4,272,380
		4,021,765,138	**3,869,259,918**
29.1	**Conventional and Islamic banking**		
	Basic salary	1,633,517,517	1,472,068,211
	House rent allowance	714,332,049	652,623,956
	Bank's contribution to provident fund	159,158,587	144,388,426
	Performance Bonus	480,000,000	648,500,000
	Festival Bonus	296,919,316	284,161,456
	Other salary & allowances	733,036,090	663,245,489
		4,016,963,559	**3,864,987,538**
29.2	**Off-shore banking unit**		
	Basic salary	2,497,810	2,192,400
	House rent allowance	1,048,411	986,580
	Bonus	383,035	-
	Other allowances	872,323	1,093,400
		4,801,579	**4,272,380**
29(a)	**Consolidated salary & allowances**		
	NCC Bank PLC. **(Note-29)**	4,021,765,138	3,869,259,918
	NCCB Securities and Financial Services Limited	49,595,507	48,943,340
	NCCB Capital Limited	-	-
		4,071,360,645	**3,918,203,258**

		Amount in BDT	
		2025	2024
30	**Rent, taxes, insurance, electricity etc.**		
	Conventional and Islamic banking **(Note-30.1)**	475,348,025	559,203,917
	Off-shore banking unit	-	-
		475,348,025	**559,203,917**
30.1	**Conventional and Islamic banking**		
	Rent, taxes, insurance, electricity etc.		
	Office Rent*	203,755,556	302,783,538
	Rates and taxes		
	Rates	2,706,617	2,614,656
	Taxes	8,503,372	9,210,853
		11,209,989	11,825,508
	Insurance		
	Cash	13,725,784	15,011,709
	Fixed Assets	2,580,251	2,450,934
	Deposits	130,849,107	118,880,078
		147,155,142	136,342,721
	Electricity	113,227,338	108,252,150
		475,348,025	**559,203,917**

* While implementing IFRS 16 (leases), the bank recorded interest expense on lease liabilities (note 25.1b) and depreciation on ROU assets (note- 37) instead of charging rental expense of BDT 21,89,19,894/- during the year in 2025 against those rental premises that have been treated as lease assets (ROU) and shown in the Balance Sheet as per IFRS 16.

30(a)	**Consolidated rent, taxes, insurance, electricity etc.**		
	NCC Bank PLC. **(Note-30)**	475,348,025	559,203,917
	NCCB Securities and Financial Services Limited	4,478,334	5,385,965
	NCCB Capital Limited	-	-
		479,826,359	564,589,882
	Less: Inter company transactions	-	-
		479,826,359	**564,589,882**
31	**Legal expenses**		
	Conventional and Islamic banking **(Note-31.1)**	52,044,819	22,818,550
	Off-shore banking unit	-	-
		52,044,819	**22,818,550**
31.1	**Conventional and Islamic banking**		
	Legal charge	16,455,392	16,389,071
	Stamp charge	611,386	862,897
	Consultancy fee	34,550,291	4,684,445
	Credit Rating fee	427,750	882,137
		52,044,819	**22,818,550**

		Amount in BDT	
		2025	2024
31 (a)	**Consolidated legal expenses**		
	NCC Bank PLC. **(Note-31)**	52,044,819	22,818,550
	NCCB Securities and Financial Services Limited	-	-
	NCCB Capital Limited	-	-
		52,044,819	**22,818,550**
32	**Postage, stamp and telecommunication**		
	Conventional and Islamic banking **(Note-32.1)**	87,664,014	74,057,060
	Off-shore banking unit **(Note-32.2)**	-	-
		87,664,014	**74,057,060**
32.1	**Conventional and Islamic banking**		
	Postage	17,901,439	14,931,847
	Swift/internet/connectivity	63,862,514	53,385,605
	Telephone	5,900,061	5,739,608
		87,664,014	74,057,060
32.2	**Off-shore banking unit**	**-**	**-**
32(a)	**Consolidated postage, stamp and telecommunication**		
	NCC Bank PLC. **(Note-32)**	87,664,014	74,057,060
	NCCB Securities and Financial Services Limited	521,914	572,604
	NCCB Capital Limited	-	-
		88,185,928	**74,629,664**
33	**Stationery, printing, advertisement etc.**		
	Conventional and Islamic banking **(Note-33.1)**	145,347,609	113,051,178
	Off-shore banking unit	-	-
		145,347,609	**113,051,178**
33.1	**Conventional and Islamic banking**		
	Stationery, printing, advertisement etc.		
	Printed stationery	20,032,793	26,772,516
	Security stationery	37,336,429	26,913,851
	Paper & petty stationery	26,261,675	23,228,456
		83,630,897	**76,914,822**
	Publicity and advertisement	61,716,712	36,136,356
		145,347,609	**113,051,178**
33(a)	**Consolidated stationery, printing, advertisement etc.**		
	NCC Bank PLC. **(Note-33)**	145,347,609	113,051,178
	NCCB Securities and Financial Services Limited	609,303	572,731
	NCCB Capital Limited	-	-
		145,956,912	**113,623,909**

		Amount in BDT	
		2025	2024
34	**Managing Director's salary & fees**		
	Basic salary	7,200,000	4,664,516
	House rent allowance	2,400,000	1,554,839
	Festival bonus	1,260,000	1,200,000
	Performance bonus	1,500,000	1,500,000
	Bank's contribution to provident fund	-	-
	Other allowances	2,940,000	1,939,224
		15,300,000	**10,858,579**
34(a)	**Consolidated Managing Director's salary & fees**		
	NCC Bank PLC. **(Note-34)**	15,300,000	10,858,579
	NCCB Securities and Financial Services Limited	8,158,222	-
	NCCB Capital Limited	-	-
		23,458,222	**10,858,579**
35	**Director's fees & other meeting related expenses**		
	Meeting fees	4,640,912	3,514,501
	Other meeting related expense	1,352,964	1,711,454
		5,993,876	**5,225,955**
35(a)	**Consolidated Director's fees & other meeting related expenses**		
	NCC Bank PLC. **(Note-35)**	5,993,876	5,225,955
	NCCB Securities and Financial Services Limited	373,200	266,800
	NCCB Capital Limited	-	-
		6,367,076	**5,492,755**
36	**Auditor's fees (including VAT)**	**2,573,717**	**632,500**
36(a)	**Consolidated auditors' fees**		
	NCC Bank PLC. **(Note-36)**	2,573,717	632,500
	NCCB Securities and Financial Services Limited	69,000	126,500
	NCCB Capital Limited	57,000	23,000
		2,699,717	**782,000**
37	**Repairs, maintenance, amortization and depreciation**		
	Conventional and Islamic banking **(Note-37.1)**	725,569,829	569,448,563
	Off-shore banking unit	-	-
		725,569,829	**569,448,563**
37.1	**Conventional and Islamic banking**		
	Repairs, maintenance, amortization and depreciation		
	Repairs, maintenance & spare parts		
	Machineries & equipments repairing (Including spare Parts)	85,041,654	76,546,013
	Furnitures & fixtures repairing	4,652,905	5,023,142
	Computer repairing (Including parts & accessories)	26,424,972	21,464,318
	Vehicles repairing	10,303,505	8,509,009
	Software annual maintenance charges	75,857,528	47,333,426
	Repair & maintenance of premises	47,652,945	46,676,448
		249,933,508	**205,552,356**

		Amount in BDT	
		2025	2024
	Depreciation & amortization (Annexure 'D')		
	Furniture and fixtures	76,045,879	81,385,778
	Machinery and equipment	57,467,294	57,753,184
	Computer Equipment	84,194,924	79,157,352
	Vehicles	20,506,969	17,971,037
	Right of use assets	178,653,467	70,603,068
	Amortization of software	33,493,244	31,103,184
	Buildings & office premises	25,274,543	25,922,605
		475,636,321	**363,896,208**
		725,569,829	**569,448,563**
37(a)	**Consolidated repairs, maintenance, amortization and depreciation**		
	NCC Bank PLC. **(Note-37)**	725,569,829	569,448,563
	NCCB Securities and Financial Services Limited	11,923,689	10,120,696
	NCCB Capital Limited	-	-
		737,493,518	**579,569,259**
38	**Other expenses**		
	Conventional and Islamic banking **(Note-38.1)**	1,429,966,079	1,174,556,072
	Off-shore banking unit **(Note-38.2)**	48,225	76,711
		1,430,014,304	**1,174,632,783**
38.1	**Conventional and Islamic banking**		
	Other expenses		
	Entertainment (Office contingency)	26,700,889	21,955,318
	Entertainment (Business & internal events)	27,832,693	29,786,297
	Car expenses	163,206,706	134,918,911
	Paper and periodicals	1,562,046	1,272,058
	Trade subscription	18,267,901	18,045,752
	Traveling & conveyance	72,654,531	64,176,238
	Labor & other charges	4,177,125	3,501,636
	Liveries and uniform	4,952,957	3,760,746
	Water sewerage and gas	12,056,966	12,768,269
	Laundry and cleaning	4,515,461	3,875,272
	Training expenses	33,055,471	7,077,967
	Business promotion	36,276,315	28,162,467
	Donation/Grants (Including CSR)	1,470,635	85,024,339
	Medical Expenses	3,337,941	3,728,680
	Welfare and recreation	2,001,160	588,164
	Subordinated bond related expense	16,595,000	395,000
	Perpetual bond related expense	466,250	316,250
	Other bank charge	102,487,036	69,353,673
	CSR expenses	124,772,279	1,648,610
	CSR expenses (Compensation of IBU)	-	45,600,000
	CDBL charge	57,984	431,749

		Amount in BDT	
		2025	2024
	Casual wages	294,242,239	278,956,545
	Miscellaneous expenses	4,582,248	4,120,462
	Penalty	1,000,000	-
	*Current service cost (Gratuity Fund)-**(Note-15.8)**	273,785,675	235,410,060
	Card related charges	110,483,344	82,243,728
	ATM Expenses	23,387,886	16,955,780
	Loss on sale of fixed assets	-	482,100
	Superannuation fund	66,037,340	20,000,000
		1,429,966,079	1,174,556,072

* The current service cost of defined benefit plan is determined as per actuarial valuation report made by Z. Halim & Associates which involves making assumptions about discount rates, expected rate of return on assets, future salary enhancement, mortality rate etc. The last valuation is carried out on 31 December 2025 by Z.Halim & Associates and as per their recommendation the Bank charged Taka 27.37 crore to the profit & loss account in 2025 as current service cost. The Bank also continued to contribute 11.0% of basic salary to the gratuity fund in next year as per actuarial recommendation.

38.2	**Off-shore banking unit**	48,225	76,711
38(a)	**Consolidated other expenses**		
	NCC Bank PLC. **(Note-38)**	1,430,014,304	1,174,632,783
	NCCB Securities and Financial Services Limited	15,098,704	16,516,409
	NCCB Capital Limited	316	288
		1,445,113,323	1,191,149,480
	Less: Inter company transactions	-	-
		1,445,113,323	**1,191,149,480**
39	**Cash received from other operating activities**		
	Conventional and Islamic banking		
	Other operating income	1,055,539,242	951,921,544
	Exchange earning	1,117,973,851	976,443,064
		2,173,513,093	**1,928,364,607**
39(a)	**Consolidated cash received from other operating activities**		
	NCC Bank PLC. **(Note-39)**	2,173,513,093	1,928,364,607
	NCCB Securities and Financial Services Limited	698,383	1,291,409
	NCCB Capital Limited	-	-
		2,174,211,476	**1,929,656,016**
40	**Cash paid for other operating activities**		
	Conventional and Islamic banking		
	Expenses for the period	1,702,694,923	1,515,236,853
	Add: Opening accrued expenses	248,749,098	148,588,669
	Less: Closing accrued expenses	(396,444,882)	(248,749,098)
		1,554,999,139	**1,415,076,425**
40(a)	**Consolidated cash paid for other operating activities**		
	NCC Bank PLC. **(Note-40)**	1,554,999,139	1,415,076,425
	NCCB Securities and Financial Services Limited	10,837,309	11,659,599
	NCCB Capital Limited	316	288
		1,565,836,764	**1,426,736,312**

		Amount in BDT	
		2025	2024
41	**Increase/(decrease) of other assets**		
	Conventional and Islamic banking		
	Closing other assets		
	Stationery in hand	69,787,887	52,843,295
	Stamps and stamped forms in hand	7,616,282	7,631,187
	Advance deposit	24,268,106	18,404,990
	Advance against rent	104,242,516	40,970,240
	Suspense account	71,864,330	253,817,824
	Others	7,226,815,480	5,879,214,683
		7,504,594,600	6,252,882,219
	Opening other assets		
	Stationery in hand	52,843,295	71,324,400
	Stamps and stamped forms in hand	7,631,187	6,808,608
	Advance deposit	18,404,990	18,276,265
	Advance against rent	40,970,240	106,744,665
	Suspense account	253,817,824	182,509,286
	Others	5,879,214,683	6,249,959,716
		6,252,882,219	6,635,622,940
	Increase/(decrease) for the year	**(1,251,712,381)**	**382,740,721**
41(a)	**Increase/(decrease) of consolidated other assets**		
	Closing other assets		
	Stationery in hand	69,787,887	52,843,295
	Stamps and stamped forms in hand	7,616,282	7,631,187
	Advance deposit	24,268,106	18,404,990
	Advance against rent	104,242,516	40,970,240
	Suspense account	71,864,330	253,817,824
	Others	4,957,404,295	3,214,162,444
		5,235,183,416	3,587,829,980
	Opening other assets		
	Stationery in hand	52,843,295	71,324,400
	Stamps and stamped forms in hand	7,631,187	6,808,608
	Advance deposit	18,404,990	18,276,265
	Advance against rent	40,970,240	106,744,665
	Suspense account	253,817,824	182,509,286
	Others	3,214,162,444	3,628,340,806
		3,587,829,980	4,014,004,030
	Increase/(decrease) for the year	**(1,647,353,435)**	**426,174,050**
42	**Increase/(decrease) of other liabilities**		
	Conventional and Islamic banking		
	Closing other liabilities		
	Interest/profit suspense	10,703,125,292	10,331,384,652
	Others settlement account	678,111,540	610,462,806
	Inter branch transaction account	247,418,757	447,514,073
		11,628,655,589	11,389,361,531

		Amount in BDT	
		2025	2024
	Opening other liabilities		
	Interest/profit suspense	10,331,384,652	8,920,294,393
	Others settlement account	610,462,806	579,883,575
	Inter branch transaction account	447,514,073	310,376,896
		11,389,361,531	9,810,554,864
	Increase/(decrease) for the period	**239,294,058**	**1,578,806,667**
42(a)	**Increase/(decrease) of consolidated other liabilities**		
	NCC Bank PLC. **(Note-42)**	239,294,058	1,578,806,667
	NCCB Securities and Financial Services Limited	(148,804,259)	(68,681,984)
	NCCB Capital Limited	-	-
		90,489,799	**1,510,124,683**
43	**Cash and cash equivalents**		
	Conventional and Islamic banking		
	Cash in hand	3,406,124,538	3,398,085,511
	Balance with Bangladesh Bank and Sonali Bank Limited	15,125,637,988	13,945,342,823
	Balance with other bank and financial institutions	4,975,062,929	1,720,855,949
	Money at call and short notice	1,119,600,000	765,700,000
	Prize bonds	11,908,300	12,172,800
		24,638,333,755	19,842,157,083
	Off-shore banking unit	-	-
		24,638,333,755	**19,842,157,083**
43(a)	**Consolidated cash and cash equivalents**		
	NCC Bank PLC. **(Note-43)**	24,638,333,756	19,842,157,084
	NCCB Securities and Financial Services Limited	267,723,985	129,873,993
	NCCB Capital Limited	-	-
		24,906,057,741	**19,972,031,077**
44	**Earnings per share (EPS)**		
	Net profit after tax(a) [previous year's figure restated]	4,861,231,157	4,372,958,758
	Weighted average number of ordinary share outstanding (b)	1,110,423,095	1,110,423,095
	Earnings per share (EPS) (a÷b) [previous year's figure restated]	**4.38**	**3.94**

Earnings per share have been calculated in accordance with IAS-33 "Earnings per share". Previous year's net profit after tax have been adjusted against deferred tax income on specific provision of NPL amount of Tk. 204,93,89,834/- for comparison of current year.

44 (a)	**Consolidated earnings per share**		
	Net profit after tax (a) [previous year's figure restated]	4,765,822,135	4,376,171,199
	Weighted average number of ordinary share outstanding (b)	1,110,423,095	1,110,423,095
	Consolidated earnings per share (EPS) (a÷b) [previous year's figure restated]	**4.29**	**3.94**

		Amount in BDT	
		2025	2024

Earnings per share have been calculated in accordance with IAS-33 "Earnings per share". Previous year's net profit after taxhave been adjusted against deferred tax income on specific provision of NPL amount of Tk. 204,93,89,834/- for comparison of current year.

EPS has been increased compared to same period in previous year mainly for increased interest income on govt. securities as well as decreased current tax for written off loan which is allowable expenses during the year.

45 Net asset value per share (NAV)

Total assets	398,829,082,972	348,205,977,767
Less: Total liabilities	(368,667,063,151)	(321,335,086,002)
Net asset value (a)	**30,162,019,821**	**26,870,891,765**
Weighted average number of ordinary share outstanding (b)	1,110,423,095	1,110,423,095
Net asset value per share (NAV) (a÷b) [previous year's figure restated]	**27.16**	**24.20**

45 (a) Consolidated net asset value per share (NAV)

Total assets	399,319,358,634	348,715,917,585
Less: Total liabilities	(369,117,711,968)	(321,709,989,952)
Net asset value (a)	**30,201,646,667**	**27,005,927,633**
Weighted average number of ordinary share outstanding (b)	1,110,423,095	1,110,423,095
Net asset value per share (NAV) (a÷b) [previous year's figure restated]	**27.20**	**24.32**

46 Net operating cash flows per share (NOCFPS)

Net cash received/(used) from operating activities during the period (a)	15,254,943,026	2,511,767,986
Weighted average number of ordinary share outstanding (b)	1,110,423,095	1,110,423,095
Net operating cash flows per share (NOCFPS) (a÷b)	**13.74**	**2.26**

46 (a) Consolidated net operating cash flows per share (NOCFPS)

Net cash received/(used) from operating activities during the period (a)	15,708,734,347	3,144,111,826
Weighted average number of ordinary share outstanding (b)	1,110,423,095	1,110,423,095
Consolidated net operating cash flows per share (NOCFPS) (a÷b)	**14.15**	**2.83**

Net operating cash flow per share has been increased compared to same period in previous year mainly for acquire deposits for the year 2025.

		Amount in BDT	
		2025	2024

47 Tax reconciliation or relationship between tax expense and tax on accounting profit

	Rate	Taka	Rate	Taka
Profit before tax		**5,905,226,514**		**5,055,231,410**
Corporate as per applicable tax rate	**37.5%**	**2,214,459,943**	**37.5%**	**1,895,711,779**
Factor affecting the tax charge for current year				
Non deductible expenses	51.3%	3,026,910,699	54.3%	2,744,437,815
Deductible expenses in the current year	-72.3%	(4,269,243,572)	-19.1%	(966,189,487)
Admissible income during the year including minimumtax	22.3%	1,317,889,498	0.0%	-
Non admissible income during the year	-3.5%	(208,261,238)	-9.3%	(470,332,007)
Tax savings from reduced tax rates for dividend income	-0.7%	(39,290,539)	-0.7%	(37,550,114)
Tax savings from reduced tax rates for gain on sale of Govt. sec.	-12.2%	(719,136,953)	-11.0%	(557,724,717)
Tax savings from reduced tax rates for gain on sale of shares	-0.2%	(9,407,312)	-0.1%	(6,533,327)
Current tax	**22.3%**	**1,313,920,525**	**51.5%**	**2,601,819,943**
Effect of deferred tax	-4.6%	(269,925,168)	-38.0%	(1,919,547,291)
Total income tax expense	**17.7%**	**1,043,995,357**	**13.5%**	**682,272,652**

47 (a) Consolidated Tax reconciliation or relationship between tax expense and tax on accounting profit

	Rate	Taka	Rate	Taka
Profit before tax		**5,846,419,005**		**5,079,219,123**
Corporate as per applicable tax rate	**37.5% & 25%**	**2,199,758,065**	**37.5% & 27.5%**	**1,902,915,079**
Factor affecting the tax charge for current year				
Non deductible expenses	51.6%	3,019,410,699	54.0%	2,744,437,815
Deductible expenses in the current year	-73.0%	(4,269,243,572)	-19.0%	(966,189,487)
Admissible income during the year including minimumtax	23.5%	1,376,446,915	0.3%	15,736,053
Non admissible income during the year	-3.6%	(208,261,238)	-9.3%	(470,332,007)
Tax savings from reduced tax rates for dividend income	-0.7%	(40,129,407)	-0.8%	(38,771,205)
Tax savings from reduced tax rates for gain on sale of Govt. sec.	-12.3%	(719,136,953)	-11.0%	(557,724,717)
Tax savings from reduced tax rates for gain on sale of shares	-0.2%	(9,407,312)	-0.2%	(8,157,006)
Current tax	**23.1%**	**1,349,437,197**	**51.6%**	**2,621,914,526**
Effect of deferred tax	-4.6%	(268,840,327)	-37.8%	(1,918,866,602)
Total income tax expense	**18.5%**	**1,080,596,870**	**13.8%**	**703,047,924**

48 Reconciliation of statement of cash flows from operating activities

Profit before provision	**13,074,236,136**	**11,091,345,825**
Adjustment for non cash items		
Depreciation on fixed asset & amortization on software	475,636,321	363,896,208
Exchange gain	(1,117,973,851)	(976,443,064)
Effects of exchange rate changes on cash and cash-equivalents	6,929,372	(3,831,525)
Charges on loan losses	42,370,604	81,998,970
	(593,037,554)	**(534,379,411)**
Adjustment with operating activities		
Gain on sale of shares	(41,810,274)	(23,757,552)
Interest/profit on perpetual bonds	(500,000,000)	(500,000,000)
Capital gain on sale of treasury bonds	(3,196,164,236)	(2,478,776,517)
Recoveries on loans previously written off	519,379,498	215,446,276
Profit on sale of fixed assets	(2,298,215)	-
Loss on sale of fixed assets	-	482,100
	(3,220,893,227)	**(2,786,605,693)**

		Amount in BDT	
		2025	2024
	Changes in operating asset and liabilities		
	Changes in loans & advances	(22,494,705,347)	(11,631,711,927)
	Changes in deposits and other accounts	40,035,784,785	35,517,628,996
	Changes in investments	(12,111,300,418)	(14,428,348,607)
	Changes in borrowings	10,331,251,519	(16,375,278,029)
	Changes in other assets	(1,000,337,949)	(377,915,755)
	Changes in other liabilities	(6,149,734,482)	4,702,523,285
		8,610,958,109	**(2,593,102,036)**
	Income Tax Paid	**(2,616,320,438)**	**(2,665,490,698)**
	Net cash flows from operating activities	**15,254,943,026**	**2,511,767,986**
48 (a)	**Consolidated reconciliation of statement of cash flows from operating activities**		
	Profit before provision	**13,295,788,887**	**11,246,055,565**
	Adjustment for non cash items		
	Depreciation on fixed asset & amortization on software	487,560,010	374,016,904
	Exchange gain	(1,117,973,851)	(976,443,064)
	Effects of exchange rate changes on cash and cash-equivalents	6,929,372	(3,831,525)
	Charges on loan losses	42,370,604	81,998,970
		(581,113,865)	**(524,258,715)**
	Adjustment with operating activities		
	Gain on sale of shares	(40,286,133)	(34,582,083)
	Interest/profit on perpetual bonds	(500,000,000)	(500,000,000)
	Capital gain on sale of treasury bonds	(3,196,164,236)	(2,478,776,517)
	Recoveries on loans previously written off	519,379,498	215,446,276
	Profit on sale of fixed assets	(2,298,215)	-
	Loss on sale of fixed assets	480,674	575,616
		(3,218,888,412)	**(2,797,336,708)**
	Changes in operating asset and liabilities		
	Changes in loans & advances	(21,614,765,421)	(11,179,990,103)
	Changes in deposits and other accounts	40,334,049,774	35,701,954,184
	Changes in investments	(12,171,485,875)	(14,504,984,754)
	Changes in borrowings	10,497,129,280	(16,456,117,848)
	Changes in other assets	(1,403,298,284)	(340,792,462)
	Changes in other liabilities	(6,775,759,786)	4,699,114,208
		8,865,869,688	**(2,080,816,775)**
	Income Tax Paid	**(2,652,921,951)**	**(2,699,531,541)**
	Net cash flows from operating activities	**15,708,734,347**	**3,144,111,826**

49 Events after the reporting period

The Board of Directors in its 559th meeting held on 27th April 2026 approved the financial statements and also authorized the same for public issue. The Board also recommended payment of 17% (Seventeen percent) cash dividend as well as 4% (Four percent) stock for the year 2025 for approval by the shareholders in the next ensuing Annual General Meeting (AGM). There are no other material events for disclosure.

Annexure-A

National Credit and Commerce Bank PLC.

Balance with other Banks and Financial Institutions

Outside Bangladesh - Note 6.2

As at 31 December 2025

In demand deposit accounts (non interest bearing) with:

Name of the Bank	Currency Name	31-12-2025			31-12-2024		
		Amount in Foreign Currency	Conversion rate per unit F.C	Amounts in BDT	Amount in Foreign Currency	Conversion rate per unit F.C	Amount in BDT
AXIS Bank Ltd. Mumbai	ACUD	292,364	122.3	35,757,529	-	-	-
Bank of Bhutan Limited	ACUD	61,978	122.3	7,580,160	134,096	120.0	16,091,516
Bank Al-Falah Limited	ACU	149,494	122.3	18,283,850	-	-	-
Habib Metropolitan Bank Limited, Karachi	ACUD	-	-	-	68,661	120.0	8,239,370
HDFC Bank Limited, Mumbai	ACUD	85,730	122.3	10,485,150	571,615	120.0	68,593,742
ICICI Bank Limited, Hongkong	ACUD	-	-	-	323,495	120.0	38,819,345
Indusind Bank Ltd., Mumbai	ACUD	131,172	122.3	16,042,904	11,747	120.0	1,409,696
Mashreqbank Psc, UAE	AED	101,397	33.3	3,376,615	14,950	32.7	488,502
Mashreqbank Psc, Mumbai	ACUD	330,849	122.3	40,464,373	310,933	120.0	37,312,017
Nepal Bangladesh Bank Ltd., Kathmandu	ACUD	124,571	122.3	15,235,663	88,871	120.0	10,664,563
Standard Chartered Bank, Singapore	SGD	54,998	95.2	5,233,795	125,021	88.4	11,045,856
Standard Chartered Bank, Tokyo	J.YEN	-	-	-	333,076	0.8	253,271
Standard Chartered Bank, Frankfurt	EUR	158,475	144.0	22,816,760	1,117,754	125.1	139,857,817
Sonali Bank Limited, Kolkata	ACUD	-	-	-	50,908	120.0	6,108,938
ICICI Bank Limited	USD	217,984	122.3	26,660,465	-	-	-
Bank Al-Falah Limited, Karachi	ACUD	-	-	-	300,903	120.0	36,108,402
				201,937,263			**374,993,036**

In demand deposit account (interest bearing) with :

Zhejiang Chouzhou Commercial Bank	CNY	175,133	17.5	3,057,486	60,927	16.4	1,001,818
Zhejiang Chouzhou Commercial Bank	USD	-	-	-	515,820	120.0	61,898,458
Standard Chartered Bank, London	GBP	-	-	-	312,029	150.9	47,100,113
				3,057,486			**110,000,389**
				204,994,749			**484,993,425**

Annexure-B

National Credit and Commerce Bank PLC.

Investment in Shares

As at 31 December 2025

SL No.	Name of Company	Face Value	No. of Shares	Cost value Taka	Market Value per share as at 31 December 2025 Taka	Total Market Value as at 31 December 2025 Taka
	Quoted					
1	Advance Chemical Industries Limited	10	126,494	30,425,083	194.60	24,615,732
2	Agron Denims Limited	10	771,458	18,582,546	17.60	13,577,661
3	Bangladesh General Insurance Co. PLC	10	547,233	31,798,500	30.50	16,690,607
4	Bata Shoe Co. (BD) Limited	10	19,000	20,175,984	804.10	15,277,900
5	Berger Paints Bangladesh Limited	10	8,127	14,433,471	1,384.60	11,252,644
6	Best Holdings PLC	10	15,384,615	999,999,975	13.30	204,615,380
7	Bank Asia PLC	10	597,180	9,832,957	18.20	10,868,676
8	Baraka Power Limited	10	1,750,000	58,211,114	6.70	11,725,000
9	Baraka Patenga Power Limited	10	70,000	3,362,020	14.70	1,029,000
10	British American Tobacco Bangladesh Company Ltd.	10	606,975	290,032,705	248.60	150,893,985
11	BRAC Bank PLC	10	185,000	5,367,815	63.10	11,673,500
12	Bangladesh Building Systems PLC	10	554,136	11,744,978	9.10	5,042,638
13	BBS Cables PLC	10	1,877,516	116,775,218	15.20	28,538,243
14	Bangladesh Shipping Corporation	10	182,157	10,617,912	111.10	20,237,643
15	BSRM Steel Limited	10	500,001	28,706,984	63.10	31,550,063
16	Confidence Cement PLC	10	581,141	71,888,451	49.20	28,592,137
17	Dhaka Electric Supply Company Limited	10	1,292,504	82,424,885	20.50	26,496,332
18	DBH Finance PLC	10	1,076,359	80,827,569	34.60	37,242,021
19	Doreen Power Generations and Systems PLC	10	195,983	13,636,114	27.80	5,448,327
20	Eagle Star Textile Mills Limited	10	254,700	4,227,951	9.90	2,521,530
21	Eastern Bank PLC	10	3,973,320	73,418,027	24.30	96,551,676
22	GBB Power Limited	10	1,047,772	38,446,368	6.30	6,600,964
23	Grameenphone Limited	10	374,553	127,550,256	257.90	96,597,219
24	Genex Infosys PLC	10	53,770	3,687,505	26.90	1,446,413
25	Islami Bank Bangladesh PLC	10	200,000	7,711,593	32.80	6,560,000
26	IDLC Finance PLC	10	1,522,393	74,649,664	35.70	54,349,430
27	Jamuna Bank PLC	10	1,727,131	28,865,167	21.10	36,442,464
28	Jamuna Oil Company Limited	10	222,800	43,948,342	167.90	37,408,120
29	Khulna Power Company Ltd.	10	256,030	10,730,300	10.50	2,688,315
30	Lanka Bangla Finance PLC	10	135,000	3,524,040	12.30	1,660,500
31	Linde Bangladesh Limited	10	11,095	14,626,808	750.10	8,322,360
32	Marico Bangladesh Limited	10	79,849	184,097,100	2,673.50	213,476,302
33	MJL Bangladesh PLC	10	2,091,462	200,928,677	90.50	189,277,311
34	National Bank PLC	10	3,493,189	32,805,738	3.20	11,178,205
35	Olympic Industries PLC	10	265,165	61,341,797	137.40	36,433,671
36	One Bank PLC	10	2,221,796	33,116,612	7.00	15,552,572
37	Padma Oil Company Limited	10	55,620	13,137,985	168.20	9,355,284
38	Peoples Leasing & Financial Services PLC	10	668,896	36,134,880	0.53	354,515
39	Powergrid Company Limited	10	391,794	19,455,462	26.70	10,460,900
40	Prime Bank PLC	10	555,427	9,252,537	28.70	15,940,755

SL No.	Name of Company	Face Value	No. of Shares	Cost value Taka	Market Value per share as at 31 December 2025 Taka	Total Market Value as at 31 December 2025 Taka
41	Quasem Industries PLC	10	481,680	29,494,970	41.40	19,941,552
42	Reneta PLC	10	26,766	29,526,811	391.80	10,486,919
43	Reliance Insurance PLC	10	153,068	10,037,899	65.20	9,980,034
44	Reckitt Benckiser(BD) PLC	10	2,200	9,737,947	3,424.40	7,533,680
45	Singer BD Limited	10	306,810	53,947,994	84.50	25,925,445
46	South East Bank PLC	10	3,675,669	54,354,172	9.00	33,081,021
47	Square Pharmaceuticals PLC	10	1,012,435	206,320,050	198.60	201,069,591
48	Summit Power Limited	10	65,000	2,569,966	12.30	799,500
49	The City Bank PLC	10	13,231,665	254,815,011	24.40	322,852,626
50	Titas Gas	10	182,000	7,493,161	15.50	2,821,000
51	Union Capital Limited	10	111,406	3,005,733	2.60	289,656
52	Unique Hotel & Resorts PLC	10	1,266,993	79,979,527	38.20	48,399,133
53	Uttara Finance and Invesments PLC	10	462,799	31,577,568	9.50	4,396,591
54	Uttara Bank PLC	10	5,999,136	81,611,894	22.80	136,780,301
55	United Power Generation & Distribution Company Ltd.	10	367,650	101,377,021	116.10	42,684,165
56	Gemini Sea Food PLC	10	3,598	-	-	-
57	Fourth icb	10	143,475	-	-	-
58	Fifth icb	10	82,242	-	-	-
59	Sixthcbuf	10	18,912	-	-	-
60	Tallu Spinning Mills Limited	10	400	-	-	-
61	Usmania Glass Sheet Factory Limited	10	21,847	-	-	-
62	Atlas Bangladesh Limited	10	1	-	-	-
	Total Quoted Share :			**3,876,350,811**		**2,375,587,205**
	Quoted (Special Fund)					
1	Baraka Power Limited	10				-
2	Bank Asia PLC	10	295,695	4,996,984	18.20	5,381,649
3	DBH Finance PLC	10	1,856,591	133,580,176	34.60	64,238,049
4	The City Bank PLC	10	1,291,605	25,354,470	24.40	31,515,162
5	Bangladesh General Insurance Co. Ltd.	10	515,381	34,041,565	30.50	15,719,121
6	Eastern Bank PLC	10	5,254,572	93,033,509	24.30	127,686,100
7	IDLC Finance PLC	10	2,871,294	173,262,394	35.70	102,505,196
8	Linde Bangladesh Limited	10	11,528	14,404,479	750.10	8,647,153
9	MJL Bangladesh PLC	10	375,695	33,432,699	90.50	34,000,398
10	Mutual Trust Bank PLC	10	1,841,605	30,460,372	12.30	22,651,742
11	Prime Bank PLC	10	1,572,671	26,449,563	28.70	45,135,658
12	Pubali Bank PLC	10	1,075,017	21,197,609	30.90	33,218,025
13	Renata PLC	10	12,935	15,187,598	391.80	5,067,933
14	Singer BD Limited	10	60,000	10,121,324	84.50	5,070,000
15	Unilever Consumer Care Limited	10	37,739	70,781,113	2,150.90	81,172,815
16	United Power Generation & Distribution Company Ltd.	10	147,258	38,964,927	116.10	17,096,654
17	Walton Hi-Tech Industries PLC	10	11,000	10,461,680	376.90	4,145,900
	Total Quoted Share(Special Fund) :			**735,730,463**		**603,251,552**
	Mutual Fund (Quoted)					
	Un-block					**Surrender Price**
1	Green Delta Mutual Fund	10	2,540,000	24,097,776	3.00	7,620,000
2	Reliance1	10	3,700,460	51,806,898	15.60	57,727,176

SL No.	Name of Company	Face Value	No. of Shares	Cost value Taka	Market Value per share as at 31 December 2025 Taka	Total Market Value as at 31 December 2025 Taka
3	ICBAGRANI1	10	187,549	1,455,627	6.40	1,200,314
4	ICBAMCL2ND	10	617,738	6,014,231	5.40	3,335,785
5	ICBEPMF1S1	10	4,438,436	37,268,314	3.40	15,090,682
6	NCCBL Mutual Fund-1	10	1,627,551	14,848,428	3.80	6,184,694
	Block					
7	MBL 1st Mutual Fund	10	1,000,000	10,000,000	3.40	3,400,000
8	NCCBL Mutual Fund-1	10	20,073,129	183,130,616	3.80	76,277,890
	Total Mutual Fund :			**328,621,889**		**170,836,541**
	Mutual Fund (Special Fund)					
1	ICBAGRANI1	10	158,572	1,225,888	6.40	1,014,861
	Total Mutual Fund :			**1,225,888**		**1,014,861**
	Un-Quoted					
						NAV
1	Bangladesh Rating Agency Limited		48,100	4,810,000	-	(282,155)
2	Central Depository Bangladesh Limited (CDBL)		1,142,361	3,138,890	-	48,184,787
3	Central Counter Party Bangladesh Limited		3,750,000	37,500,000	-	42,712,500
4	Ananta Apparels Ltd		50,000,000	500,000,000		2,100,000,000
5	SWIFT		20	5,727,290	-	5,727,290
6	GDDEBCGF		2,000,000	20,000,000		22,060,000
7	Grameen Bank AIMS 1st Fund		1,000,000	10,000,000	-	9,930,000
8	UCB AML 1st MF		1,668,163	16,685,000	-	16,765,038
9	VIPB SEBL1STMF		1,432,000	9,746,556	-	16,095,680
10	Venture Investment Partner Bangladesh Limited		160,056	14,250,000	-	38,426,244
	Total Unquoted Share :			**621,857,736**		**2,299,619,385**
	Grand Total :			**5,563,786,788**		**5,450,309,544**

Calculation of required provision against investment in shares:

SL No.	Particulars	Cost Value	Value Considered for maintaining provision	Required Provision	Remarks
1	Quoted	3,876,350,811	2,375,587,205	(1,500,763,606)	Considered Market Value
2	Quoted (Special Fund)	735,730,463	735,730,463	-	No provision required as per B.B Guideline.
3	Quoted (Mutual Fund)	328,621,889	170,836,541	(157,785,348)	Considered surrender price as per B.B DOS Circular No-01 dated 24 May 2023
4	Quoted Mutual Fund (Special Fund)	1,225,888	1,225,888	-	No provision required as per B.B Guideline.
5	Un-Quoted	621,857,736	616,695,581	(5,162,155)	Considerd NAV for making Provision.
	Grand Total	5,563,786,788	3,900,075,679	(1,663,711,109)	

Total provision of BDT. 166,37,11,109 /- (which165,85,48,954 /- on quoted shares and 51,62,155/- on unquoted shares) is appearing in these financial statements. Provision measured in line with DOS Circular No-01 dated 24 May 2023 as well as DOS Circular No-01 dated 10 February 2020. Special fund investment in shares also not considered for calculating required provision as B.B guidelines .

National Credit and Commerce Bank PLC.

Statement of Large Loan Exposure

more than 10% of Total Capital of the Bank (Note-9.7)

As at 31 December 2025

(Amount in Taka Crore)

Sl. No	Name of Clients	2025			2024		
		BDT			BDT		
		Outstanding		Total Amount	Outstanding		Total Amount
		Funded	Non-Funded		Funded	Non-Funded	
1	Doreen Power Generation & Systems Ltd.	-	-	-	-	-	-
2	Max Pre-Stress & Max Automobiles Ltd.	187.28	292.95	480.23	233.30	476.01	709.31
3	Abul Khair Group	249.87	888.28	1,138.15	305.83	278.53	584.36
4	Pran RFL Group	104.95	672.77	777.72	117.47	522.95	640.42
5	Summit Group	404.98	0.41	405.39	493.88	22.37	516.25
6	GPH Ispat	400.88	54.16	455.04	233.55	121.62	355.17
7	Florence Group	171.49	236.98	408.47	155.80	224.79	380.59
8	Khaled Group	-	-	-	359.99	124.14	484.13
9	Meghna Group	116.41	988.39	1,104.80	-	479.38	479.38
10	Kabir Group	630.68	-	630.68	149.13	244.44	393.57
11	T.K. Group	-	-	-	248.05	122.24	370.29
12	Noman Group	304.90	171.68	476.58	248.80	236.86	485.66
13	Radiant Group	259.63	194.19	453.82	259.71	86.06	345.77
14	City Group	244.66	386.00	630.66	151.39	279.01	430.40
15	MPIL & Samuda Group	49.71	448.83	498.54	-	-	-
16	BRB Cable Industries Ltd.	220.49	237.03	457.52	343.94	451.81	795.75
17	Spectra Group	69.92	659.34	729.26	65.76	602.13	667.89
18	NDE Group	-	-	-	139.37	410.09	549.46
19	Akij Group	245.00	322.45	567.45	245.65	118.24	363.89
	Total	**3,660.85**	**5,553.46**	**9,214.31**	**3,751.62**	**4,800.67**	**8,552.29**

National Credit and Commerce Bank PLC.

Annexure -D

Schedule of Fixed Assets and Intangible Assets

As at 31 December 2025

Amount in Taka

Particulars	Cost/Revaluation				Depreciation/Amortization				Carrying Value as at31 Dec 2025
	Balance as at 01 Jan 2025	Addition during the year	(Disposals) / adjustments during the year	Balance as at 31 Dec 2025	Balance as at 01 Jan 2025	Charge for the year	(Disposals)/ adjustments during the year	Balance as at 31 Dec 2025	
Fixed assets: i) Cost									
Land	131,823,324	-	-	131,823,324	-	-	-	-	131,823,324
Buildings and Office Premises:									
Building (Head Office premise on Land - 1)	632,627,496	-	-	632,627,496	139,418,537	12,385,566	-	151,804,103	480,823,393
Building (Structure on Land -2)	2,287,522	-	-	2,287,522	762,931	38,115	-	801,046	1,486,476
Dhanmondi Branch	26,027,970	-	-	26,027,970	9,402,737	415,631	-	9,818,367	16,209,603
Islampur Branch	49,528,776	-	-	49,528,776	15,349,728	799,134	-	16,148,862	33,379,914
Savar Branch	23,701,458	-	-	23,701,458	7,904,873	394,915	-	8,299,787	15,401,671
Bijoynagar Branch	52,285,456	-	-	52,285,456	17,438,158	871,182	-	18,309,340	33,976,116
Pragoti Sarani Branch	62,115,010	-	-	62,115,010	19,149,494	1,074,138	-	20,223,632	41,891,378
Uttara Branch	70,347,200	-	-	70,347,200	21,129,810	1,230,435	-	22,360,245	47,986,955
Agrabad Branch	60,682,473	-	-	60,682,473	18,156,707	1,063,144	-	19,219,851	41,462,622
Elephant Road Branch	85,401,266	-	-	85,401,266	25,495,390	1,497,647	-	26,993,036	58,408,230
Mitford Branch	23,264,107	-	-	23,264,107	6,821,413	411,067	-	7,232,480	16,031,627
O. R. Nizam Road Branch	135,711,537	-	-	135,711,537	38,388,251	2,433,082	-	40,821,333	94,890,204
Total Land, Buildings & Office Premises	**1,355,803,595**	**-**	**-**	**1,355,803,595**	**319,418,028**	**22,614,056**	**-**	**342,032,084**	**1,013,771,511**
Furniture & fixture	1,273,410,080	68,992,808	(1,168,763)	1,341,234,125	792,416,637	76,045,879	(930,530)	867,531,986	473,702,139
Machinery & equipment	1,191,599,888	78,097,264	(7,364,028)	1,262,333,124	993,623,507	57,467,294	(7,121,443)	1,043,969,358	218,363,766
Computer equipment	1,031,948,076	103,230,797	(7,767,247)	1,127,411,625	808,826,378	84,194,924	(7,767,247)	885,254,056	242,157,570
Vehicles	212,436,533	24,508,468		236,945,001	172,435,200	20,506,969		192,942,170	44,002,831
Total (i)	**5,065,198,172**	**274,829,337**	**(16,300,038)**	**5,323,727,471**	**3,086,719,750**	**260,829,123**	**(15,819,220)**	**3,331,729,653**	**1,991,997,817**
Fixed assets: ii) Revaluation									
Land	320,083,348	-		320,083,348	-	-	-	-	320,083,348
Buildings and Office Premises:									
Dhanmondi Branch	76,152,845	-	-	76,152,845	22,077,218	1,351,891	-	23,429,109	52,723,736
Islampur Branch	9,472,401	-	-	9,472,401	2,481,786	174,765	-	2,656,552	6,815,849
Savar Branch	11,895,874	-	-	11,895,874	3,116,738	219,478	-	3,336,217	8,559,657
Bijoynagar Branch	46,893,792	-	-	46,893,792	12,286,250	865,189	-	13,151,439	33,742,353
Pragoti Sarani Branch	2,664,720	-	-	2,664,720	698,165	49,164	-	747,329	1,917,391
Total (ii)	**467,162,980**	**-**	**-**	**467,162,980**	**40,660,158**	**2,660,487**	**-**	**43,320,645**	**423,842,335**
Right of use assets (Lease assets)									
Leased office buildings	1,071,582,585	-	-	1,071,582,585	102,552,170	178,653,467	-	281,205,637	790,376,948
Total (iii)	**1,071,582,585**	**-**	**-**	**1,071,582,585**	**102,552,170**	**178,653,467**	**-**	**281,205,637**	**790,376,948**
Intangible Assets									
Computer Software	355,198,645	66,358,415	-	421,557,061	266,675,053	33,493,244	-	300,168,297	121,388,764
Total (iv)	**355,198,645**	66,358,415	-	**421,557,061**	**266,675,053**	33,493,244	-	**300,168,297**	**121,388,764**
Total (i+ii+iii+iv)-2025	**6,959,142,382**	**341,187,752**	**(16,300,038)**	**7,284,030,096**	**3,496,607,131**	**475,636,321**	**(15,819,220)**	**3,956,424,232**	**3,327,605,864**
Total (i+ii+iii+iv)-2024	**6,161,480,864**	**803,428,327**	**(5,766,809)**	**6,959,142,382**	**3,137,500,682**	**363,896,208**	**(4,789,758)**	**3,496,607,131**	**3,462,535,251**

National Credit and Commerce Bank PLC.

Borrowings from other Banks, Financial Institutions and Agents.

(Outside Bangladesh) - Note -13.2.1

As at 31 December 2025

Name of the Bank	Currency Name	31-12-2025			31-12-2024		
		Amount in Foreign Currency	Conversion rate per unit F.C	Amounts in Taka	Amount in Foreign Currency	Conversion rate per unit F.C	Amounts in Taka
Conventional and Islamic banking							
Standard Chartered Bank, Kolkata	ACUD	547,714	122.3	66,988,043	861,976	120.0	103,437,093
Commerzbank AG, Frankfurt	EUR	349,432	144.0	50,310,243	784,999	125.1	98,222,172
ICICI Bank Limited, Mumbai	ACUD	153,299	122.3	18,749,203	178,345	120.0	21,401,424
Sonali Bank Limited, Kolkata	ACUD	4,270	122.3	522,264	-	-	-
Habib American Bank, New York	USD	1,777,789	122.3	217,431,901	1,718,974	120.0	206,276,916
AXIS Bank Ltd. Mumbai	ACUD	-	-	-	140,594	120.0	16,871,296
Zhejiang Chouzhou Commercial Bank	USD	217,749	122.3	26,631,759	-	-	-
Standard Chartered Bank, Tokyo	JPY	28,259,088	0.8	22,149,473	-	-	-
Habib Metropolitan Bank Limited	ACUD	305,414	122.3	37,353,536	-	-	-
Citi Bank NA	USD	523,390	122.3	64,013,031	980,669	120.0	117,680,309
Standard Chartered Bank, New york	USD	5,164,807	122.3	631,680,151	7,605,530	120.0	912,663,658
Mashreq Bank Psc N.Y	USD	911,164	122.3	111,439,651	2,036,969	120.0	244,436,327
Wells Fargo Bank, N.A, New York	USD	42,982	122.3	5,256,932	1,410,378	120.0	169,245,340
Standard Chartered Bank, London	GBP	7,787.72	165	1,286,602	-	-	-
Sub-Total		**38,264,886**		**1,253,812,790**	**15,718,435**		**1,890,234,535**
Off-shore banking unit							
CAIXA Bank S.A	USD	15,256,975	122.3	1,865,999,750	2,016,241	120.0	241,948,920
National Bank of RAS Al-Khaimah PJSC	USD	20,503,600	122.3	2,507,686,647	-	-	-
Commerzbank AG, Frankfurt Am Main	USD	8,135,872	122.3	995,055,384	-	-	-
Standard Chartered Bank, Hong Kong	USD	5,012,499	122.3	613,052,186	-	-	-
United Bank Ltd.	USD	12,308,475	122.3	1,505,384,342	4,102,800	120.0	492,336,000
Bank Muscat	USD	-	-	-	12,099,330	120.0	1,451,919,600
Abu Dhabi Commercial Bank	USD	13,844,120	122.3	1,693,200,943	-	-	-
Wells Fargo Bank	USD	-	-	-	3,046,320	120.0	365,558,399.8
Sub-Total		**75,061,541**		**9,180,379,252**	**21,264,691**		**2,551,762,920**
			Total	**10,434,192,042**			**4,441,997,455**

Annexure-F

National Credit and Commerce Bank PLC.

Corporate Tax Position

As on 31 December 2025

Accounting Year	Assessment Year	Current Tax Provision as per accounts	Tax Liability as per latest Assessment Order/Return	Excess/ (Shortage) provision as per latest assessment order/ income tax return	Advance Income Tax paid	Dues/ (Refund)	Remarks
1	2	3	4	5=(3-4)	6	7=(6-4)	8
Up to 2000	-	142,334,958	213,676,031	(71,341,073)	215,471,134	(1,795,103)	Assessment Completed
2001	2002-2003	119,081,542	146,692,885	(27,611,343)	139,829,928	6,862,957	Judgment received from High Court Division but revised assessment order yet to receive.
2002	2003-2004	171,702,723	177,842,495	(6,139,772)	177,842,495	-	Assessment Completed
2003	2004-2005	255,478,335	86,888,016	168,590,319	159,999,990	(73,111,974)	Judgment received from High Court Division but revised assessment order yet to receive.
2004	2005-2006	160,339,772	222,971,622	(62,631,850)	226,708,126	(3,736,504)	Assessment Completed
2005	2006-2007	328,285,074	322,779,734	5,505,340	322,779,734	-	Assessment Completed
2006	2007-2008	574,346,619	571,482,876	2,863,743	550,272,141	21,210,735	Reference to High Court Division
2007	2008-2009	658,972,487	765,003,803	(106,031,316)	742,488,534	22,515,269	Reference to High Court Division
2008	2009-2010	886,681,988	842,159,000	44,522,988	830,142,419	12,016,581	Reference to High Court Division
2009	2010-2011	780,131,543	815,826,019	(35,694,476)	796,981,982	18,844,037	Reference to High Court Division
2010	2011-2012	1,143,573,425	1,284,101,260	(140,527,835)	1,207,891,851	76,209,409	Reference to High Court Division
2011	2012-2013	1,423,823,445	1,404,448,365	19,375,080	1,409,879,461	(5,431,096)	Assessment Completed
2012	2013-2014	1,311,459,496	1,410,150,911	(98,691,415)	1,379,145,648	31,005,263	Reference to High Court Division
2013	2014-2015	1,204,981,256	1,142,987,562	61,993,694	1,088,757,734	54,229,828	Reference to High Court Division
2014	2015-2016	869,355,654	736,199,521	133,156,133	689,342,256	46,857,265	Reference to High Court Division
2015	2016-2017	893,261,811	1,066,187,616	(172,925,805)	1,017,944,572	48,243,044	Reference to High Court Division
2016	2017-2018	1,464,160,915	1,466,360,221	(2,199,306)	1,466,360,221	-	Assessment Completed
2017	2018-2019	1,340,996,482	1,307,776,749	33,219,733	1,309,998,052	(2,221,303)	Assessment Completed
2018	2019-2020	1,714,783,896	1,671,979,615	42,804,281	1,653,925,300	18,054,315	Assessment Completed, but re-opened under section 213 of ITA-2023
2019	2020-2021	1,963,182,090	2,035,194,401	(72,012,311)	2,025,784,336	9,410,065	Assessment Completed, but re-opened under section 213 of ITA-2024
2020	2021-2022	1,639,013,161	1,576,368,069	62,645,092	1,554,333,194	22,034,875	Revised Assessment order issued based on first appeal order of Commissioner of Taxes (Appeals).
2021	2022-2023	1,769,282,362	1,999,108,975	(229,826,613)	1,999,108,975	-	Assessment completed, but we may prefer to file first appeal against tax depreciation due to change of tax depreciation and tax written down value for the assessment years 2019-2020 to 2021-2022 under section 213 of Income Tax Act-2023
2022	2023-2024	2,347,508,685	2,211,515,272	135,993,413	2,211,515,272	-	Return filed u/s-180 of ITA-2023 but assessment order yet to receive.
2023	2024-2025	2,456,197,121	2,411,364,327	44,832,794	2,411,364,327	-	Return filed u/s-180 of ITA-2023 but assessment order yet to receive.
2024	2025-2026	2,601,802,736	2,487,499,036	114,303,700	2,487,499,036	-	Return filed u/s-180 of ITA-2023 but assessment order yet to receive.
2025	2026-2027	1,313,920,525	1,313,920,525	-	1,209,358,788	104,561,737	Return will be filed on or before 15 September 2026 (No payment of 4th installment of advance tax u/s-154 of ITA-2023 and payment of income tax at the time of filing of income tax return u/s-173 of ITA-2023 due on or before 15 June 2026 and 15 September 2026 respectively as already excess payment of advance Income tax for the concerned year).
Total		**29,534,658,101**	**29,690,484,906**	**(155,826,805)**	**29,284,725,506**	**405,759,400**	

National Credit and Commerce Bank PLC.

Measurement of Risk Weighted Assets (RWA)-Solo Basis

Figure in Taka Crore where applicable

Total Risk Weighted Assets (RWA)

Particulars	31 December 2025	31 December 2024
A. Credit Risk:		
On-Balance Sheet	17,477.68	15,255.98
Off-Balance Sheet	4,712.08	2,982.36
B.Market Risk	1,294.94	1,039.34
C.Operational Risk	2,194.39	2,006.08
Total Risk Weighted Assets (A+B+C)	**25,679.09**	**21,283.76**

a. i) Risk Weighted Assets for Credit Risk On Balance Sheet Exposure

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
a)	Cash		0%	340.61	-	339.81	-
b)	Claims on Bangladesh Government and Bangladesh Bank		0%	7,625.24	-	5,773.92	-
	Claims on other Sovereigns & Central Banks		0%	-	-	-	-
c)	Claims on Bank for International Settlements International Monetary Fund and European Central Bank		0%	-	-	-	-
d)	Claims on Multilateral Development Banks (MDBs)		0%	-	-	-	-
	i) IBRD, IFC, ADB, AFDB, EBRD, IADB, EIB, EIF, NIB, CDB, CEDB		0%	-	-	-	-
	ii) Other MDBs	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
e)	Claims on Public Sector Entities (other than Government) in Bangladesh	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
f)	Claims on Banks and NBFIs						
	i) Original maturity over 3 months	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	100%	-	-	6.58	6.58
	ii) Original maturity up to 3 months		20%	2,048.53	409.71	917.77	183.55
g)	Claims on Corporate	1	20%	4,888.54	977.71	4,787.18	957.44
		2	50%	5,676.86	2,838.43	5,547.44	2,773.72
		3,4	100%	4,230.89	4,230.89	4,485.30	4,485.30
		5,6	150%	-	-	-	-
		Unrated	125%	181.92	227.41	23.48	29.34

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
h)	Claims on SME	1	20%	14.08	2.82	173.44	34.69
		2	40%	252.94	101.18	484.66	193.86
		3	60%	1,531.59	918.95	2,829.58	1,697.75
		4	80%	214.11	171.29	277.62	222.09
		5	120%	-	-	-	-
		6	150%		-		-
		Unrated (Small enter- prise & <BDT 3.00M)	75%	2,148.43	1,611.33	32.64	24.48
		Unrated (Small enter- prise having> BDT 3.00M & medium enterprise)	100%	1,639.12	1,639.12	26.99	26.99
i)	Claims under Credit Risk Mitigation	PSE	N/A	-	-	-	-
		Banks & NBFIs	N/A	-	-	-	-
		Corporate	N/A	378.90	59.76	141.18	23.79
		Retail	N/A	356.76	0.96	361.13	0.18
		Small	N/A	0.05	-	132.12	23.58
		Cons.Finance	N/A	-	-	-	-
		Res. Property	N/A	-	-	-	-
		Comm. Real estate	N/A	-	-	-	-
j)	Claims categorized as retail portfolio (excluding SME Consumer Finance & Staff loan) up to 1 crore		75%	267.10	200.32	68.08	51.06
k)	Consumer Loan		100%	699.71	699.71	424.03	424.03
l)	Claims fully secured by residential property		50%	142.70	71.35	53.55	26.77
m)	Claims fully secured by commercial real estate		100%	252.01	252.01	50.24	50.24
n)	1. Past due claims (Risk weights are to be assigned net of specific provision)						
	Where specific provisions are less than 20 percent of the outstanding amount of the past due claim		150%	579.13	868.69	911.11	1,366.67
	Where specific provisions are no less than 20 percent of the outstanding amount of the past due claim.		100%	513.14	513.14	583.54	583.54
	Where specific provisions are more than 50 percent of the outstanding amount of the past due claim.		50%	91.39	45.69	385.20	192.60
	2. Claims fully secured against residential property that are past due for more than 90 days and /or impaired and specific provision held there-against is less than 20% of outstanding amount.		100%	16.23	16.23	23.69	23.69
	3. Loans and Claims fully secured against residential property that are past due for more than 90 days and or impaired and specific provision held there-against is more than 20% of outstanding amount.		75%	1.17	0.88	3.63	2.72
o)	Capital Market Exposures		125%	-	-	-	-
p)	Unlisted equity investments and regulatory Capital instruments issued by other banks (Other than those deducted from capital) held in the banking book		125%	743.56	929.45	943.14	1,178.92
q)	Investments in venture capital		100%	1.43	1.43	1.43	1.43

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
r)	Investments in premises, plant and equipment and all other fixed assets		100%	242.56	242.56	250.56	250.56
s)	Claims on all fixed assets under operating lease		100%	-	-	-	-
t)	All other assets:						
	i) Claims on GoB & BB		0%	188.75	-	0.88	-
	ii) Staff Loans		20%	153.09	30.62	143.48	28.70
	iii) Cash items in Process of Collection		20%	5.85	1.17	24.50	4.90
	iv) Claims on offshore Banking Unit		100%	-	-	-	-
	iv) Other assets (not specified above) [net of specific provision if any		100%	414.90	414.90	386.81	386.81
	Total			**35,841.26**	**17,477.68**	**30,594.69**	**15,255.98**

a ii). Risk Weighted Assets for Off-balance sheet exposure

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
a.	Claims on Bangladesh Government and Bangladesh Bank		0%	-	-	-	-
b.	Claims on other Sovereigns & Central Banks		0%	-	-	-	-
c.	Claims on Bank for International Settlements International Monetary Fund and European Central Bank		0%	-	-	-	-
d.	Claims on Multilateral Development Banks (MDBs)		0%	-	-	-	-
	i) IBRD, IFC, ADB, AFDB, EBRD, IADB, EIB, EIF, NIB, CDB, CEDB		0%	-	-	-	-
	ii) Other MDBs	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
e.	Claims on Public Sector Entities (other than Government) in Bangladesh	1	20%	-	-	-	-
		1,2	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
f.	Claims on Banks and NBFIs			-	-	-	-
	i) Original maturity over 3 months	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	100%	-	-	-	-
	ii) Original maturity less than 3 months		20%	-	-	-	-
g)	Claims on Corporate	1	20%	2,499.59	499.92	1,834.99	367.00
		2	50%	1,440.20	720.10	1,372.71	686.35
		3,4	100%	1,044.80	1,044.80	646.51	646.51
		5,6	150%	-	-	-	-
		Unrated	125%	67.52	84.40	41.28	51.59

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
h)	Claims on SME	1	20%	-	-	18.89	3.78
		2	40%	56.36	22.54	161.25	64.50
		3	60%	199.26	119.56	327.97	196.78
		4	80%	41.83	33.47	26.57	21.26
		5	120%	-	-	-	-
		6	150%	-	-	-	-
		Unrated (Small enter- prise & <BDT 3.00M)	75%	1,001.33	751.00	526.41	394.81
		Unrated (Small enter- prise having> BDT 3.00M & medium enterprise)	100%	1,436.29	1,436.29	549.77	549.77
i)	Claims against retail portfolio and small & medium enterprise (excluding consumer loan)		75%	-	-	-	-
j)	Consumer Loan		100%	-	-	-	-
k)	Claims fully secured by residential property		50%	-	-	-	-
l)	Claims fully secured by commercial real estate		100%	-	-	-	-
m	Investments in venture capital		150%	-	-	-	-
n	All other assets		100%	-	-	-	-
	Total			**7,787.18**	**4,712.08**	**5,506.36**	**2,982.36**

b. Risk Weighted Assets for Market Risk Balance Sheet Exposure

Sl. No	Particulars	Capital Charge for Specific Risk	Capital Charge for General Market Risk	Total Capital Charge for Market Risk	Risk Weighted Assets against Market Risk	
					31 December 2025	31 December 2024
A.	Interest Rate Related Instruments	-	46.98	46.98	**469.82**	**216.27**
B.	Equities	31.51	31.51	63.01	**630.14**	**668.11**
C.	Foreign Exchange Position	-	19.50	19.50	**194.98**	**154.96**
	Total (A+B+C)	**31.51**	**97.99**	**129.49**	**1,294.94**	**1,039.34**

c. Risk Weighted Assets for Operational Risk

SL. No.	Year	Gross Income	Average Gross Income	Capital Charge for Operational Risk	Risk Weighted Assets against Operational Risk	
					31 December 2025	31 December 2024
A.	2023	1,205	1462.93	219.44	**2,194.39**	**2,006.08**
B.	2024	1,621				
C.	2025	1,563				

Measurement of Risk Weighted Assets (RWA)-Consolidated Basis

Total Risk Weighted Assets (RWA)

	Particulars	31 December 2025	31 December 2024
A.	Credit Risk:		
	On-Balance Sheet	17,323.45	15,167.65
	Off-Balance Sheet	4,712.08	2,982.36
B.	Market Risk	1,362.53	1,107.70
C.	Operational Risk	2,186.08	2,001.18
Total Risk Weighted Assets (A+B+C)		**25,584.13**	**21,258.89**

a. i) Risk Weighted Assets for Credit Risk On Balance Sheet Exposure

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
a)	Cash		0%	340.61	-	339.82	-
b)	Claims on Bangladesh Government and Bangladesh Bank		0%	7,732.73	-	5,838.12	-
	Claims on other Sovereigns & Central Banks		0%	-	-	-	-
c)	Claims on Bank for International Settlements International Monetary Fund and European Central Bank		0%	-	-	-	-
d)	Claims on Multilateral Development Banks (MDBs)		0%	-	-	-	-
	i) IBRD, IFC, ADB, AFDB, EBRD, IADB, EIB, EIF, NIB, CDB, CEDB		0%	-	-	-	-
	ii) Other MDBs	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
e)	Claims on Public Sector Entities (other than Government) in Bangladesh	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
f)	Claims on Banks and NBFIs						
	i) Original maturity over 3 months	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	100%	-	-	6.58	6.58
	ii) Original maturity up to 3 months		20%	2075.31	415.06	930.76	186.15
g)	Claims on Corporate	1	20%	4888.54	977.71	4,787.18	957.44
		2	50%	5,676.86	2,838.43	5,547.44	2,773.72
		3,4	100%	4,230.89	4,230.89	4,485.30	4,485.30
		5,6	150%	-	-	-	-
		Unrated	125%	181.92	227.41	23.48	29.34
h)	Claims on SME	1	20%	14.08	2.82	173.44	34.69
		2	40%	252.94	101.18	484.66	193.86
		3	60%	1,531.59	918.95	2,829.58	1,697.75
		4	80%	214.11	171.29	277.62	222.09
		5	120%	-	-	-	-
		6	150%	-	-	-	-
		Unrated (Small enter- prise & <BDT 3.00M)	75%	2,148.43	1,611.33	32.64	24.48
		Unrated (Small enter- prise having> BDT 3.00M & medium enterprise)	100%	1,639.12	1,639.12	26.99	26.99

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
i)	Claims under Credit Risk Mitigation	PSE	N/A	-	-	-	-
		Banks & NBFIs	N/A	-	-	-	-
		Corporate	N/A	378.90	59.76	141.18	23.79
		Retail	N/A	356.76	0.96	361.13	0.18
		Small	N/A	0.05	-	132.12	23.58
		Cons.Finance	N/A	-	-	-	-
		Res. Property	N/A	-	-	-	-
		Comm. Real estate	N/A	-	-	-	-
j)	Claims categorized as retail portfolio (excluding SME Consumer Finance & Staff loan) up to 1 crore		75%	267.10	200.32	68.08	51.06
k)	Consumer Loan		100%	699.71	699.71	424.03	424.03
l)	Claims fully secured by residential property		50%	142.70	71.35	53.55	26.77
m)	Claims fully secured by commercial real estate		100%	252.01	252.01	50.24	50.24
n)	1. Past due claims (Risk weights are to be assigned net of specific provision)						
	Where specific provisions are less than 20 percent of the outstanding amount of the past due claim		150%	579.13	868.69	911.11	1,366.67
	Where specific provisions are no less than 20 percent of the outstanding amount of the past due claim.		100%	513.14	513.14	583.54	583.54
	Where specific provisions are more than 50 percent of the outstanding amount of the past due claim.		50%	91.39	45.69	385.20	192.60
	2. Claims fully secured against residential property that are past due for more than 90 days and /or impaired and specific provision held there-against is less than 20% of outstanding amount.		100%	16.23	16.23	23.69	23.69
	3. Loans and Claims fully secured against residential property that are past due for more than 90 days and or impaired and specific provision held there-against is more than 20% of outstanding amount.		75%	1.17	0.88	3.63	2.72
o)	Capital Market Exposures		125%	95.63	119.54	183.62	229.53
p)	Unlisted equity investments and regulatory Capital instruments issued by other banks (Other than those deducted from capital) held in the banking book		125%	520.48	650.60	719.59	899.49
q)	Investments in venture capital		100%	1.85	1.85	1.43	1.43
r)	Investments in premises, plant and equipment and all other fixed assets		100%	243.94	243.94	251.89	251.89
s)	Claims on all fixed assets under operating lease		100%	-	-	-	-
t)	All other assets:						
	i) Claims on GoB & BB		0%	194.25	-	6.38	-
	ii) Staff Loans		20%	153.09	30.62	143.48	28.70
	iii) Cash items in Process of Collection		20%	5.85	1.17	24.50	4.90
	iv) Claims on offshore banking Unit		100%	-	-	-	-
	v) Other assets (not specified above) [net of specific provision if any		100%	412.84	412.84	344.45	344.45
	Total			**35,853.30**	**17,323.45**	**30,596.43**	**15,167.65**

a ii). Risk Weighted Assets for Off-balance sheet exposure

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
a.	Claims on Bangladesh Government and Bangladesh Bank		0%	-	-	-	-
b.	Claims on other Sovereigns & Central Banks		0%	-	-	-	-
c.	Claims on Bank for International Settlements International Monetary Fund and European Central Bank		0%	-	-	-	-
d.	Claims on Multilateral Development Banks (MDBs)		0%	-	-	-	-
	i) IBRD, IFC, ADB, AFDB, EBRD, IADB, EIB, EIF, NIB, CDB, CEDB		0%	-	-	-	-
	ii) Other MDBs	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
e.	Claims on Public Sector Entities (other than Government) in Bangladesh	1	20%	-	-	-	-
		1,2	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	50%	-	-	-	-
f.	Claims on Banks and NBFIs			-	-	-	-
	i) Original maturity over 3 months	1	20%	-	-	-	-
		2,3	50%	-	-	-	-
		4,5	100%	-	-	-	-
		6	150%	-	-	-	-
		Unrated	100%	-	-	-	-
	ii) Original maturity less than 3 months		20%	-	-	-	-
g)	Claims on Corporate	1	20%	2,499.59	499.92	1,834.99	367.00
		2	50%	1,440.20	720.10	1,372.71	686.35
		3,4	100%	1,044.80	1,044.80	646.51	646.51
		5,6	150%	-	-	-	-
		Unrated	125%	67.52	84.40	41.28	51.59
h)	Claims on SME	1	20%	-	-	18.89	3.78
		2	40%	56.36	22.54	161.25	64.50
		3	60%	199.26	119.56	327.97	196.78
		4	80%	41.83	33.47	26.57	21.26
		5	120%	-	-	-	-
		6	150%	-	-	-	-
		Unrated (Small enter- prise & <BDT 3.00M)	75%	1,001.33	751.00	526.41	394.81
		Unrated (Small enter- prise having> BDT 3.00M & medium enterprise)	100%	1,436.29	1,436.29	549.77	549.77

SL. No.	Particulars	Bangladesh Bank's Rating Grade	31 December 2025			31 December 2024	
			Risk Weight	Exposure	Risk Weighted Assets	Exposure	Risk Weighted Assets
i)	Claims against retail portfolio and small & medium enterprise (excluding consumer loan)		75%	-	-	-	-
j)	Consumer Loan		100%	-	-	-	-
k)	Claims fully secured by residential property		50%	-	-	-	-
l)	Claims fully secured by commercial real estate		100%	-	-	-	-
m	Investments in venture capital		150%	-	-	-	-
n	All other assets		100%	-	-	-	-
	Total			**7,787.18**	**4,712.08**	**5,506.36**	**2,982.36**

b. Risk Weighted Assets for Market Risk Balance Sheet Exposure

Sl. No	Particulars	Capital Charge for Specific Risk	Capital Charge for General Market Risk	Total Capital Charge for Market Risk	Risk Weighted Assets against Market Risk	
					31 December 2025	31 December 2024
A.	Interest Rate Related Instruments	-	46.98	46.98	469.82	216.27
B.	Equities	34.89	34.89	69.77	697.73	736.47
C.	Foreign Exchange Position	-	19.50	19.50	194.98	154.96
	Total (A+B+C)	**34.89**	**101.37**	**136.25**	**1,362.53**	**1,107.70**

c. Risk Weighted Assets for Operational Risk

SL. No.	Year	Gross Income	Average Gross Income	Capital Charge for Operational Risk	Risk Weighted Assets against Operational Risk	
					31 December 2025	31 December 2024
A.	2023	1162	1457.39	218.61	2,186.08	2,001.18
B.	2024	1646				
C.	2025	1565				

National Credit and Commerce Bank PLC.

Statement of the Name of the Directors and the entities in which they have interest as on 31 December 2025

SL. No.	Name of Directors	Status with the NCCBPLC	Name of the firms/companies in which interested as proprietor, partner, Director, managing agent, guarantor, employee etc.	% of interest
1	Mohammed Nurun Newaz	Chairman	Royal International, Proprietor	100.00%
			Electro Mart Limited, Chairman	17.50%
			Trade International Industries Ltd., Chairman	20.00%
			Newaz International Ltd., Managing Director	35.00%
			The Royal Bengal Agency, Proprietor	100.00%
			Newaz Overseas Services Ltd., Chairman	50.00%
			Orchid Energy Limited, Chairman	20.00%
2	Mr. Abdus Salam	Vice Chairman	The Bengal Electric Ltd., Managing Director	74.00%
			Multiple Equipment & Engineering Ltd., Managing Director	60.00%
			Gangatia Fisheries Ltd., Managing Director	20.00%
			Rafika Moktader School, Chairman	0.00%
			Bengal Shipyard Ltd., Managing Director	25.00%
3	Mr. Amjadul Ferdous Chowdhury		BSA Fashion Limited, Chairman	35.71%
			BSA Apparels Limited, Chairman	50.00%
			Vanguard Garments Ltd., Chairman	66.67%
			Vanguard Dresses Limited, Chairman	33.33%
			Vanguard Packages Limited, Chairman	33.40%
			Vanguard Maritime Limited, Chairman	30.00%
			BSA Shipping Limited, Director	30.00%
			Afrah Washing Industries Ltd., Director	28.00%
			Royal Cement Limited, Chairman	10.00%
			Brave Royal Shipping Limited, Managing Director	20.00%
			Royal P. P Begs Limited, Chairman	15.00%
			Harrods Garments Ltd., Chairman & Managing Director	45.67%
			Vangurd Shares & Securities Limited, Chairman	5.88%
4	Mr. Khairul Alam Chaklader	Director	Eastern Logistics Ltd, Director	13.80%
			AutoKap Bricks Ltd, Director	20.00%
			Eastern Deports Services Ltd., Director	13.80%
			Gulshan Point (Pvt) Ltd., Managing Director	30.00%
			Maxwell Electronics, Proprietor	100.00%
5	Mr. Md. Moinuddin	Director	Vyne Global Fortunes Investmrent Co. L.L.C, Chief Executive Officer	100.00%
			Central Paris Hotel, Managing Director	70.00%
			Janata General Contracting L.L.C, Managing Director	60.00%
			Dar Al Yaqout Property Management L.L.C, Chief Executive Officer	100.00%
			Alveria Capital Management L.L.C, Chairman	100.00%
			PT Keys Management, Investment Partner	35.00%
			Vyne Global Solutions sp.z o. o , Director	79.00%

SL. No.	Name of Directors	Status with the NCCBPLC	Name of the firms/companies in which interested as proprietor, partner, Director, managing agent, guarantor, employee etc.	% of interest
6	Mr. Mohammed Sazzad Un Newaz	Director	Electro Mart Limited, Director	12.50%
			Trade International Industries Ltd., Director	15.00%
			Newaz International Ltd., Director	10.00%
			Newaz Overseas Services Ltd., Managing Director	50.00%
			Orchid Corporation, Proprietor	100.00%
			Blueberry Corporation, Proprietor	100.00%
			Orchid Energy Limited, Managing Director	40.00%
			3i Services, Proprietor	100.00%
7	Ms. Tanzina Ali	Director	Diamond Cement Ltd., Shareholder	11.11%
8	Mr. Syed Asif Nazamuddin	Director	J M Shipping Lines, Partner	49.00%
			Anchor Shipping Lines, Proprietor	100.00%
			MAS Trading, Partner	55.00%
9	Ms. Shamima Newaz	Director	Newaz International Ltd., Director	10.00%
			Orchid Energy Ltd., Shareholder	10.00%
10	Mr. Morshedul Alam Chaklader	Director	Maxwell Trading Corporation, Propriter	100.00%
			Total Air Services Limited GSA: AirAsia & Kuwait Airways, MD	20.00%
			TAS Aviation Ltd. GSA: Maldivian Airlines, Managing Director	20.00%
			Total Logistics and Courier Services Limited GSA: SMSA Express, MD	20.00%
			Total Air Cargo Services Ltd., Managing Director	20.00%
			Eastern Logistics Limited, DIrector	10.00%
			Eastern Depot Services Limited, Director	10.00%
			Bakkah Holdings Limited, Managing Director	23.00%
			Bakkah Aviation Limited, Managing Director	23.00%
			DigiBox Limited, Chairman	50.00%
			AutoKap Bricks Limited, Director	25.00%
11	Mrs. Nahid Banu	Director	B.S.A Fashion Limited, Director	35.71%
			Vanguard Packages Limited, Director	33.40%
			Vanguard Dresses Limited, Director	33.33%
			Royal Cement Limited, Director	20.00%
			Brave Royel Shipping Limited, Director	20.00%
			Vanguard Maritime Limited, Managing Director	30.00%
			Royal P.P Begs Limited, Director	12.50%
			Harrods Garments Limited, Director	19.35%
			BSA Shipping Ltd., Chairman	30.00%
			Afrah Washing Industries Ltd., Director	28.00%
12	Mr. Md. Amirul Islam, FCS, FCA	Independent Director	M/s. K. M. Hasan & Co., Chartered Accountants, Senior Partner	-
13	Mr. Mr. Meer Sajed-Ul-Basher, FCA	Independent Director	Sajed Meer Chartered Accountant, Principal and CEO	100.00%
			SAJ ImpactBLiss Limited, Chairman	98.00%

National Credit and Commerce Bank PLC.

Annexure-I

Related Party Transactions

As at 31 December 2025

The Bank in normal course of business has had transactions with other entities that fall within the definition of Related party as contained in International Accounting Standards (IAS-24) (Related Party Disclosures) and as defined in the BRPD Circular # 14 dated 25 June 2003.

The Significant Related party transactions during the year were as follows:

Amount in Taka Lac

SL. No.	Name of the Organization/Client	Related Director	Nature of Facilities	Rate	Income	Limit	Outstanding (funded)	Outstanding (non-funded)	Total outstanding
1	Mr. Mohd. Nurun Newaz	Mr. Mohd. Nurun Newaz	Credit Card		-	4.6	0.3	-	0.3
2	Mrs. Shaheda Newaz	Mr. Mohd. Nurun Newaz	Credit Card		-	4.6	-	-	-
3	Mrs. Shakila Newaz	Mr. Mohd. Nurun Newaz	Credit Card		-	3.6	0.8	-	0.8
4	Mrs. Shamima Newaz	Mrs. Shamima Newaz	Credit Card		-	6.3	-	-	-
5	Mr. Benazir Chowdhury	Mrs. Shamima Newaz	Credit Card		-	7.2	-	-	-
6	Mr. Sazzad-un-Newaz	Mr. Sazzad-un-Newaz	Credit Card		-	5.4	0.6	-	0.6
7	Mr. Mohammed Nurussafa Mazumder	Mr. Mohd. Nurun Newaz	Credit Card		-	4.5	0.4	-	0.4
8	Mr. Abdus Salam	Mr. Abdus Salam	Credit Card		-	4.8	-	-	-
9	Mr. Khairul Alam Chaklader	Mr. Khairul Alam Chaklader	Credit Card		-	1.9	-	-	-
10	Mr. Morshedul Alam Chaklader	Mr. Morshedul Alam Chaklader	Credit Card		-	2.7	-	-	-
11	Ms. Tanzina Ali	Ms. Tanzina Ali	Credit Card		-	9.5	2.8	-	2.8
	Total				**-**	**54.8**	**4.8**	**-**	**4.8**

Inter-company balances and transactions between Parent and Subsidiaries:

Name of Subsidiaries	Nature of Account	Balance as at 31 December 2025
NCCB Securities and Financial Services Limited	In Special Notice Deposit (SND) Account	3,563.6
NCCB Securities and Financial Services Limited	In Secured Overdraft Account	-
NCCB Capital Limited	In Current Deposit (CD) Account	2,579.1
Name of Subsidiaries	**Nature of Transactions**	**Transacted during the year**
NCCB Securities and Financial Services Limited	Interest income and Expense	166.5

Transactions relating to Service, Rent

Amount in lac Taka

Name of Organization/Person	Related Director	Relationship with Director of Organization/ Interest	Service Type	Nature of Transactions	Transaction during the year
Central Insurance Company Ltd.	Mohammed Nurun Newaz	Spouse	Insurance	Payment of premium for insurance coverage	20.97
Continental Insurance PLC	Mr. Syed Asif Nizamuddin	Brother	Insurance	Payment of premium for insurance coverage	1.05
NITS Gulshan Office	Mohammed Nurun Newaz	Brother	Rent	Payment of Office Rent	78.94
NITS Ctg. Office	Ms. Tanzina Ali	Father & Uncle	Rent	Payment of Office Rent	30.49
Total					**131.45**

Key management personnel compensation refer to note no- 34

Annexure-J

National Credit and Commerce Bank PLC.

Disclosure Regarding Outstanding Repo

As at 31 December 2025

a.(i) Disclosure regarding outstanding Repo as on 31 December 2025

Sl No	Counter Party Name	Agreement Date	Reversal Date	Amount(1st leg cash consideration)
1	Standerd Chartered Bank	30-Dec-25	1-Jan-26	6,035,059,000
2	Standerd Chartered Bank	30-Dec-25	1-Jan-26	
3	Standerd Chartered Bank	30-Dec-25	1-Jan-26	
4	Standerd Chartered Bank	30-Dec-25	1-Jan-26	
5	Dhaka Bank	30-Dec-25	5-Jan-26	
6	Dhaka Bank	30-Dec-25	5-Jan-26	
7	Dhaka Bank	30-Dec-25	5-Jan-26	
Total				**6,035,059,000**

a.(ii) Disclosure regarding outstanding reverse repo as on 31 December 2025

Sl No	Counter Party Name	Agreement Date	Reversal Date	Amount(1st leg cash consideration)
1				Nil
2				
3				
Total				-

b. Disclosure regarding overall transaction of Repo and Reverse repo.

Particulars	Minimum outstanding during the year	Maximum outstanding during the year	Daily average outstanding during the year
Securities sold under repo:			
i) with Bangladesh Bank	571,387,334	5,991,268,428	620,708,682
ii) with other banks & FIs	265,146,900	6,035,059,000	901,423,823
Securities purchased under reverse repo:			
i)from Bangladesh Bank			
ii)from other banks & FIs	390,992,000	1,037,287,650	11,517,801

National Credit and Commerce Bank PLC. and its Subsidiaries

Consolidated Financial Highlights

For the year ended on 31 December 2025

Sl. No.	Particulars	2025	2024
1	Paid-up capital	11,104,230,950	11,104,230,950
2	Total regulatory capital	40,500,650,101	32,637,539,973
3	Capital surplus/(deficit)	8,520,484,067	6,063,921,958
4	Total assets	399,319,358,634	348,715,917,585
5	Total deposits	296,985,128,897	256,651,079,123
6	Total loans & advances	263,655,062,951	242,082,668,135
7	Total contingent liabilities	163,671,416,843	135,927,150,185
8	Credit deposit ratio*	74.87%	82.30%
9	Percentage of classified loans against total loans & advances	4.11%	7.27%
10	Net profit after tax	4,765,822,135	4,376,171,199
11	Amount of classified loan	10,835,826,040	17,588,978,939
12	Provision kept against classified loans	6,565,770,855	14,533,203,815
13	Provision surplus/(deficit)	-	-
14	Cost of fund including administration (%)	8.81%	8.51%
15	Interest earning assets	363,477,643,788	308,383,444,101
16	Non-interest earning assets	35,841,714,846	40,332,473,484
17	Return on equity (ROE)	16.66%	16.79%
18	Return on assets (ROA)	1.27%	1.31%
19	Income from investment	10,136,163,551	7,527,359,411
20	Earnings per share (Taka)	4.29	3.94
21	Net income per share (Taka)	4.29	3.94
22	Price earning ratio (Times)	2.84	5.15

* Credit deposit ratio (CDR) calculation is made as per Bangladesh Bank guidelines.

Annexure-L

National Credit and Commerce Bank PLC.

Financial Highlights of the Bank

For the year ended on 31 December 2025

Sl. No.	Particulars	2025	2024
1	Paid-up capital	11,104,230,950	11,104,230,950
2	Total capital	39,904,397,027	32,216,265,763
3	Capital surplus/(deficit)	7,805,533,230	5,611,564,274
4	Total assets	398,829,082,972	348,205,977,767
5	Total deposits	297,388,528,152	257,352,743,366
6	Total loans & advances	262,698,772,522	240,246,437,780
7	Total contingent liabilities	163,671,416,843	135,927,150,185
8	Credit deposit ratio*	74.87%	82.30%
9	Percentage of classified loans against total loans & advances	4.12%	7.32%
10	Net profit ater tax	4,861,231,157	4,372,958,758
11	Amount of classified loan	10,835,826,040	17,588,978,939
12	Provision kept against classified loans	6,565,770,855	14,533,203,815
13	Provision surplus/(deficit)	-	-
14	Cost of fund including administration (%)	8.81%	8.51%
15	Interest earning assets	363,076,417,299	307,943,915,228
16	Non-interest earning assets	35,752,665,672	40,262,062,539
17	Return on equity (ROE)	17.05%	16.79%
18	Return on assets (ROA)	1.30%	1.31%
19	Income from investment	10,021,516,627	7,437,020,482
20	Earnings per share (Taka)	4.38	3.94
21	Net income per share (Taka)	4.38	3.94
22	Price earning ratio (Times)	2.79	5.16

* Credit deposit ratio (CDR) calculation is made as per Bangladesh Bank guidelines.

National Credit and Commerce Bank PLC.

Annexure-M

Financial Reporting by Segments

For the year ended on 31 December 2025

i) Operating Segment profit and loss account as per IFRS-8.

Particulars	NCC Bank PLC				Subsidiaries			Inter Company Transaction	Consolidated
	Conventional Banking	Islamic Banking	Off-Shore Banking Units	Total	NCCBSFSL	NCCB Capital Limited	Total		
Interest/Profit income	24,449,280,385	113,844,249	1,103,762,128	25,666,886,762	144,063,921	-	144,063,921	(16,653,541)	25,794,297,142
Interest/Profit paid on deposits and borrowings	(18,937,790,809)	(211,011,935)	(891,643,692)	(20,040,446,436)	(7,803,117)	-	(7,803,117)	16,653,541	(20,031,596,012)
Net Interest/Profit income	**5,511,489,576**	**(97,167,686)**	**212,118,436**	**5,626,440,326**	**136,260,804**	**-**	**136,260,804**	**-**	**5,762,701,130**
Income from investments	10,008,243,598	13,273,029	-	10,021,516,627	114,646,924	-	114,646,924	-	10,136,163,551
Commission, exchange and brokerage	2,851,351,627	1,848,978	-	2,853,200,605	60,831,829	-	60,831,829	-	2,914,032,434
Other operating income	1,567,358,245	828,900	8,883,369	1,577,070,514	698,383	-	698,383	-	1,577,768,897
Total operating income	**19,938,443,046**	**(81,216,779)**	**221,001,805**	**20,078,228,072**	**312,437,940**	**-**	**312,437,940**	**-**	**20,390,666,012**
Salary and allowances	(3,992,074,499)	(24,889,060)	(4,801,579)	(4,021,765,138)	(49,595,507)	-	(49,595,507)	-	(4,071,360,645)
Rent, taxes, insurance, electricity etc.	(463,132,161)	(12,215,864)	-	(475,348,025)	(4,478,334)	-	(4,478,334)	-	(479,826,359)
Legal expenses	(52,039,429)	(5,390)	-	(52,044,819)	-	-	-	-	(52,044,819)
Postage, stamp, telecommunication etc.	(87,584,254)	(79,760)	-	(87,664,014)	(521,914)	-	(521,914)	-	(88,185,928)
Stationery, printing, advertisement etc.	(145,173,128)	(174,481)	-	(145,347,609)	(609,303)	-	(609,303)	-	(145,956,912)
Chief Executive Officer's salary and fees	(15,300,000)	-	-	(15,300,000)	(8,158,222)	-	(8,158,222)	-	(23,458,222)
Director's fees & other meeting expenses	(5,817,876)	(176,000)	-	(5,993,876)	(373,200)	-	(373,200)	-	(6,367,076)
Auditors' fees	(2,573,717)	-	-	(2,573,717)	(69,000)	(57,000)	(126,000)	-	(2,699,717)
Charges on loan losses	(42,370,604)	-	-	(42,370,604)	-	-	-	-	(42,370,604)
Repairs,maintenance and depreciation	(719,290,864)	(6,278,965)	-	(725,569,829)	(11,923,689)	-	(11,923,689)	-	(737,493,518)
Other expenses	(1,419,965,288)	(10,000,791)	(48,225)	(1,430,014,304)	(15,098,704)	(316)	(15,099,020)	-	(1,445,113,323)
Total operating expenses	**(6,945,321,821)**	**(53,820,311)**	**(4,849,804)**	**(7,003,991,936)**	**(90,827,873)**	**(57,316)**	**(90,885,189)**	**-**	**(7,094,877,125)**
Profit before provision	**12,993,121,225**	**(135,037,090)**	**216,152,001**	**13,074,236,136**	**221,610,067**	**(57,316)**	**221,552,751**	**-**	**13,295,788,887**
Provision for loans and advances	**(4,671,210,795)**	**(11,659,582)**	**(84,792,402)**	(4,767,662,779)	**(271,362,061)**	-	(271,362,061)		(5,039,024,840)
Other provision	**(2,401,346,843)**	-	-	(2,401,346,843)	**(8,998,199)**	-	(8,998,199)	-	(2,410,345,042)
Total provision	**(7,072,557,638)**	**(11,659,582)**	**(84,792,402)**	**(7,169,009,622)**	**(280,360,260)**	**-**	**(280,360,260)**	**-**	**(7,449,369,882)**
Profit before tax	**5,920,563,587**	**(146,696,672)**	**131,359,599**	**5,905,226,514**	**(58,750,193)**	**(57,316)**	**(58,807,509)**	**-**	**5,846,419,005**
Provision for tax	(1,043,995,357)	-	-	(1,043,995,357)	(36,601,513)	-	(36,601,513)		(1,080,596,870)
Profit after tax	**4,876,568,230**	**(146,696,672)**	**131,359,599**	**4,861,231,157**	**(95,351,706)**	**(57,316)**	**(95,409,022)**	**-**	**4,765,822,135**
Interest on perpetual bonds	(500,000,000)	-	-	(500,000,000)	-	-	-	-	(500,000,000)
Start-up fund	(69,106,210)	-	-	(69,106,210)	-	-	-	-	(69,106,210)
Net profit attributable to ordinary shareholders	**4,307,462,020**	**(146,696,672)**	**131,359,599**	**4,292,124,947**	**(95,351,706)**	**(57,316)**	**(95,409,022)**	**-**	**4,196,715,925**

National Credit and Commerce Bank PLC.

Annexure-M

Financial Reporting by Segments

For the year ended on 31 December 2025

ii) Operating Segment balance sheet as per IFRS-8.

Particulars	NCC Bank PLC				Subsidiaries			Inter Company Transaction	Consolidated
	Conventional Banking	Islamic Banking	Off-Shore Banking Units	Total	NCCBSFSL	NCCB Capital Limited	Total		
Assets									
Cash in hand (including foreign currencies)	3,365,427,087	40,697,451	-	3,406,124,538	-	-	-	-	3,406,124,538
Balance with B.B and its agents	14,870,228,076	255,409,912	-	15,125,637,988	-	-	-		15,125,637,988
Balance with other banks and financial institutions	4,626,806,873	310,000,000	38,256,056	4,975,062,929	624,079,796	257,908,588	881,988,384	(614,264,399)	5,242,786,914
Money at call and short notice	1,119,600,000	-	-	1,119,600,000	-	-	-	-	1,119,600,000
Investments	98,099,680,468	300,000,000	-	98,399,680,468	1,436,193,311	-	1,436,193,311	-	99,835,873,779
Loans and advances/investments	243,265,185,241	1,354,757,817	18,078,829,464	262,698,772,522	956,290,429	-	956,290,429	-	263,655,062,951
Fixed assets	3,280,040,906	47,564,958	-	3,327,605,864	45,690,205	-	45,690,205	-	3,373,296,069
Other assets	5,147,042,319	4,487,545,749	139,260,079	9,773,848,147	99,710,613	-	99,710,613	(2,315,332,880)	7,558,225,880
Non-banking assets	2,750,514	-	-	2,750,514	-	-	-	-	2,750,514
Total Assets	**373,776,761,486**	**6,795,975,887**	**18,256,345,599**	**398,829,082,972**	**3,161,964,354**	**257,908,588**	**3,419,872,942**	**(2,929,597,279)**	**399,319,358,634**
Liabilities									
Borrowings from other banks, FI and agents	12,008,841,578	-	18,643,136,939	30,651,978,517	315,325,745	-	315,325,745	-	30,967,304,262
Deposits and other accounts	290,790,237,620	6,598,290,532	-	297,388,528,152	276,198,225	-	276,198,225	(679,597,479)	296,985,128,897
Other liabilities	32,441,670,111	346,585,891	46,384,113	32,834,640,115	538,596,326	126,000	538,722,326	-	33,373,362,442
NCC Bank Subordinated and Perpetual Bonds	7,400,000,000	-	-	7,400,000,000	-	-	-	-	7,400,000,000
Total shareholders equity	31,136,012,177	(148,900,536)	(433,175,453)	30,553,936,188	2,031,844,058	257,782,588	2,289,626,646	(2,249,999,800)	30,593,563,033
Total Liabilities & Equity	**373,776,761,486**	**6,795,975,887**	**18,256,345,599**	**398,829,082,972**	**3,161,964,354**	**257,908,588**	**3,419,872,942**	**(2,929,597,279)**	**399,319,358,634**

Annexure-N

National Credit and Commerce Bank PLC.

Year wise Unclaimed or Unpaid Dividend

As at 31 December 2025

Sl. No.	Particular of Accounts	Year	Amount in Taka
01	Cash Dividend-2000	**2000**	**125,077**
02	Cash Dividend-2001	**2001**	**588,402**
03	Fractional Dividend-2001	**2001**	**242,995**
04	Fractional Dividend-2002	**2002**	**13,609**
05	Cash Dividend-2003	**2003**	**599,259**
06	Fractional Dividend-2003	**2003**	**86,537**
07	Fractional Dividend-2004	**2004**	**55,953**
08	Cash Dividend-2005	**2005**	**3,053,120**
09	Fractional Dividend-2005	**2005**	**35,285**
10	Cash Dividend-2006	**2006**	**2,528,121**
11	Fractional Dividend-2006	**2006**	**228,632**
12	Fractional Dividend-2007	**2007**	**259,899**
13	Fractional Dividend-2008	**2008**	**249,472**
14	Fractional Dividend-2009	**2009**	**1,039,396**
15	Fractional Dividend-2010	**2010**	**70,067**
16	Cash Dividend-2011	**2011**	**7,683,324**
17	Fractional Dividend-2012	**2012**	**475,943**
18	Cash Dividend-2013	**2013**	**7,240,558**
19	Fractional Dividend-2014	**2014**	**40,089**
20	Cash Dividend-2015	**2015**	**11,879,898**
21	Cash Dividend-2016	**2016**	**10,605,774**
22	Cash Dividend-2017	**2017**	**10,677,066**
23	Cash Dividend-2018	**2018**	**4,493,099**
24	Cash Dividend-2019	**2019**	**17,161,265**
25	Cash Dividend-2020	**2020**	**9,487,856**
26	Cash Dividend-2021	**2021**	**28,356,704**
27	Cash Dividend-2022	**2022**	**7,103,985**
28	Cash Dividend-2023	**2023**	**16,822,221**
		Total	**141,203,607**

National Credit and Commerce Bank PLC.
Islamic Banking Unit

Annexure-O

Balance Sheet

As at 31 December 2025

Property and Assets	Notes	Amount in BDT	
		2025	2024
Cash	3	**917,581,469**	**763,958,048**
In hand (including foreign currencies)		27,654,852	41,373,503
Balance with Bangladesh Bank and its agent bank (s) (including foreign currencies)		889,926,617	722,584,545
Balance with other banks and financial institutions	4	**2,543,434,357**	**-**
In Bangladesh		2,543,434,357	-
Outside Bangladesh		-	-
Placement with other banks and financial institutions	5	**1,150,000,000**	**1,150,000,000**
Investments in shares and securities	6	**982,650,000**	**343,740,000**
Government		754,650,000	43,740,000
Others		228,000,000	300,000,000
Investments	7	**6,269,939,187**	**5,997,281,927**
General Investment		6,066,381,353	5,492,217,084
Bills purchased & negotiated under Musharaka		203,557,834	505,064,843
Fixed assets including premises, furnitures and fixtures	8	**66,031,497**	**38,737,493**
Other assets	9	**265,127,757**	**3,452,358,646**
Non-banking assets		-	-
TOTAL ASSETS		**12,194,764,267**	**11,746,076,113**
LIABILITIES AND CAPITAL			
Liabilities			
Placement from other banks and financial institutions	10	**319,953,152**	**310,465,018**
Deposits and other accounts	11	**11,155,921,404**	**10,982,711,194**
Al-wadeeah Current and other deposits		566,425,836	689,558,396
Bills payable		36,007,590	3,284,652
Mudarabah Savings		237,568,104	132,154,627
Mudarabah Scheme Deposits and Other Term Deposits		460,433,886	-
Mudarabah term deposits		9,855,485,987	10,157,713,518
Other liabilities	12	**1,023,219,379**	**842,022,724**
TOTAL LIABILITIES		**12,499,093,935**	**12,135,198,935**
Shareholders' equity			
Paid up capital		-	-
Statutory reserve		-	-
General reserve		-	-
Surplus in profit and loss account	13	(304,329,668)	(389,122,822)
		(304,329,668)	**(389,122,822)**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**12,194,764,267**	**11,746,076,113**
OFF BALANCE SHEET ITEMS			
Contingent liabilities			
Acceptances and endorsements		3,127,612,664	602,646,318
Letters of guarantee		132,867,534	47,886,565
Letters of credit issued		2,207,908,244	1,767,539,006
Bills for collection		4,772,906,065	71,650,501
TOTAL OFF BALANCE SHEET ITEMS		**10,241,294,506**	**2,489,722,391**

These financial statements should be read in conjunction with the annexed notes.

National Credit and Commerce Bank PLC.
Islamic Banking Unit

Profit and Loss Account

For the year ended 31 December 2025

	Notes	Amount in BDT	
		2025	2024
Income on Investments	14	563,387,606	496,964,100
Less: Profit paid on deposits and other funds	15	821,629,911	803,627,696
Net profit on investment		**(258,242,305)**	**(306,663,595)**
Profit on investment in shares and securities	16	80,554,484	33,568,009
Commission, exchange and brokerage	17	30,263,409	42,088,113
Other income	18	16,048,378	11,930,432
Total operating income		**(131,376,034)**	**(219,077,041)**
Salary and allowances	19	47,142,640	35,917,947
Rent, taxes, insurance, electricity etc.	20	22,570,314	11,087,246
Legal expenses	21	50	-
Postage, stamp, telecommunication etc.	22	1,191,342	702,969
Stationery, printing, advertisement etc.	23	1,164,733	404,628
Shariah Supervisory Committee Members' fees & other meeting related expenses	24	214,000	116,600
Audit fee	25	-	-
Repairs, maintenance and depreciation	26	18,127,429	21,142,500
Other expenses	27	15,663,187	55,736,352
Total operating expense		**106,073,695**	**125,108,241**
Profit before provisions		**(237,449,728)**	**(344,185,282)**
Provision for Investments		**19,098,690**	**44,937,540**
Specific provision		5,442,485	73,771
General provision		13,656,205	44,863,769
Provision for other assets		**47,781,250**	**-**
Total provisions		**66,879,940**	**44,937,540**
Profit before tax		**(304,329,668)**	**(389,122,822)**
Provision for tax			
Current tax		-	-
Deferred Tax		-	-
Profit after tax		**(304,329,668)**	**(389,122,822)**

These financial statements should be read in conjunction with the annexed notes.

National Credit and Commerce Bank PLC.
Islamic Banking Unit

Cash Flow statement

For the year ended 31 December 2025

		Amount in BDT	
		2025	2024
A)	**Cash flows from operating activities**		
	Profit received in cash	614,107,534	387,761,898
	Profit paid by cash	(757,642,008)	(756,731,614)
	Dividend received	-	-
	Fees & commission received in cash	30,263,409	42,088,113
	Recoveries of Invesmentss previously written off	-	-
	Cash paid to employees as salary	(47,142,640)	(35,917,947)
	Cash paid to suppliers	(15,663,187)	(55,736,352)
	Income taxes paid	(26,120,593)	(24,930,756)
	Received from other operating activities	16,048,378	11,930,432
	Paid for other operating activities	(31,412,160)	(24,027,014)
	Loss on sale of fixed assets	-	371,961
	Operating profit before changes in operating assets and liabilities	**(217,561,266)**	**(455,191,277)**
	Increase/(decrease) in operating Assets & Liabilities		
	Purchase-sale of trading securities	(638,910,000)	(43,740,000)
	Investment to other banks	-	-
	Investment to customers (Other than Banks)	(272,657,260)	(4,642,524,110)
	Other assets	3,195,404,789	1,202,888,069
	Deposits/Funds from other Banks	9,488,135	310,465,018
	Deposits from customers (Other than Banks)	173,210,210	4,384,420,662
	Other liabilities account of customers	-	-
	Other liabilities	98,110,062	403,603,211
	Net Cash received from operating activities	**2,347,084,670**	**1,159,921,573**
B)	**Cash flows from investing activities**		
	Proceeds from sale of securities	-	-
	Payment for purchase of Securities	-	-
	Purchase of property, plant and equipment	(39,149,713)	(973,225)
	Sales proceeds of fixed assets	-	1,800
	Net cash used in investing activities	**(39,149,713)**	**(971,425)**
C)	**Cash flows from financing activities**		
	Received from issue of Invesments capital and debt securities	-	-
	Payment for redemption of Invesments capital & debt security	-	-
	Provision transfer in cash to HO	-	-
	Loss receipt from conventional banking	389,122,822	148,900,537
	Dividend paid in cash to HO	-	-
	Net cash received from financing activities	**389,122,822**	**148,900,537**
D)	**Net (decrease) / increase in cash (A+B+C)**	**2,697,057,779**	**1,307,850,685**
	Effects of exchange rate changes on cash and cash-equivalents	-	-
E)	**Opening cash and cash-equivalents**	1,913,958,048	606,107,363
F)	**Closing cash and cash-equivalents (D+E)**	**4,611,015,827**	**1,913,958,048**

These financial statements should be read in conjunction with the annexed notes

Notes to the Financial Statements

As at and for the year ended 31 December 2025

1.1 Status of the Units

Islamic Banking Unit is a separate business unit under Islamic Banking Division of NCC Bank PLC governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for operation of Islamic banking vide Bangladesh Bank letter no. BRPD (LS-2)745(20)/2022-6911 dated on 05 July 2022. The operation of our Islamic Banking is totally different from the Bank's conventional operation as the Islamic Banking operates their business on the basis of Islamic Shariah.

Principal activities

For procuring funds from depositors, our Islamic Banking follows Al-Wadeeah and Mudarabah principles. Our Islamic Banking operation is committed to follow the accounting principles that refrain from interest. Principles for accounting under its Islamic banking umbrella, run through a separate Islamic Banking software namely ABABIL.

1.2 Significant accounting policies

The accounting policies set out below have been applied consistently to all the periods presented in these financial statements and have been applied consistently by the Islamic Banking Window:

1.2.1 Basis of accounting

Our Islamic Banking Unit comply Al-Wadeeah principles where no profit is allowed at present. But for Mudarabah depositors, Bank follow Investment Income Sharing Ratio technique. It is different from traditional Weighted System so far practiced by almost all Islamic Banking operators in the country. The Income Sharing Ratio between each type of Mudarabah depositors and Bank are duly disclosed at the time of account opening of the concerned period. Profit rate is emerged at actual as derived from the income fetched from deployment of the concerned fund. As such our rate of profit on deposit under Islamic Banking is nothing but post facto expression of the respective agreed sharing ratios. Our profit rate is an output based on the Bank's earning on Investment.

The Islamic Banking unit are being operated in strict compliance with the rules of Islamic Shari'ah. The financial statements of the unit have been prepared under the historical cost convention in accordance with International Financial Reporting Standards (IFRSs). The financial statements of the unit have been prepared in accordance with the International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs) as adopted by the Financial Reporting Council (FRC) under the Financial Reporting Act (FRA), 2015 and, in addition to this, the Islamic Unit also complied with the requirements of the following laws and regulations from various Government bodies:

i) The Banking Companies Act, 1991 (as amended up to date);
ii) The Companies Act, 1994;
iii) Circulars, Rules and Regulations issued by Bangladesh Bank (BB) time to time;
iv) Bangladesh Securities and Exchange Ordinance, 1969; Bangladesh Securities and Exchange Rules, 1987; Bangladesh Securities and Exchange Act, 1993 and Bangladesh Securities and Exchange Commission (Public Issue) Rules, 2015 and amendments thereon;
v) The Income Tax Act, 2023;
vi) The Value Added Tax and Supplementary Duty Act, 2012, The Value Added Tax Rules, 2016 and amendments thereon;
vii) Dhaka Stock Exchange PLC. (DSE), Chittagong Stock Exchange PLC. (CSE) and Central Depository Bangladesh Limited (CDBL) rules and regulations;
viii) Financial Reporting Act, 2015; and
ix) Other applicable laws and regulations.

In case any requirement of the Banking Companies Act, 1991 (as amended up to date) and provisions and circulars issued by Bangladesh Bank differ with those of IFRSs as adopted, the requirements of the Banking Companies Act, 1991 (as amended up to date) and provisions and circulars issued by Bangladesh Bank shall prevail.

As such the Group and the Bank have departed from those which are the requirements of IFRSs and IASs in order to comply with the rules and regulations of Bangladesh Bank are disclosed below:

i) Presentation of Financial Statements

IFRS/IAS: As per IAS 1: Presentation of Financial Statements, a complete set of financial statements comprises a statement of financial position, a statement of profit or loss and other comprehensive income, a statement of changes in equity, a statement of cash flows, notes comprising a summary of significant accounting policies and other explanatory information and comparative information. IAS 1 has also stated the entity to disclose assets and liabilities under current and non-current classification separately in its statement of financial position.

Bangladesh Bank: A format of financial statements (i.e., balance sheet, profit and loss account, cash flow statement, statement of changes in equity, liquidity statement) is prescribed in the "First Schedule" of Section 38 of the Banking Companies Act, 1991 (as amended up to date) and BRPD circular no. 15 dated 09 November 2009 of Bangladesh Bank. Assets and liabilities are not classified under current and non-current heading in the prescribed format of financial statements.

ii) Name of the Financial Statements

IFRS/IAS: As per IAS 1, complete set of financial statements consists statement of financial position, statement of profit or loss and other comprehensive income, statement of changes in equity, statement of cash flows and notes comprising a summary of significant accounting policies and other explanatory information.

Bangladesh Bank: The forms of financial statements and directives for preparation thereof of the Islamic banking companies in Bangladesh are guided by BRPD circular no. 15 dated 09 November 2009 Bangladesh Bank. BRPD circular no. 15 states the statement of financial position as balance sheet and statement of profit or loss and other comprehensive income as profit and loss account.

iii) Investments in Shares and Securities

IFRS/IAS: As per requirements of IFRS 9: Financial Instruments, classification and measurement of investments in shares and securities will depend on how these are managed (the entity's business model) and their contractual cash flow characteristics. Based on these factors it would generally fall either under "at fair value through profit or loss account" or under "at fair value through other comprehensive income" where any change in the fair value (as measured in accordance with IFRS 13) at the year-end is taken to profit and loss account or other comprehensive income respectively.

Bangladesh Bank: As per BRPD circular no. 15 dated 09 November 2009, 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; otherwise, investments are recognised at cost.

iv) Revaluation Gains/Losses on Government Securities

IFRS/IAS: As per requirement of IFRS 9, where securities will fall under the category of fair value through profit or loss account and any change in fair value of the asset is recognised through profit or loss account. Held for Trading (HFT), any change in the fair value of held for trading assets is recognised through profit and loss account. Securities designated as 445 Shahjalal Islami Bank PLC. amortised cost are measured at effective interest rate method and interest income is recognised through the profit and loss account.

Bangladesh Bank: HFT securities are revalued on the basis of mark to market and at year end any gains on revaluation of securities which have not matured as at the balance sheet date are recognised in other reserves as a part of equity and any losses on revaluation of securities which have not matured as at the balance sheet date are charged in the profit and loss account. HTM securities which have not matured as at the balance sheet date are amortised at the year end and gains or losses on amortisation are recognised in other reserve as a part of equity.

v) Provision on Investments and Off-balance Sheet Items

IFRS/IAS: As per IFRS 9, an entity shall recognise an impairment allowance on investments (loans) based on expected credit losses. At each reporting date, an entity shall measure the impairment allowance for investments (loans) at an amount equal to the lifetime expected credit losses if the credit risk on these investments has increased significantly since initial recognition whether assessed on an individual or collective basis considering all reasonable information, including that which is forward-looking. For those investments (loans) for which the credit risk has not increased significantly since initial recognition, at each reporting date, an entity shall measure the impairment allowance at an amount equal to 12 months' expected credit losses that may result from default events on investments that are possible within 12 months after reporting date.

Bangladesh Bank: As per BRPD Circular # 15 dated 27 November 2024,BRPD Circular # 05, dated 25 June 2025, BRPD Circular # 29, dated 21 December 2025, a general provision at 0.5% 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 # 06, 2023, a general provision at 0.5% to 1% should be provided for off-balance sheet exposures except general provision .

vi) Recognition of Investment Income in Suspense

IFRS/IAS: Investments (loans) to customers are generally classified at amortised cost as per IFRS 9 and interest income is recognised by using the effective interest rate method to the gross carrying amount over the term of the loan. Once a loan subsequently becomes credit-impaired, the entity shall apply the effective interest rate to the amortised cost of the investment (loan).

Bangladesh Bank: As per BRPD circular no. 14 dated 23 September 2012, once an investment (loan) is classified, investment income on such investment is not allowed to be recognised as income, rather the corresponding amount needs to be credited to an investment income in suspense account, which is presented as liability in the balance sheet.

1.2.2 Use of estimates and judgments

The preparation of financial statements requires management to make judgment, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets. Liabilities, income and expenses. Actual expenses may differ from these estimates. The figure appearing in these financial statements have been rounded off to the nearest integer.

1.2.3 Cash flow statement

Cash flow statement has been prepared in accordance with the BRPD circular no.14 dated 25 June 2003 issued by the Banking Regulations and Policy Department of Bangladesh bank.

1.2.4 Reporting period

The financial statements cover from 01 January 2025 to 31 December 2025.

1.3 Assets and their valuations

1.3.1 Cash and cash equivalents

Cash and cash equivalents include notes and coins on hand, unrestricted balances held with Bangladesh Bank and highly liquid financial assets which are subject to insignificant risk to change in their fair value, and are used by the unit management for its short-term commitments.

1.3.2 Investment Operation and Return Thereon

Fixed return based investment system is applicable for our Bai-Murabaha Investment method. Under this method, Bank sells the goods to a client at a fixed profit/mark-up on deferred payment including post import basis. Hire-Purchase shirkatul melk is also a fixed return based investment method.

Variable return based income is applied for our Musaharaka method of investment. In these cases, only ratio of income sharing is stated in the agreement. Bank bags income on the basis of concerned venture according to the agreed ratio. Genuine loss, if any is borne according to capital ratio of the client & bank.

1.4 Basis for valuation of liabilities and provisions

Provision for liabilities

A provision is recognized in the balance sheet when the unit has a legal or constructive obligation as a result of a past event and it is probable that an out flow of economic benefit will be required to settle the obligations, in accordance with the IAS 37 " Provisions, Contingent liabilities and Contingent Assets".

1.5 Revenue recognition

1.5.1 Profit income

The Bank earns income from various sources such as charges, fees, commission and investment income. To recognize all sort of income, Bank follows Shariah principles strictly. Usually charges, fees & commission etc. are recognized on actual basis. Recognition of profit from investment follows principle as under:

For Bai-Murabaha Investment: While creating each deal, markup/profit is added to the bank's purchase cost with a credit to profit receivable A/C. Thereafter time apportionment of profit is recognized out of the profit receivable amount at the end of each month on accrual basis. Allowance (rebate) for early repayment, if any, may however be applied at Bank's discretion.

For Hire Purchase Shirkatul melk investment: In case of HPSM method of investment, rent is charged and taken into income account at the end of each month on accrual basis. If the account has a provision of gestation period, generally rent is charged but no income is earned during the period. In this case income starts just after the end of gestation period subject to the delivery of asset is completed in usable condition such as a machine or building etc. All accrual income is subject to prevailing classification and provisioning rules of Bangladesh Bank.

2 General

These financial statements are presented in taka, which is the Bank's functional currency. Figure appearing in these financial statements have been rounded off to the nearest Taka.

		Amount in BDT	
		2025	2024
3	**Cash**		
	Cash in hand (Including foreign currencies)		
	Local currency	27,654,852	41,373,503
	Foreign currencies	-	-
		27,654,852	**41,373,503**
	Balance with Bangladesh Bank and its agent bank (s)		
	Local currency	889,926,617	722,584,545
	Foreign currencies	-	-
		889,926,617	**722,584,545**
	Sonali Bank Ltd. as agent of Bangladesh Bank (Local currency)	-	-
		889,926,617	**722,584,545**
		917,581,469	**763,958,048**
4	**Balance with other Banks and financial institutions :**		
	In Bangladesh **(Note -4.1)**	2,543,434,357	-
	Outside Bangladesh **(Note-4.2)**	-	-
		2,543,434,357	**-**
4.1	**In Bangladesh**		
	Mudaraba term deposit account		
	Pubali Bank PLC **(Note-5.1)**	2,543,434,357	-
		2,543,434,357	**-**
		2,543,434,357	**-**
4.2	**Outside Bangladesh**		
	Current account (profit bearing)		
		-	**-**
5	**Placement with other banks and financial institutions**		
	EXIM Bank PLC.	1,150,000,000	1,150,000,000
		1,150,000,000	**1,150,000,000**
6	**Investments in shares and securities**		
	Government Sukuk Bond	754,650,000	43,740,000
	Other Sukuk Bond	228,000,000	300,000,000
		982,650,000	**343,740,000**
7	**Investments**		
	General Investments **(Note-7.1)**	6,066,381,353	5,811,953,746
	Bills purchased and Negotiated under Musharaka **(Note-7.2)**	203,557,834	185,328,180
		6,269,939,187	**5,997,281,927**
7.1	**General Investments**		
	Inside Bangladesh		
	Bai-Murabahah (Work Order)	8,451,825	-
	Bai-Murabahah (FO)	12,664,150	804,434,710
	Bai-Murabaha Commercial Investment Account	1,910,993,826	2,585,553,988
	Bai-Murabaha (EDF)	341,984,707	323,116,824
	Bai-Murabaha (STF)	3,180,101,595	-
	HPSM Invesments	343,699,779	22,468,567
	Bai-Murabahah (MTR)	125,415,227	1,037,092,995
	Mudaraba	70,050,000	-
	Quard (General)	4,939,183	-
	Bai-Salam	41,642,439	719,550,000
	Bai-Murabahah Import Bill	26,438,620	319,736,663
		6,066,381,353	**5,811,953,746**
	Outside Bangladesh	-	-
		6,066,381,353	**5,811,953,746**

		Amount in BDT	
		2025	2024
7.2	**Bills purchased and Negotiated under Musharaka**		
	Inside Bangladesh		
	Musharaka documentary bills	128,789,500	75,706,650
	MUSHARAKA DOCUMENTARY BILL (MDB) INLAND FCY	40,767,334	72,342,530
		169,556,834	**148,049,180**
	Outside Bangladesh		
	Musharaka documentary bills	34,001,000	37,279,000
		203,557,834	**185,328,180**
8	**Fixed assets including premises, furnitures and fixtures**		
	Cost/Revaluation		
	Furniture and fixtures	41,941,639	11,480,535
	Machinery and equipment	8,585,195	3,838,448
	Computer equipment	4,923,789	2,420,695
	Software	37,245,058	36,050,000
	Total Cost	**92,695,681**	**53,789,678**
	Less: Accumulated depreciation & amortization	(26,664,184)	(15,052,185)
	Net book value at the end of the year	**66,031,497**	**38,737,493**
9	**Other assets**		
	In Bangladesh		
	Stationery in hand	501,619	552,642
	Stamps in hand	409,580	300,120
	Advance against rent	13,815,818	7,372,470
	Interbranch transaction account	-	4,030,229
	Settlement Balance With Conventional Banking	-	3,225,462,894
	Advance Tax	26,120,593	43,443,058
	Profit receivable **(Note-9.1)**	191,291,697	161,457,141
	Sundry Debtor	3,958,876	92,103
	Position account	-	8,339,129
	Fees on QCASH ATM Transaction Settlement Account	-	8,850
	FC Settlement A/C For Conventional Banking (USD)	1,018,637	-
	Prepaid expenses	508,220	-
	Adjustment/Settlement Accounts	27,502,718	1,300,010
		265,127,757	**3,452,358,646**
9.1	**Profit receivable**		
	On Investments	11,776,139	91,626,609
	On Sukuk	52,384,308	44,674,282
	On bank balances/financial institutions/Others	127,131,250	25,156,250
		191,291,697	**161,457,141**
10	**Placement from other banks and financial institutions**		
	In Bangladesh **(Note 10.1)**	319,953,152	310,465,018
	Outside Bangladesh	-	-
		319,953,152	**310,465,018**
10.1	**In Bangladesh**		
	Borrowings from Bangladesh Bank-EDF	319,953,152	310,465,018
11	**Deposits and other accounts**		
	Al-Wadeeah current deposits	343,015,097	353,561,482
	Sundry deposits **(Note 11.2)**	223,410,739	335,996,914
		566,425,836	**689,558,397**
	Mudaraba saving deposits	237,568,104	132,154,627
	Mudaraba term deposits	9,855,485,987	6,460,276,253

		Amount in BDT	
		2025	2024
	Other Time deposits:		
	Mudaraba special notice deposits	155,084,161	3,644,384,785
	Mudaraba pension savings scheme	26,790,622	6,326,503
	Mudaraba monthly profit special deposit scheme	261,443,101	45,359,556
	Parama Mudaraba Monthly Deposit Tawfiqa Scheme Account	1,450,000	-
	Exporters Retention Quota Account-USD	15,661,996	1,323,995
	NFCD	6	42,425
	Mudaraba Hajj Savings Scheme Account	4,000	-
		460,433,886	**3,697,437,265**
	Bills Payable:		
	Payment order (issued)	36,007,590	3,284,652
	Demand draft	-	-
		36,007,590	**3,284,652**
		11,155,921,404	**10,982,711,194**
11.2	**Sundry deposits**		
	Sundry creditors	153,600	1,500
	Margin on letters of guarantee	8,089,709	11,516,522
	Margin on letters of credit	71,047,780	313,860,606
	Risk fund	-	75
	Enquiry charge of CIB	284,100	135,300
	Bangladesh Bank Bach & Clearing Charge	27,358	13,288
	Cards	2,015,265	45,426
	Cash risk allowance fund	29,575	16,750
	MFS bKash/Nagad Settlement Account	107,532	61,010
	Compemsation Realized on Bai-Murabahah (Commercial)	-	15,629
	Compemsation Realizable on Bai-Murabahah (Commercial)	-	179,629
	Settlement Account Top Up	200	330
	IBFT NPSB Outgoing	688,000	45,000
	IBFT Commission Settlement	70	20
	Central Fund RMG Sector @ 0.03% NITS Export	140,961,140	10,105,830
	Donation-MASTUL and AS-SUNNAH Foundation	1,410	-
	Sundry Deposit Locker	5,000	
		223,410,739	**335,996,914**
12	**Other liabilities**		
	Profit payable	214,020,125	150,032,222
	Excise duty	4,468,550	6,410,400
	Withholding tax payable	23,661,538	42,828,907
	Withholding VAT Payable	1,077,753	434,630
	Source Tax on Indenting Comm	-	1,217,703
	Mark-up Profit	484,814,093	512,943,922
	Provision for other assets	47,781,250	-
	Provision for investments **(Note-12.1)**	75,695,813	56,597,123
	Settlment Account	65,409,266	-
	CSR Fund (Compensation)		45,600,000
	Card Payable	87,409	3,240
	Online IBTA NITS- Export	-	23,145,068
	Payable to NCCBL FLORA CBS	2,455,400	75,225
	Cash remittance	100	202,460
	Settlement with Conventional	15,895,586	-
	Profit Suspense	79,509,565	-
	Compensation payable	5,904,454	-
	Others	2,438,477	2,531,824
		1,023,219,379	**842,022,724**

		Amount in BDT	
		2025	2024
12.1	**Provision for Investments**		
	a) Movement in specific provision on classified investments		
	Opening balance	73,771	-
	Net charged to profit and loss account during the year	5,442,485	73,771
	Closing balance	5,516,256	73,771
	Movement in general provision on unclassified investments		
	Opening balance	56,523,352	11,659,583
	Add: Provision made/(adjust) for the year	13,656,205	44,863,769
	Closing balance	70,179,557	56,523,352
		75,695,813	**56,597,123**
13	**Surplus in profit and loss account**		
	Opening balance	(389,122,822)	(148,900,537)
	Profit/(loss) for the year	(304,329,668)	(389,122,822)
	Loss receipt from conventional banking	389,122,822	148,900,537
	Closing balance	**(304,329,668)**	**(389,122,822)**
14	**Investment income**		
	Profit from Investments		
	Bai-Murabahah	250,157,819	317,252,622
	Bai-Murabahah EDF	2,957,483	3,795,927
	HPSM	21,179,115	1,767,600
	Bai-Salam	110,430,715	7,335,594
	Mudaraba	3,415,616	-
	Documentary bills	42,259,443	21,455,663
		430,400,191	**351,607,406**
	Income from placement with other Banks and NBFI		
	Income from MTDR	78,631,250	145,356,694
	Income from MSND	54,356,165	-
		132,987,415	**145,356,694**
		563,387,606	**496,964,100**
15	**Profit paid on deposits and Other Funds**		
	Profit paid on deposits		
	Mudarabah Savings deposits	3,461,997	1,747,026
	Mudarabah Short notice deposits	57,409,674	201,594,410
	Mudarabah Term deposit Recipt	745,000,275	589,127,133
	Mudarabah Deposit Pension Scheme	1,084,365	655,744
	Mudarabah Special deposit Scheme	14,647,928	3,003,383
		821,604,239	**796,127,696**
	Profit paid on Other Funds		
	Call Money	-	-
	Funds from B.B and other banks	25,672	7,500,000
		25,672	7,500,000
		821,629,911	**803,627,696**
16	**Profit on Investment from shares & securities**		
	Sukuk	**80,554,484**	**33,568,009**
	Income from sale of shares	-	-
		80,554,484	**33,568,009**
17	**Commission, exchange and brokerage**		
	Commission :		
	Commision on Remittance	64,999	24,430
	Commision on Letter of Guarantee	1,433,506	940,448
	Commision on Acceptances	11,306,261	5,582,746
	Commision on Letter of Credit	11,670,908	16,601,769
	Commision of LCAF	6,400	50

		Amount in BDT	
		2025	2024
	Commission on others	104,000	146,000
		24,586,074	**23,295,443**
	Exchange gain		
	Exchange gain	5,677,335	18,792,670
		5,677,335	18,792,670
		30,263,409	**42,088,113**
18	**Other operating income**		
	Card fee income	2,247,686	1,524,050
	Postage, Telex,telegram,trunk call,fax,swift etc. recoveries	2,478,550	1,598,769
	Service Charge	1,950,299	792,786
	Banking & Clearing Service Charge	785,002	337,387
	Rent received- Locker	5,000	-
	Miscellaneous	7,914,319	3,765,760
	Application and processing fees	667,523	3,911,681
		16,048,378	11,930,432
19	**Salary & allowances**		
	Basic salary	23,786,715	18,764,745
	House rent allowance	10,407,970	8,273,105
	Bank's contribution to provident fund	2,311,874	1,837,048
	Festival Bonus	4,005,465	2,964,996
	Other salary & allowances	6,630,616	4,078,053
		47,142,640	**35,917,947**
20	**Rent, taxes, insurance, electricity etc.**		
	Office Rent	21,024,671	10,278,823
	Rates and taxes		
	Rates	32,930	27,550
	Taxes	131,088	71,103
		164,018	98,653
	Insurance		
	Cash	36,128	75,768
		36,128	**75,768**
	Electricity	1,345,498	634,003
		22,570,314	**11,087,246**
21	**Legal Expenses**		
	Stamp charge	50	-
		50	**-**
22	**Postage, stamp and telecommunication**		
	Postage	19,652	13,327
	Swift/internet/connectivity	1,138,184	665,642
	Telephone	33,506	24,000
		1,191,342	**702,969**
23	**Stationery, printing, advertisement etc.**		
	Printed stationery	906,646	397,306
	Petty stationery	86,607	7,322
	Publicity and advertisement	171,480	-
		1,164,733	**404,628**
24	**Shariah Supervisory Committee Members' fees & other meeting related expenses**		
	Meeting fees	214,000	116,600
		214,000	**116,600**
25	**Audit fees**	**-**	**-**

		Amount in BDT	
		2025	2024
26	**Repairs, maintenance, amortization and depreciation**		
	Repairs, maintenance & spare parts		
	Car, Machineries & equipments repairing (Including spare Parts)	581,465	2,531,935
	Computer repairing (Including parts & accessories)	482,473	25,300
	Amortization of software	7,278,757	7,210,000
	Repair & maintenance of premises	1,367,077	1,557,387
	Software maintenance charge	3,840,705	7,600,949
		13,550,477	**18,925,571**
	Depreciation		
	Furniture and fixtures	2,527,140	1,235,298
	Machinery and equipment	1,234,572	547,145
	Computer Equipment	815,240	434,486
		4,576,951	2,216,929
		18,127,429	**21,142,500**
27	**Other expenses**		
	Entertainment (Office contingency)	349,749	200,497
	Entertainment (Business & internal events)	454,656	367,162
	Car expenses	3,103,333	-
	Paper and periodicals	12,249	5,454
	Traveling & conveyance	8,234,706	5,706,194
	Labor & other charges	200	18,960
	Liveries and uniform	36,260	-
	Water sewerage and gas	105,393	52,065
	Medical Expense	-	25,000
	Business promotion	145,530	24,202
	Other bank charge	200,575	550,420
	Casual wages	2,670,131	2,074,167
	Training Expenses	2,347	-
	Miscellaneous expenses	-	18,430
	CSR expenses (Compensation)	15,073	45,600,000
	ATM expenses	332,985	21,840
	Subscription- Institutions	-	700,000
	Loss on sale of fixed assets	-	371,961
		15,663,187	**55,736,352**

National Credit and Commerce Bank PLC.
Islamic Banking Unit

Schedule of Fixed Assets and Intangible Assets

As at 31 December 2025

Particulars	Cost/Revaluation				Depreciation/Amortization				Carrying Value as at 31 Dec 2025
	Balance as at 01 Jan 2025	Addition during the year	(Disposals) / adjustments during the year	Balance as at 31 Dec 2025	Balance as at 01 Jan 2025	Charge for the year	(Disposals)/ adjustments during the year	Balance as at 31 Dec 2025	
Total Land, Buildings & Office Premises	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Furniture & fixture	11,480,535	30,677,014	-	42,157,549	2,441,356	2,527,140	-	4,968,496	37,189,053
Machinery and equipment	3,838,448	4,746,747	-	8,585,195	1,166,405	1,234,572	-	2,400,977	6,184,218
Computer equipment	2,420,695	2,530,894	-	4,951,589	628,561	815,240	-	1,443,801	3,507,788
Vehicles	-	-	-	-	-	-	-	-	-
Total (i)	**17,739,678**	**37,954,655**	**-**	**55,694,333**	**4,236,322**	**4,576,952**	**-**	**8,813,274**	**46,881,059**
Intangible Assets									
Computer Software	36,050,000	1,195,058	-	37,245,058	10,815,863	7,278,757	-	18,094,620	19,150,438
Total (ii)-2025	**36,050,000**	**1,195,058**	**-**	**37,245,058**	**10,815,863**	**7,278,757**	**-**	**18,094,620**	**19,150,438**
Total (i+ii)-2025	**53,789,678**	**39,149,713**	**-**	**92,939,391**	**15,052,185**	**11,855,709**	**-**	**26,907,894**	**66,031,497**
Total (ii)-2024	**53,361,453**	**973,225**	**(545,000)**	**53,789,678**	**5,796,495**	**9,426,929**	**(171,239)**	**15,052,185**	**38,737,493**

National Credit and Commerce Bank PLC.
Off-shore Banking Unit

Balance Sheet

As at 31 December 2025

Property and Assets	Notes	2025		2024	
		USD	BDT	USD	BDT
Cash		-	-	-	-
In hand (including foreign currencies)		-	-	-	-
Balance with Bangladesh Bank and its agent bank (s) (including foreign currencies)		-	-	-	-
Balance with other banks and financial institutions	3	312,793	38,256,056	329,949	39,593,869
In Bangladesh		312,793	38,256,056	329,949	39,593,869
Outside Bangladesh		-	-	-	-
Money at Call & Short Notice	4	**9,584,687**	**1,172,252,323**	**-**	**-**
Loans and advances	5	**147,817,945**	**18,078,829,464**	**79,996,577**	**9,599,589,235**
Loans, cash credits, overdrafts, etc.	5.1	-	-	-	-
Bills purchased & discounted	5.2	147,817,945	18,078,829,464	79,996,577	9,599,589,235
Fixed assets including premises, furnitures and fixtures	6	-	-	-	-
Other assets	7	1,153,707	139,260,079	906,773	99,745,035
Non-banking assets			-	-	-
TOTAL ASSETS		**158,869,133**	**19,428,597,923**	**81,233,299**	**9,738,928,139**
LIABILITIES AND CAPITAL					
Liabilities					
Borrowings from other banks, financial institutions and agents	8	**152,431,893**	**18,643,136,940**	**78,327,480**	**9,399,297,631**
Deposits and other accounts	9	**1,605,205**	**196,324,128**	**133,903**	**16,068,346**
Current deposits and other accounts		842,538	103,046,329	-	-
Bills payable		-	-	-	-
Savings bank deposits		91,824	11,230,508	26,754	3,210,427
Fixed deposits		670,843	82,047,291	107,149	12,857,918
Term deposits		-	-	-	-
Other liabilities	10	**3,741,295**	**457,578,021**	**799,999**	**95,999,852**
TOTAL LIABILITIES		**157,778,394**	**19,297,039,089**	**79,261,382**	**9,511,365,829**
Shareholders' equity					
Paid up capital		-	-	-	-
Statutory reserve		-	-	-	-
General reserve		-	-	-	-
Other reserve-assets revaluation reserve		-	-	-	-
Revaluation gain/(Loss)		-	-	-	-
Foreign currency translation gain/(loss)	10.2	-	199,235	-	7,128,607
Surplus in profit and loss A/C	11	1,090,739	131,359,599	1,971,917	220,433,703
TOTAL SHAREHOLDERS' EQUITY		**1,090,739**	**131,558,834**	**1,971,917**	**227,562,310**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY		**158,869,133**	**19,428,597,923**	**81,233,299**	**9,738,928,139**
CONTRA ENTRIES		-	-	-	-
Off balance sheet items:					
Contingent liabilities	12				
Acceptances and endorsements		-	-	-	-
Letters of guarantee		-	-	-	-
Letters of credit issued		-	-	-	-
Bills for collection		-	-	-	-
Other contingent liabilities :					
Claims against the bank not acknowledged as debt		-	-	-	-
Capital commitments		-	-	-	-
Export development fund (EDF)					
TOTAL OFF BALANCE SHEET ITEMS		-	-	-	-

These financial statements should be read in conjunction with the annexed notes.

National Credit and Commerce Bank PLC.
Off-shore Banking Unit

Profit and Loss Account

For the year ended 31 December 2025

	Notes	2025		2024	
		USD	BDT	USD	BDT
Interest income	13	9,036,732	1,103,762,128	7,879,822	915,289,414
Less: Interest paid on deposits and borrowings	14	7,300,074	891,643,692	6,025,130	699,855,648
Net interest income		**1,736,658**	**212,118,436**	**1,854,692**	**215,433,765**
Commission, exchange and brokerage		-	-	-	-
Other income	15	72,730	8,883,369	48,210	5,599,886
Total operating income		**1,809,388**	**221,001,805**	**1,902,902**	**221,033,651**
Salary and allowances	16	40,040	4,801,579	37,132	4,272,380
Rent, taxes, insurance, electricity etc.	17	-	-	-	-
Legal expenses	18	-	-	-	-
Postage, stamp, telecommunication etc.	19	-	-	-	-
Stationery, printing, advertisement etc.	20	-	-	-	-
Audit fee	21	-	-	-	-
Repairs, maintenance and depreciation	22	-	-	-	-
Other expenses	23	395	48,225	660	76,711
Total operating expense		**40,435**	**4,849,804**	**37,792**	**4,349,091**
Profit before provisions		**1,768,953**	**216,152,001**	**1,865,110**	**216,684,561**
Provision for loans and advances		**678,214**	**84,792,402**	**(106,807)**	**(3,749,142)**
Specific provision		-	-	-	-
General provision		678,214	84,792,402	(106,807)	(3,749,142)
Provision for off-balance sheet exposures		-	-	-	-
Provision for gratuity		-	-	-	-
Provision for investment fluctuation in shares		-	-	-	-
Provision for incentive Bonus		-	-	-	-
Provision for other assets		-	-	-	-
Total provisions		**678,214**	**84,792,402**	**(106,807)**	**(3,749,142)**
Profit before tax		**1,090,739**	**131,359,599**	**1,971,917**	**220,433,703**
Provision for tax		-	-	-	-
Current tax		-	-	-	-
Deferred Tax		-	-	-	-
Profit after tax		**1,090,739**	**131,359,599**	**1,971,917**	**220,433,703**

These financial statements should be read in conjunction with the annexed notes.

National Credit and Commerce Bank PLC.
Off-shore Banking Unit

Cash Flow statement

For the year ended 31 December 2025

	2025		2024	
	USD	BDT	USD	BDT
A) Cash flows from operating activities				
Interest received in cash	8,682,991	1,060,497,941	7,879,822	915,289,414
Interest paid by cash	(5,036,990)	(614,857,926)	(6,587,938)	(761,764,198)
Dividend received	-	-	-	-
Fees & commission received in cash	-	-	-	-
Recoveries of loans previously written off	-	-	-	-
Cash paid to employees as salary	(40,040)	(4,801,579)	(37,132)	(4,272,380)
Cash paid to suppliers	-	-	-	-
Income taxes paid	-	-	-	-
Received from other operating activities	72,730	8,883,369	48,210	5,599,886
Paid for other operating activities	(395)	(48,225)	(660)	(76,711)
Operating profit before changes in operating assets and liabilities	3,678,295	449,673,580	1,302,302	154,776,011
Increase/(decrease) in operating Assets & Liabilities				
Purchase-sale of trading securities	-	-	-	-
Loans and advances to other banks	-	-	-	-
Loans and advances to customers (Other than Banks)	(67,821,368)	(8,479,240,229)	10,680,727	374,914,230
Other assets	-	-	-	-
Deposits/ borrowings from other Banks	74,104,413	9,243,839,309	(10,672,135)	(390,660,077)
Deposits from customers (Other than Banks)	1,471,302	180,255,783	133,903	16,068,346
Other liabilities account of customers	-	-	-	-
Other liabilities	106,807	3,749,142	-	-
Net Cash received from operating activities	**11,539,449**	**1,398,277,585**	**1,444,797**	**155,098,509**
B) Cash flows from investing activities				
Proceeds from sale of securities	-	-	-	-
Payment for purchase of Securities	-	-	-	-
Purchase of property, plant and equipment	-	-	-	-
Sales proceeds of fixed assets	-	-	-	-
Net cash used in investing activities	**-**	**-**	**-**	**-**
C) Cash flows from financing activities				
Received from issue of loan capital and debt securities	-	-	-	-
Payment for redemption of loan capital & debt security	-	-	-	-
Provision transfer in cash to HO	-	-	-	-
Profit transfer in cash to HO	(1,971,917)	(220,433,703)	(1,486,360)	(160,202,536)
Net cash received from financing activities	**(1,971,917)**	**(220,433,703)**	**(1,486,360)**	**(160,202,536)**
D) Net (decrease) / increase in cash (A+B+C)	**9,567,532**	**1,177,843,882**	**(41,564)**	**(5,104,026)**
Effects of exchange rate changes on cash and cash-equivalents	-	(6,929,372)	-	3,831,526
E) Opening cash and cash-equivalents	329,949	39,593,869	371,512	40,866,370
F) Closing cash and cash-equivalents (D+E)	**9,897,480**	**1,210,508,379**	**329,949**	**39,593,869**

These financial statements should be read in conjunction with the annexed notes.

National Credit and Commerce Bank PLC.
Off-shore Banking Unit

Notes to the Financial Statements

As at and for the year ended 31 December 2025

1.1 Status of the Units

Offshore banking unit (OBU) is a separate business unit of NCC Bank PLC. governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for operation of offshore banking units located at NCC Bank Bhaban branch & Agrabad Branch vide Bangladesh Bank letter no. BRPD (P-3)744(113)/2010-1648 dated on 02 May 2010. It gives loans (on and off-balance sheet exposures) in foreign currencies to and from person/institutions not resident in Bangladesh and Type - A (wholly foreign owned) units in EPZs in Bangladesh. This unit also provides bill discounting/financing facilities accepted by Authorized Dealer (AD) in Bangladesh against usance LCs in accordance with Bangladesh Bank (BB) guidelines.

1.1.1 Principal activities

The principal activities of the Bank are to provide all kinds of commercial banking services i.e. loans and deposits services, personal and commercial banking, trade services etc. to its customers through its branches.

1.2 Significant accounting policies and basis of preparation of financial statements

1.2.1 Basis of accounting

The off-shore banking Units maintain its accounting records in USD from which accounts are prepared according to the Bank Companies Act-1991, International Accounting Standards (IASs), International Financial Reporting Standards (IFRSs) Other laws and regulations applicable in Bangladesh and applicable directives issued by Bangladesh Bank.

1.2.2 Use of estimates and judgments

The preparation of financial statements requires management to make judgment, estimates and assumptions that affect the application of accounting policies and the reported amounts of assets. Liabilities, income and expenses. Actual expenses may differ from these estimates. The figure appearing in these financial statements have been rounded off to the nearest integer.

1.2.3 Foreign currency transaction

a) Foreign currencies transaction

Foreign currency transactions are converted in to equivalent Taka using the ruling exchange rates on the dates of respective transactions as per IAS-21 "The effects of changes in Foreign Exchange Rates". Foreign currency balances held in US Dollars are converted into Taka at weighted average rate of inter-bank market as determined by Bangladesh Bank on the closing date of every month.

b) Transaction gains and losses

The resulting exchange transaction gains and losses are included in the profit and loss account.

1.2.4 Cash flow statement

Cash flow statement has been prepared in accordance with the BRPD circular no.14 dated 25 June 2003 issued by the Banking Regulations and Policy Department of Bangladesh bank.

1.2.5 Reporting period

The financial statements cover from 01 January 2025 to 31 December 2025.

1.3 Assets and their valuations

1.3.1 Cash and cash equivalents

cash and cash equivalents include notes and coins on hand, unrestricted balances held with Bangladesh Bank and highly liquid financial assets which are subject to insignificant risk to change in their fair value, and are used by the unit management for its short-term commitments.

1.3.2 Loans and Advances

a) Loans and advances of off-shore banking units are stated in the balance sheet on gross basis.

b) Interest is calculated on a daily product basis but charged and accounted for on accrual basis. Interest is not charged on bad and loss as per guidelines of Bangladesh. Records of such interest amounts are kept in separate memorandum accounts.

1.4 Basis for valuation of liabilities and provisions

Provision for liabilities

A provision for recognized in the balance sheet when the unit has a legal or constructive obligation as a result of a past event and it is probable that an out flow of economic benefit will be required to settle the obligations, in accordance with the IAS 37 " Provisions, Contingent liabilities and Contingent Assets".

1.5 Revenue recognition

1.5.1 Interest income

In terms of the provisions of the IAS-18 " Revenue", the interest income is recognized on accrual basis.

1.5.2 Interest paid

In terms of the provisions of the IAS-1 " Presentation of Financial Statements" interest and other expenses are recognized on accrual basis.

2 General

a) These financial statements are presented in taka, which is the Bank's functional currency. Figure appearing in these financial statements have been rounded off to the nearest Taka.

b) Assets and liabilities & Income and expenses have been converted into Taka currency closing rate as at transaction date and average rate.

	2025		2024	
	USD	Taka	USD	Taka
3 Balance with other Banks and financial institutions :				
In Bangladesh	312,793	38,256,056	329,949	39,593,869
Outside Bangladesh	-	-	-	-
	312,793	**38,256,056**	**329,949**	**39,593,869**
4 Money at call and Short notice				
Placement to DBU	9,584,687	1,172,252,323	-	-
Shahjalal Islami Bank PLC (OBU)	-	-	-	-
The City Bank PLC (OBU)	-	-	-	-
Placement to Other Banks	-	-	-	-
	9,584,687	**1,172,252,323**	**-**	**-**
5 Loans and Advances				
Loans, cash credits, overdrafts etc.**(Note-5.1)**	-	-	-	-
Bills purchased and discounted **(Note-5.2)**	147,817,945	18,078,829,464	79,996,577	9,599,589,235
	147,817,945	**18,078,829,464**	**79,996,577**	**9,599,589,235**
5.1 Loans, cash credits, overdrafts etc.				
Inside Bangladesh:	-	-	-	-
Outside Bangladesh:	-	-	-	-
	-	-	-	-
5.2 Bills purchased and discounted				
Inside Bangladesh:	-	-	-	-
Outside Bangladesh:	147,817,945	18,078,829,464	79,996,577	9,599,589,235
	147,817,945	**18,078,829,464**	**79,996,577**	**9,599,589,235**
6 Fixed assets including premises, furniture and fixtures	**-**	**-**	**-**	**-**
7 Other assets				
Interest receivable from outside DBU	353,741	43,264,187	-	-
Others Receivable from (DBU) Head Office	799,966	95,995,892	906,773	99,745,035
Interest receivable from DBU	-	-	-	-
	1,153,707	**139,260,079**	**906,773**	**99,745,035**

		2025		2024	
		USD	Taka	USD	Taka
8	**Borrowing from other banks, financial institutions and agents**				
	In Bangladesh				
	NCC Bank PLC (Head Office)	77,370,352	9,462,757,687	57,062,789	6,847,534,711
	Prime Bank PLC. (OBU)	-	-	-	-
	Eastern Bank PLC. (OBU)	-	-	-	-
		77,370,352	**9,462,757,687**	**57,062,789**	**6,847,534,711**
	Outside Bangladesh				
	CAIXA Bank S.A	15,256,975	1,865,999,750	2,016,241	241,948,920
	National Bank of RAS Al-Khaimah PJSC	20,503,600	2,507,686,647	-	-
	Commerzbank AG, Frankfurt Am Main	8,135,872	995,055,384		
	HDFC Bank Ltd.	-	-	-	-
	United Bank Ltd. (UAE)	12,308,475	1,505,384,342	-	-
	Standard Chartered Bank , Hong Kong	5,012,499	613,052,186	-	-
	Ajman Bank PJSC	-	-	4,102,800	492,336,000
	United Bank Ltd.	-	-	12,099,330	1,451,919,600
	Bank Muscat	-	-	-	-
	Abu Dhabi Commercial Bank	13,844,120	1,693,200,943	-	-
	ICICI Bank Ltd.	-	-	-	-
	Wells Fargo Bank	-	-	3,046,320	365,558,400
		75,061,541	9,180,379,254	21,264,691	2,551,762,920
		152,431,893	**18,643,136,940**	**78,327,480**	**9,399,297,631**
9	**Deposits and other accounts**				
	Current deposits and other accounts	842,538	103,046,329	-	-
	Bills payable	-	-	-	-
	Savings bank deposits	91,824	11,230,508	26,754	3,210,427
	Fixed deposits	670,843	82,047,291	107,149	12,857,918
	Term deposits	-	-	-	-
		1,605,205	**196,324,128**	**133,903**	**16,068,346**
10	**Other liabilities**				
	Provision for loans and advances **(Note-10.1)**	1,478,179	180,788,295	799,966	95,995,892
	Interest payable (HO)	2,250,683	275,269,109	-	-
	Interest payable on deposits	12,433	1,520,617	33	3,960
	Interest payable (Others)	-	-	-	-
	Less: Inter transaction between DBU & OBU	-	-	-	-
		3,741,295	**457,578,021**	**799,999**	**95,999,852**
10.1	**Provision for loans and advances**				
	Opening Balance	799,966	95,995,892	906,773	99,745,035
	Provision for loans and advances charged/(Reverse) during the year	678,214	84,792,402	(106,807)	(3,749,142)
	Provision for loans and advances charged/(Reverse) during rest of the period	-	-	-	-
	Closing Balance	**1,478,179**	**180,788,295**	**799,966**	**95,995,892**
10.2	**Foreign currency translation gain/(loss)**		**199,235**		**7,128,607**
11	**Surplus in profit and loss account**				
	Opening balance	1,971,917	220,433,703	1,923,100	175,730,934
	Profit/(Loss) during the year	1,090,739	131,359,599	1,971,917	220,433,703
	Profit/(Loss) transferred to Head Office (NCCBL)	(1,971,917)	(220,433,703)	(1,923,100)	(175,730,934)
	Closing balance	**1,090,739**	**131,359,599**	**1,971,917**	**220,433,703**

		2025		2024	
		USD	Taka	USD	Taka
12	**Contingent liabilities :**				
12.1	**Acceptances and endorsement**	-	-	-	-
12.2	**Letter of guarantee**	-	-	-	-
12.3	**Letter of credit issued**	-	-	-	-
12.4	**Bills for collection**	-	-	-	-
13	**Interest income**				
	Interest on loans and advances	8,532,481	1,042,172,150	7,149,157	830,418,217
	Interest on placement with other banks	504,250	61,589,978	730,665	84,871,197
		9,036,732	**1,103,762,128**	**7,879,822**	**915,289,414**
14	**Interest paid on deposits and borrowings**				
	Interest on deposits	28,721	3,508,027	503	58,426
	Interest on borrowings	7,271,353	888,135,665	6,024,627	699,797,222
		7,300,074	**891,643,692**	**6,025,130**	**699,855,648**
15	**Other income**	**72,730**	**8,883,369**	**48,210**	**5,599,886**
16	**Salary & allowances**				
	Basic salary	20,455	2,497,810	18,941	2,192,400
	House rent allowance	8,586	1,048,411	8,524	986,580
	Bonus	3,139	383,035	-	-
	Other allowances	7,862	872,323	9,667	1,093,400
		40,040	**4,801,579**	**37,132**	**4,272,380**
17	**Rent, taxes, insurance, electricity etc.**	-	-	-	-
18	**Legal Expenses**	-	-	-	-
19	**Postage, stamp and telecommunication**	-	-	-	-
20	**Stationery, printing, advertisement etc.**	-	-	-	-
21	**Audit fees**	-	-	-	-
22	**Repairs, maintenance, amortization and depreciation**	-	-	-	-
23	**Other expenses**	**395**	**48,225**	**660**	**76,711**

শুধু আপনার জন্য

এনসিসি ব্যাংক
আপনার সাথেই সবসময়

এনসিসি গ্রিন ফাইন্যান্স

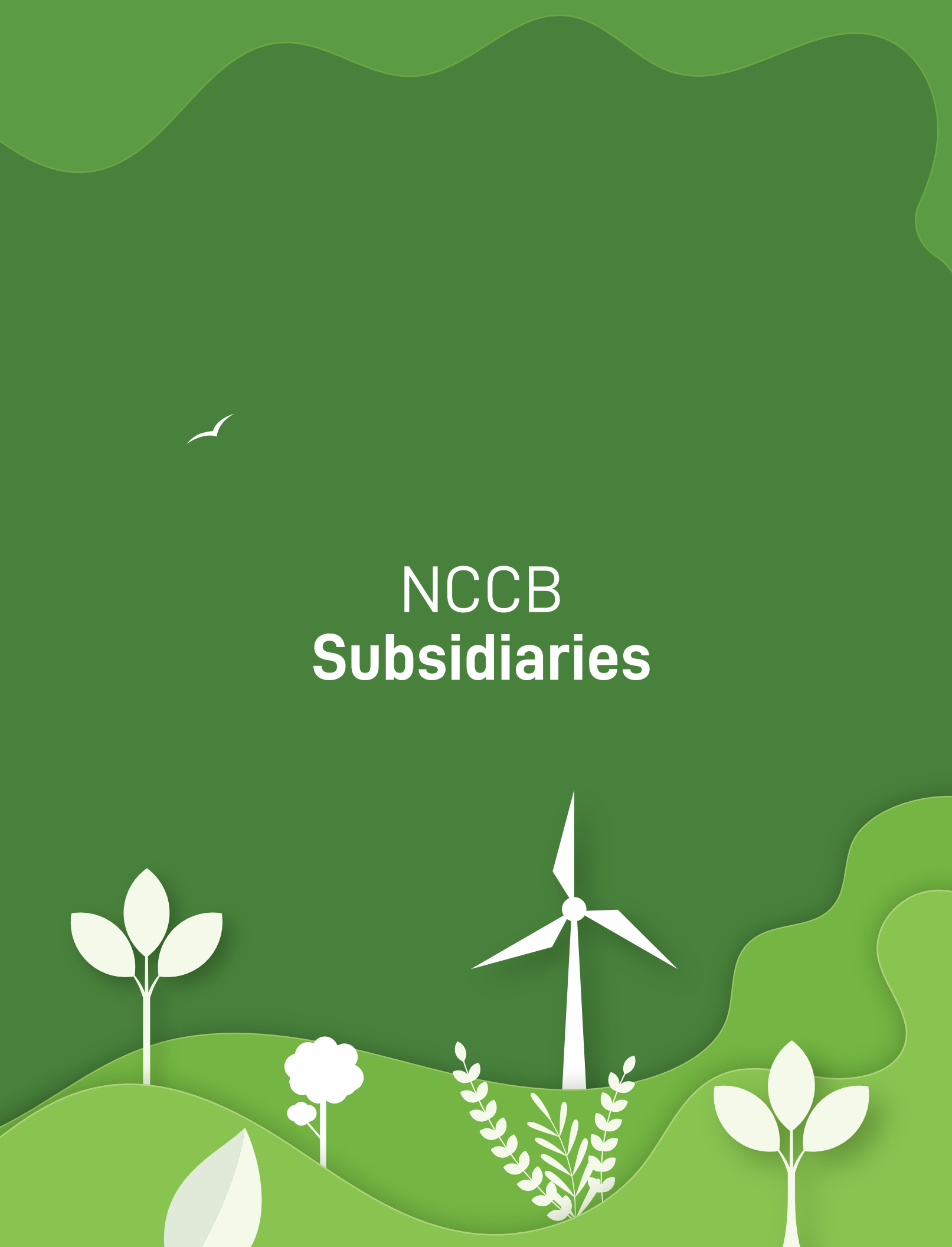
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NCCB
Subsidiaries

NCCB Securities and Financial Services

NCCB Securities & Financial Services Limited-a newly incorporated fully owned subsidiary company of National Credit & Commerce Bank PLC having paid up capital of TK. 200 crore is a member of Dhaka Stock Exchange Ltd. & Chittagong Stock Exchange Limited bearing Membership no. 61 & 132 respectively. All the branches are well designed & equipped with modern equipment related to stock broking business like highly configured projector, trading work station and price displaying board. Mentionable that our Brokerage House is a full-fledged Depository Participant of Central Depository of Bangladesh Ltd. (CDBL). Our Stock Broking business has been running since 1993 under the umbrella of parent company NCC Bank PLC. And presently we have a dedicated team of 65 officers & executives who are experienced and skilled as fund manager, financial analyst and stock broking advisor. So to speak, all of them have got the highest degree of professionalism.

Directors' Report to the Shareholders of NCCB Securities and Financial Services

Dear Shareholders,

Assalamualaikum,

On behalf of the Board of Directors, I am pleased to welcome you to the 16th Annual General Meeting of NCCB Securities and Financial Services Ltd. It is my privilege to present the Directors' Report, along with the audited financial statements for the year ended 31 December 2025 and the Auditors' Report, for your consideration.

Capital Market of Bangladesh:

The capital market of Bangladesh in 2025 demonstrated resilience and gradual progress, despite operating within a complex economic environment. While the year presented certain challenges, it also reflected the market's evolving maturity and its potential for long-term growth. The Dhaka Stock Exchange (DSE) experienced periods of fluctuation; however, these movements highlighted the market's responsiveness to both domestic and global developments. Investor sentiment, though cautious at times, remained engaged, indicating underlying confidence in the market's future prospects. The continued participation of institutional investors, alongside retail investors, contributed to maintaining market activity. A notable feature of 2025 was the emphasis on strengthening regulatory frameworks. The Bangladesh Securities and Exchange Commission (BSEC) undertook several reform initiatives aimed at enhancing transparency, improving governance, and fostering investor protection. These measures are expected to build a more robust and disciplined market environment, aligning Bangladesh's capital market more closely with international standards. The year also underscored the importance of structural development. Efforts to modernize trading systems, streamline processes, and improve compliance mechanisms were indicative of a forward-looking approach. Although the pace of new listings remained moderate, ongoing reforms in the initial public offering process are likely to encourage quality companies to enter the market in the coming years. Macroeconomic conditions, including inflationary pressures and external uncertainties, influenced market dynamics. Nevertheless, the capital market demonstrated adaptability, with investors gradually recalibrating their strategies in response to changing conditions. This adaptability reflects a growing level of sophistication among market participants. Importantly, 2025 can be viewed as a period of consolidation, where foundational improvements took precedence over short-term gains. The focus on regulatory enhancement, governance, and market discipline is expected to yield positive outcomes over the medium to long term. The capital market of Bangladesh in 2025 maintained a stable trajectory while laying important groundwork for future expansion. With continued reforms, improved investor confidence, and supportive economic policies, the market is well-positioned to achieve sustainable growth and play a more significant role in the country's financial ecosystem.

NCCBSFSL'S Performance:

The year 2025 marked a strategically important phase in our continued efforts to refine and strengthen our business model to support sustainable future growth. The operating environment in Bangladesh remained challenging, influenced by macroeconomic pressures, including inflationary trends, cautious monetary conditions, and subdued industrial expansion, which collectively moderated overall market activity and consumption. Despite these headwinds, NCCB Securities and Financial

Services Ltd. delivered a resilient performance during the year. The Company recorded Commission Income of Tk. 6.08 crore and Net Loss after Tax of Tk. 9.53 crore in 2025, compared to Tk. 7.70 crore and Net Profit of Tk. 0.32 crore respectively in 2024. This performance reflects prudent resource allocation, disciplined execution, and our continued ability to remain competitive within the industry. In parallel with our focus on growth, we maintained a strong emphasis on financial stability and risk management. The Company remained vigilant in strengthening its balance sheet and preserving a sound credit profile. As of 31 December 2025, total assets stood at Tk. 349.04 crore, reflecting stable and well-managed expansion. The Company earned dividend income of Tk. 1.67 crore during 2025, contributing to overall earnings stability. Overall, the Company's performance in 2025 demonstrates its ability to navigate a complex economic landscape while maintaining operational efficiency, financial strength, and a clear focus on long-term value creation.

Margin Loan to Client:

NCCB Securities and Financial Services Limited is committed to the development of the country's capital market and provides comprehensive brokerage services to both individual and institutional investors. The Company facilitates the origination, execution, and settlement of transactions involving the purchase, sale, and trading of securities in the capital market. It strives to deliver tailored support to its clients through innovative and sophisticated financial solutions, while maintaining the highest standards of service quality. NCCBSFSL also extends financial assistance to clients for investments in the secondary market in the form of margin loans, in accordance with limits prescribed by the Board from time to time and in compliance with the Margin Rules, 1999 of the Bangladesh Securities and Exchange Commission. During the year, the outstanding margin loan portfolio stood at Tk. 142.28 crore and after adjusting negative equity of Tk. 46.65 crore margin loan stood at Tk. 95.63 crore as of 31 December 2025, reflecting continued client engagement and disciplined portfolio management.

Dividend:

Operating profit of the company stood at Tk. 22.16 crore and net loss after tax stood at Tk. 9.53 crore for the year ended 31 December 2025. Following guidelines of BSEC, NCCB Securities and Financial Services Ltd could not declare any dividend for the year 2025.

Contribution to the Economy of Bangladesh:

NCCB Securities and Financial Services Limited contributes to the economy of Bangladesh through its payments to the national exchequer as well as by generating employment opportunities. In 2025, the Company contributed Tk. 3.55 crore to the Government exchequer in the form of corporate income tax.

Risk and Internal Control:

The Board recognizes that a robust system of internal control is fundamental to the effective management of the Company. It remains committed to maintaining stringent financial, operational, and risk management controls across all activities. The Directors bear ultimate responsibility for establishing and reviewing the effectiveness of the Company's internal control framework. This framework is designed to manage, rather than eliminate, the risk of failure to achieve business objectives and can therefore provide reasonable, but not absolute, assurance against material misstatement or loss. The Company maintains an ongoing process for identifying, recording, evaluating, and managing the risks it faces. The Board of Directors is satisfied with the adequacy and effectiveness of the internal control system for the year under review and up to the date of approval of the financial statements. Management holds overall responsibility for establishing and overseeing the Company's risk management framework. Policies and procedures are in place to identify and analyze risks, set appropriate limits and controls, and ensure continuous monitoring. These risk management practices are reviewed regularly to reflect evolving market conditions and the Company's operational activities.

Corporate and Financial Reporting Framework:

The Directors of NCCBSFSL confirm compliance with the financial reporting framework for the following:

- The financial statements, prepared by the management of NCCBSFSL make a fair presentation of its activities, operational details and results, cash flow information and changes in equity structure.
- Proper books of accounts of the Company have been maintained.
- Appropriate accounting policies, including International Accounting Standards (IASs)/ International Financial Reporting Standards (IFRSs) as adopted by Institute of Chartered Accountants of Bangladesh (ICAB) have been consistently applied in preparation of the financial statements. Any change or deviation has been adequately disclosed.
- Accounting estimates are based on reasonable and prudent judgment.

- Internal control processes have been properly designed and effectively implemented monitored.
- No significant doubt exists upon the Company's ability to continue as a going concern.

Board Meetings:

The Board of Directors of the Company held 4 Board of Directors meetings and an AGM during the year ended on 31 December 2025.

Appointment of Auditors:

The statutory auditors "Huda Vasi Chowdhury & Company", Chartered Accountants has completed audit for the year 2025 as 2nd year of their audit. Being eligible they have offered themselves for re-appointment with their audit fees of Tk. 60,000 (Taka Sixty Thousand) only. Their appointment for 2026 may be considered by the Hon'ble shareholders in 16th Annual General Meeting of the Company.

Appreciation:

The Board of Directors of NCCB Securities and Financial Services Limited expresses its sincere appreciation and gratitude to Bangladesh Bank, the Bangladesh Securities and Exchange Commission, Dhaka Stock Exchange Limited, Chittagong Stock Exchange Limited, the management of NCC Bank Limited, as well as its valued shareholders and clients for their continued support, guidance, and cooperation. The Board also extends its heartfelt thanks to the management team and all employees of NCCBSFSL for their dedication, commitment, and valuable contributions to the Company's continued progress.

On behalf of the Board of Directors

Tanzina Ali
Chairman

Independent Auditors' Report to the Shareholders of **NCCB Securities and Financial Services Limited**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of NCCB Securities and Financial Services Limited (the "Company"), which comprise the statement of financial position as at 31 December 2025 and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements presents fairly, in all material respects, the financial position of the company as at 31 December 2025 and its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRSs) and other applicable laws and regulations.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these ethical requirements and IESBA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

1. According to BSEC Circular No. BSEC/Surveillance/2020-975/79, the maximum margin limit of debt to equity is 1:1. In addition, as per Section 3(4) of the Margin Loan Rules 1999, equity in a margin account must not be less than 150% of the debit balance. The BSEC notification dated 6 November 2025 also stipulates that under no circumstances can a securities house provide a margin loan exceeding the customer's equity, and the debt-to-equity ratio of 1:1 must be maintained. We observed that the Company reported a margin loan of Taka 1,200,299,031 against which the equity is negative, resulting in failure to maintain the required 1:1 debt-to-equity ratio. The required equity of 150% of the debit balance should have been Taka 1,800,448,547, but the Company maintained a negative equity of Taka (920,076,254), resulting in a shortfall of Taka 2,720,524,801 against the margin loan. Furthermore, during the year, the Company maintained margin loans amounting to Taka 85,322,602 with certain investors where the equity balances were positive. However, the Company did not issue margin calls to ensure compliance with the required margin maintenance conditions. Based on our review, to comply with the required equity and portfolio maintenance criteria, the Company should have issued margin calls amounting to Taka 42,307,671.

2. We draw attention to Note 21 to the financial statements, which describes the Company's provision for income taxes. The Company has recognized income tax provisions for the income years 2022 to 2025 based on the assumption that write-off of margin loans and related interest suspense will be accepted as deductible expenses. Similar deductions were accepted by the National Board of Revenue in the assessment year 2019–20.

   Although certain subsequent assessments included observations under Section 51(b) of the Income Tax Act, 2023 as well as according to IFRIC 23, the matter involves judgment and uncertainty regarding final tax acceptance. Management believes the claims remain supportable with appropriate clarification and supporting evidence.

3. We draw attention to Note 12 to the financial statements, which describes the status of the Company's margin loan portfolio. As at 31 December 2025, the Company reported total margin loans to investors amounting to Taka 1,422,857,825, of which Taka 1,200,299,032 relates to clients in negative equity positions. Out of this amount, Taka 466,567,396 has been written off due to non-recoverability.

Furthermore, the remaining balance of Taka 733,731,636 within the negative equity portfolio is also considered non-performing, as no interest income is being received from these loans. Accordingly, these balances are not generating any economic benefit to the Company, and their ultimate recoverability remains highly uncertain.

Our opinion is not modified in respect of this matter.

Responsibilities of Management and Those Charged with Governance for the Financial Statements and Internal Controls

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRSs as explained in note 3, the Companies Act 1994 and Margin rules, 1999 other applicable laws and regulations 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.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report

to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other Legal and Regulatory Requirements

In accordance with the Companies Act 1994, we also report the following:

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 accounts as required by law have been kept by the Company so far as it appeared from our examination of those books; and

c) the statement of financial position and statement of profit or loss and other comprehensive income dealt with by the report are in agreement with the books of account.



Shaikh Hasibur Rahman FCA
Enrolment no 1512
Hoda Vasi Chowdhury & Co
Chartered Accountants

Dhaka, 26 April 2026
DVC: 2604271512AS904084

NCCB Securities and Financial Services Limited

Statement of Financial Position

As at 31 December 2025

Particulars	Notes	Amount in TK	
		31-12-25	31-12-24
Assets			
Non-current assets			
Property, plant & equipment	4	13,013,081	13,994,078
Intangible assets	5	1,294,791	320,617
Right of use assets (ROU)	6	31,382,333	23,512,839
Investment in shares of stock exchanges	7	14,551,037	14,551,037
Total non current assets		**60,241,242**	**52,378,571**
Current assets			
Investment in marketable shares	8	1,489,586,344	1,168,985,374
Accounts receivable	9	43,358,969	27,320,930
Advance, deposit and prepayments	10	1,332,800	4,993,390
Advance income tax	11	315,578,370	443,384,938
Receivable from clients	12	956,290,429	1,836,230,355
Cash and cash equivalent	13	624,079,796	802,329,503
Total current assets		**3,430,226,709**	**4,283,244,490**
Total assets		**3,490,467,951**	**4,335,623,061**
Equity and liabilities			
Equity			
Paid-up capital	14.02	2,000,000,000	2,000,000,000
Retained earnings	15	31,013,121	126,364,829
Capital reserve	15.01	830,937	830,937
Total equity		**2,031,844,058**	**2,127,195,766**
Non current liabilities			
Lease liability -non current portion		19,139,980	14,384,513
Current liabilities			
Short term Loan	16	315,325,745	149,447,984
Accounts payable	17	314,623,725	775,074,751
Lease liabilities-current portion	18	11,527,879	9,780,361
Deferred tax liabilities	19	1,765,530	680,689
Other liabilities	20	535,681,508	870,692,903
Provision for income tax	21	260,559,526	388,366,094
Total current liabilities		**1,439,483,912**	**2,194,042,781**
Total liabilities		**1,458,623,892**	**2,208,427,295**
Total equity and liabilities		**3,490,467,951**	**4,335,623,061**
Net asset value per share (NAV)		101.59	106.36

The annexed notes from an integral part of these financial statements

Chief Executive Officer **Director** **Chairman**

Signed in terms of our report of even date

Shaikh Hasibur Rahman FCA
Partner
Enrolment no 1512
Hoda Vasi Chowdhury & Co
Chartered Accountants

Dhaka, 26 April 2026
DVC: 2604271512AS904084

NCCB Securities and Financial Services Limited

Statement of Profit or Loss and Other Comprehensive Income

For the year ended on 31 December 2025

Particulars	Notes	Amount in Taka	
		31-12-25	31-12-24
Operating income:			
Brokerage commission received	22	60,831,829	77,047,611
Less: Direct expenses	23	7,755,386	9,583,691
Net brokerage commission (a)		**53,076,443**	**67,463,920**
Interest received	24	243,457,639	134,343,289
Less: Interest expense	25	4,808,517	8,008,969
Net interest income (b)		**238,649,122**	**126,334,320**
Net investment income (c)	26	15,253,206	35,246,356
Other operating income (d)	27	698,383	1,291,409
Total operating income A=(a+b+c+d)		**307,677,154**	**230,336,005**
Operating expenses			
Salaries & allowances	28	49,595,507	48,943,340
CEO's Salary and Allowances	29	8,158,222	-
Rent, taxes, insurance,electricity etc.	30	4,478,334	5,385,965
Stamp,postage & telecommunication	31	521,914	572,604
Stationery,printing and advertisement	32	609,303	572,731
Directors' fees	33	373,200	266,800
Audit fees	34	69,000	126,500
Depreciation expenses on fixed assets	35	11,923,689	10,120,696
Other expenses	36	10,337,920	9,614,341
Total operating expenses (B)		**86,067,089**	**75,602,977**
Operating profit (A-B)		**221,610,065**	**154,733,027**
Add: Non operating income		**-**	**-**
Profit Before provisions and tax		**221,610,065**	**154,733,027**
Provision for margin loan, investment in shares & general provision	20	280,360,260	130,722,027
Profit before tax		**(58,750,195)**	**24,011,000**
Less: Provision for income tax	21	35,516,672	20,094,583
Less: Deferred tax expense	19	1,084,841	680,689
Net Profit after tax		**(95,351,708)**	**3,235,729**
Other comprehensive income		-	-
Total comprehensive income		**(95,351,708)**	**3,235,729**
Earnings per share		**(4.77)**	**0.16**

The annexed notes from an integral part of these financial statements

Chief Executive Officer **Director** **Chairman**

Signed in terms of our report of even date

Shaikh Hasibur Rahman FCA
Partner
Enrolment no 1512
Hoda Vasi Chowdhury & Co
Chartered Accountants

Dhaka, 26 April 2026
DVC: 2604271512AS904084

NCCB Securities and Financial Services Limited

Statement of Changes in Equity

For the year ended on 31 December 2025

Particulars	Paid up Capital (Taka)	Capital Reserve	Retained Earnings	Total (Taka)
Balance as on 01 January 2025	**2,000,000,000**	**830,937**	**126,364,829**	**2,127,195,765**
Net Profit /(Loss) during the period	-		(95,351,708)	(95,351,708)
Transfer to capital reserve	-	-	-	-
Balance as on 31 December 2025	**2,000,000,000**	**830,937**	**31,013,121**	**2,031,844,058**

For the year ended on 31 December 2024

Particulars	Paid up Capital (Taka)	Capital Reserve	Retained Earnings	Total (Taka)
Balance as on 01 January 2024	**2,000,000,000**	**507,364**	**123,452,672**	**2,123,960,036**
Net Profit /(Loss) during the year	-	-	3,235,729	3,235,729
Transfer to capital reserve	-	323,573	(323,573)	-
Balance as on 31 December 2024	**2,000,000,000**	**830,937**	**126,364,829**	**2,127,195,765**

The annexed notes from an integral part of these financial statements

Chief Executive Officer **Director** **Chairman**

NCCB Securities and Financial Services Limited

Statement of Cash flows

For the year ended on 31 December 2025

	Particulars	Amount in TK	
		31-12-25	31-12-24
A.	**Cash flows from operating activities:**		
	Brokerage commission received	60,831,829	77,047,611
	Interest received	243,457,639	134,343,289
	Received from operating income	698,383	17,368,904
	Cash Paid to service provider	(209,555,115)	(38,166,766)
	Cash flows in operation	(502,575,661)	(120,472,290)
	Interest paid	(4,808,517)	(8,008,969)
	Income taxes paid	(35,516,672)	(33,360,154)
	Net cash used from operating activities	**(447,468,114)**	**28,751,624**
B.	**Cash flows from investing activities:**		
	Fixed assets acquisition	(2,692,469)	(1,350,543)
	Sale proceeds of fixed assets	53,700	102,716
	Purchase of shares	(436,314,866)	(806,078,345)
	Sale of shares	114,189,755	232,150,273
	Dividend received	14,731,997	24,421,825
	Margin loan payment to customers	(360,477,822)	(5,405,811)
	Margin loan recovery	773,850,352	457,127,635
	Net cash used from investing activities	**103,340,648**	**(99,032,251)**
C.	**Cash flows from financing activities:**		
	Short term loan	165,877,761	(80,839,819)
	Net cash used from financing activities	**165,877,761**	**(80,839,819)**
D.	**Net cash increase/ (decrease) (A+B+C)**	**(178,249,707)**	**(151,120,446)**
E.	**Cash and cash equivalents at beginning of the year**	802,329,503	953,449,947
F.	**Cash and cash equivalents at end of the year**	**624,079,796**	**802,329,503**
	Closing balance represents		
	Cash in hand	-	-
	Cash at Banks	624,079,796	802,329,503
		624,079,796	**802,329,503**

The annexed notes from an integral part of these financial statements

Chief Executive Officer **Director** **Chairman**

Notes to the Financial Statements

For the year ended on 31 December 2025

1. Significant Accounting Policies & Other Material Information

1.01 Legal Form of the Entity

NCCB Securities and Financial Services Limited (the "Company") was incorporated in Bangladesh with the Registrar of Joint Stock Companies and Firms (RJSCF) vide registration no.C - 83683/10 dated April 04, 2010 as a Private Company Limited by share under the Companies Act, 1994. Registered office of the company is situated at NCC Bank Bhaban (3rd Floor), 13/1 & 13/2 Toyenbee Circular Road, Motijheel C/A, Dhaka-1000.

1.02 Nature of Business

The main objective of the Company is to act as a full fledged Stock Broker & Stock Dealer to execute buy and sell order and to maintain own portfolio as well as customers portfolio under the discretion of customers. The Company also performs the other activities related to Capital Market as and when regulators permits the Company to carry out activities as per their guidelines.

2 Significant Accounting Policies

2.01 Basis of Presentation of Financial Statements

The Financial Statements have been prepared on a going concern basis following accrual basis of accounting except for statement of cash flows in accordance with the company's Act 1994, Bangladesh Securities and Exchange Rules-2020, the listing regulators of Dhaka & Chittagong Stock Exchanges and International Accounting Standards (IAS's), International Financial Reporting Standards (IFRS's) as adopted in Bangladesh by the Institute of Chartered Accountants of Bangladesh and other applicable laws & regulations. In several cases, the laws, circulars, guidelines or directives of Bangladesh Securities and Exchange Commission differ from those of financial reporting standards as promulgated by International Accounting Standards Board (IASB) and as adopted by national standard setter, i.e., Institute of Chartered Accountants of Bangladesh (ICAB).

2.02 Regulatory and Legal Compliance

The Company complied with the requirements of the following regulatory and legal complience:

a) The Companies Act,1994

b) The Securities and Exchange rules 1987, The Securities and Exchange Ordinance 1969, The Securites and Exchange Commission Act,1993, Bangladesh Securities and Exchange Rules-2020

c) The Income Tax Ordinance, 1984

d) The VAT Act, 1991

e) Central Depository Bangladesh Limited (CDBL) Act,1999

f) Margin Rules, 1999 and BSEC Margin Rules-2025

g) Income Tax Act-2023

2.03 Components of the Financial Statements

The Financial Statements referred to here comprised of:

(a) Statement of Financial Position;

(b) Statement of Profit or Loss and Other Comprehensive Income;

(c) Statement of Changes in Equity;

(d) Statement of Cash Flows; and

(e) Notes, Comprising a Summary of Significant Accounting Policies and Other Explanatory Information.

2.04 Basis of Measurement

The Financial Statements have been prepared based on historical cost convention basis. No adjustment has been made for inflationary factors affecting the financial statements. The accounting policies, unless otherwise stated, have been consistently applied by the company and are consistent with those of the previous year.

2.05 Going Concern

The company has adequate resources to continue its operation for foreseeable future. For this reason the financial statements have been prepared on going concern basis. As per management assessment there is no material uncertainty related to events or conditions which may cast significant doubt upon the company's ability to continue as a going concern.

2.06 Functional and Presentational Currency

These Financial statements are prepared in Bangladesh Taka , which is the Company's functional currency. All financial information presented in Taka has been rounded to the nearest integer.

2.07 Reporting Period

These financial Statements cover for the period from January 01, 2025 to December 31, 2025.

2.08 Date of authorization

These financial statements have been authorized to be issued by the Board of Directors on 26 April 2026.

2.09 Consistency

In accordance with the IFRS framework for the presentation of financial statements together with IAS 1 and IAS 8, NCCB Securities and Financial Services Limited. Finance applies the accounting disclosure principles consistently from one period to the next. In case of selecting and applying new accounting policies, changes in accounting policies applied and correction of errors, the amounts involved are accounted for and disclosed retrospectively in accordance with the requirement of IAS-8.

2.10 Use of Estimates and Judgments

The preparation of financial statements in conformity with International Financial Reporting Standards (IFRS) requires management to make estimates and assumptions that affect the reported amounts of assets, liabilities, revenue and expenses. Provisions and accrued expenses are recognized in the financial statement in line with the International Accounting Standard (IAS) 37 "Provisions, Contingent Liabilities and Contingent Assets" when;

• the Company 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.

• a reliable estimate can be made of the amount of the obligation.

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.

2.11 Corporate governance

The company recognizes the importance of high standards of corporate governance. Through regular Board Meeting and documented procedures of independence, the company endeavors to meet the standards expected. The Board is also committed to effective communication between the company and its regulators.

2.12 Margin Loan Policy:

Company provide Financial Support to the clients for investment in the secondary market against their margin deposit within the limit set by the management from time to time as per Margin Rules, 1999 of Bangladesh Securities & Exchange Commission (BSEC). The management determines the margin limits of investors. The Management periodically announces the marginable stocks. Investors have to utilize their margin facilities in the selected stocks only.

2.13 Fees & Charges

a) Competitive commission rate transaction value

b) Interest on Margin Loan is (12%-16%) which is accrued daily and charged quarterly

2.14 Cash Flow Statement

Cash flow statement has been prepared as per International Accounting Standard IAS 7 Under Direct Method.

2.15 Investments

Investments comprise of equity securities and mutual fund. All investments are initially recognized at cost, being fair value of the consideration given, including cost of acquisition associated with the investment.

Investment in DSE & CSE shares

The Investment in DSE and CSE shares is mesured at cost price at these have not a quoted market price in an active market and its fair value can not be reliably measured.

Investment in marketable shares

The subsequent measurement of investment in marketable shares is made at fair value through profit or loss as per IAS:39. Financial Instrument recognitions as these are acquired or held for trading purpose in Dealer Account.

2.16 Income Recognition

Income from brokerage commission is recognized on daily basis in the statement of profit and loss and other comprehensive income account after receiving the trading note of securities transacted from Dhaka Stock Exchange Limited & Chittagong Stock Exchange Limited, at which point performance is assured to be completed. Brokerage Commission is recognized as income when Selling or Buying order of the Client is executed.

a) Brokerage commission

Brokerage commission is recognized as income when selling or buying order is signed and trade is executed.

b) Dividend income

Company earns dividend income from Dhaka Stock Exchange Limited, Chittagong Stock Exchange Limited and Investment from Dealer account, ICB Fund-2 and NCCBSFSL SFCM-1 portfolio account. Dividend Income is recognized when it is realized.

c) Interest on Margin Loan

Interest on margin loan is calculated on client's loan balance on daily basis at the applicable rate and charged in the margin loan BO account on quarterly basis. Interest on Margin loan having equity erosion more than 125% of the debt equity ratio is booked in a memorandum register. Interest Income on other margin loan is recognized as income.

2.17 Property, Plant and Equipment

Recognition and Measurement

Items of property, plant and equipment are recognized initially at cost and subsequently at cost less accumulated depreciation in compliance with the IAS 16, "Property Plant and Equipment". The cost of acquisition of an asset comprises its purchase price and any direct cost attributable to bringing the assets to its working condition for its intended use. Expenditure incurred after the assets have been put into use, such as repairs and maintenance is normally charged off as revenue expenditure in the period in which it is incurred.

Subsequent Costs

The cost of replacing part of an item of property, plant and equipment is recognized in the carrying amount of the item if it is probable that the future economic benefits embodied within the part will flow to the Company and its cost can be measured reliably.

Depreciation

Depreciation is charged on the addition of assets from the date when such assets are available for use during the year up to the date of disposal. The method and rates of depreciation are as follows:

Particulars	Method of Depreciation	Rate of Dep.
Computer & Peripherals	Straight Line Method	20%
Office Equipment	Reducing Balance Method	20%
Furniture & Fixtures	Reducing Balance Method	10%

Disposal of property and equipment

On disposal of fixed assets, the cost and accumulated depreciation are eliminated from the fixed assets schedule and gain or loss on such disposal is reflected in the income statement, which is determined with reference to the net book value of the assets and net sale proceeds.

2.18 Intangibles

Recognition and Measurement

Intangible assets comprise the value of computer software. Intangible assets acquired separately are measured on initial recognition at cost and are carried at cost less accumulated amortization and accumulated impairment losses if any. Subsequent expenditure on software assets is capitalized only when it increases the future economic benefits in the specifications to which it relates.

Amortization of Intangible Assets

Amortization is calculated using the straight line method to write down the cost of intangible assets to their residual values over their estimated useful lives based on the management best estimates. Intangible assets are amortized at the rate of 20% on the straight line method.

2.19 Leases

The Company applied IFRS-16: As IFRS 16 supersedes IAS 17: Leases, the Company has made recognition, measurement and disclosure in the financial statements.

As a lessee

The Company recognises a right-of-use (ROU) asset and a lease liability from the initial application date i.e. 1 January 2017 or the commencement date of a lease contract. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted by the amount of any prepaid or accrued lease payments relating to that lease recognised in the balance sheet immediately before the date of initial application, plus any initial direct costs incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset or the site on which it is located, less any lease incentives received.

The right-of-use assets are subsequently depreciated using the straight-line method from the initial application date or commencement date to the end of the lease term, unless the lease transfers ownership of the underlying asset to the Company by the end of the lease term or the cost of the right-of-use asset reflects that the Company will exercise a purchase option. In that case the right-of-use assets will be depreciated over the useful life of the underlying asset, which is determined on the same basis as those of property and equipment. In addition, the right-of-use assets are periodically reduced by impairment losses, if any, and adjusted for certain remeasurements of the lease liability.

The lease liability is initially measured at the present value of the lease payments that are not paid at the initial application date or commencement date, discounted at the Company's weighted average rate. Generally, the Company uses its incremental borrowing rate as the discount rate.

(i) Determining whether an arrangement contains a lease

At inception of an arrangement, the Company determines whether the arrangement is or contains a lease.

To determine if an arrangement contains a lease under IFRS 16, assess whether it grants the right to control an identified asset for a specified period in exchange for consideration. The asset must be explicitly specified, and the lessee must obtain substantially all economic benefits and direct its use. If the supplier retains substitution rights, it typically does not constitute a lease. Regular reviews and adequate documentation are essential to ensure compliance with IFRS 16 requirements.

(ii) Leased assets

Under IFRS 16, a leased asset is recognized at the commencement date, measured at cost, which includes the initial lease liability, any initial direct costs, and restoration obligations. The asset is subsequently depreciated over its useful life or the lease term, whichever is shorter. The Compnay regularly assess and disclose the carrying amount of leased assets in its financial statements.

(iii) Lease Liabilities

The lease liability is initially measured at the present value of lease payments, discounted using the Company's incremental borrowing rate. This rate is determined by obtaining interest rates from various external financing sources, with adjustments made to account for the lease terms and the type of rental assets involved.

(iv) Lease payments

Under IFRS 16, lease payments consist of fixed payments, variable payments tied to an index or rate, and amounts under residual value guarantees. They may also include payments related to options to extend or terminate the lease, if it is reasonably certain these will be exercised. Lessees recognize these payments as part of the lease liability.

2.20 Accounts Receivable

Accounts Receivable are carried at original invoice amount less an estimate made for doubtful debts based on a review of all outstanding amounts at the period end.

2.21 Advances, Deposits & 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 & Equipment, Inventory or Expenses. Deposits are measured at payment value. Pre-payments are initially measured at cost. After initial recognition, pre-payments are carried at cost less charges to Income Statement.

2.22 Cash and Cash Equivalents

Cash and cash equivalents include cash in hand and cash at bank which are available for use by the Company without any restriction. There is an insignificant risk of changes in value of these current assets.

2.23 Provision for Margin Loan and unrealized loss on investment in shares

As per BSEC Circular No.SEC/CMRRCD/2009-193/196 dated on 28.12.2016 a general provision has been made by the company to cover unforeseen losses on loans and investments . The provision including interest suspense is considered adequate to meet any probable future losses.

2.24 Provision for liabilities

A provision is recognized in the statement of comprehensive income 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 IAS 37 "Provisions, Contingent Liabilities and Contingent Assets".

2.25 Provision for taxation

a. Current tax

Provision for tax is assessed under section 82C of the Income Tax Ordinance (ITO) 1984 or under section 163 of Income Tax Act-2023 on income from Company's normal course of business. Under the section the brokerage commission is treated as minimum tax of the company from that source. Applicable tax rate for the Company for the year 2023 will be declared by Finance Act 2023. For the purpose of these financial statements, management has assumed that the existing tax rates will be applicable for Income year 2023 as well, which are mentioned below:

Regular business tax rate	Rate
Business Income	25%
Cash Dividend Income	20%
Capital gain on sale of marketable securities	10%

b. Deferred tax

Deferred tax has been calculated as per IAS 12 "Income taxes" when there is a temporary difference between the carrying amount and the tax base. Deferred tax is calculated by multiplying the temporary differences with the applicable tax rate. At present, the applicable tax rate is 25% for the normal course of business.

Taxable Temporary difference

A deferred tax liability is recognized for all taxable temporary differences, except to the extent that the deferred tax liability arises from:

(a) The initial recognition of goodwill; or

(b) The initial recognition of an asset or liability in a transaction which;

(i) Is not a business combination; and

(ii) At the time of the transaction, affects neither accounting profit nor taxable profit (loss).

2.26 General Provision

General provision made as mandatory provision 1% of outstanding margin exposures as per part-B of schedule-C of BSEC (Risk Based Capital Adequacy) Rules-2019, BSEC notification no. BSEC/CMRRCD/2017-357/221/ Admin/89 dated: May 22, 2019.

2.27 Capital Reserve

The Capital reserve has been maintained at least 10% of profit after tax of last year as per Part-B of Schedule-C of BSEC (Risk Based Capital Adequacy) Rules-2019 of BSEC notification no. BSEC/CMRRCD/2017-357/221/Admin/89 dated: May 22, 2019.

2.28 Earnings per Share (EPS)

The company calculates EPS in accordance with the requirement of IAS – 33: "Earnings Per Share", which has been shown on the face of the Statement of Profit or Loss and Other Comprehensive Income.

This represents earnings for the year ended on 31 December 2025 attributable to the ordinary shareholders.

2.29 Related Party Transactions

As per International Accounting Standards (IAS)-24 Related Party Disclosures, parties are considered to be related if one of the parties has the ability to control the order party or exercise significant influence over the other party in making financial and operational decisions. The Company carried out transactions in the ordinary course of business on an arm's length basis at commercial rates with related parties.

2.30 Directors' Responsibility Statement

The Board of Directors takes the responsibility for the preparation and presentation of these Financial Statements.

2.31 Employees' benefit obligation

a) Salary and allowances

Salary and allowances comprise basic salary, house rent, medical allowance, conveyance allowance, festival bonus, leave fare assistance etc. All expenses related to salary and allowances are recognized on accrual basis of accounting.

b) Provident Fund

Provident Fund benefits are given to the permanent employees' of the Company in accordance with Companies service rules. All confirmed employees of the Company are contributing 10% of their basic salary as subscription of the fund. The Company also contributes equal amounts of the employees contribution. Interest earned from the investments is credited to the members account on yearly basis.

c) Gratuity Fund

Gratuity Fund benefits are given to the permanent employees' of the Company in accordance with Companies service rules. All confirmed employees whose total service length is more than 05 (five) years are allowed to get benifits of gratuity fund. The fund are maintained as per First shcedule (Part-C) of the Income Tax Ordinance -1984 and Rules of NCCBSFSL Employees Gratuity Fund.

3 Signigicant Risk

3.01 Financial Risk Management

Risk is the element of uncertainty or possibility of loss that prevails in any business transactions in any place in any mode and any time. The company manages various risks through involvement of various levels of management. As with all investments investor should be aware that there is risk associated with investment in stock market. This could result in loss in income or capital investment.

1. Industry Risk

Brokerage service industry is an emerging sector with vast local demand. Competition in this sector is usually based on the customized services that the firms provided. By providing skilled services and entry of new competitor may increase the market competition and may adversely affect the profitability of the company.

Retaining pinnacle market position, Management of Company is paying attention in the capital market for providing better customer services. Moreover Company is emphasizing on technical analysis and valued awareness program for market competitiveness.

2. Market Risk

Company may affect by adverse economic and political conditions, broad trends in business and financial changes in volumes and price levels of securities and other factors that affect the volume of stock trading. Also when markets are highly volatile, trade volume may reduce. Reduced trade volumes and prices have historically resulted in reduced transaction revenue for brokerage which affects NCCBSFSL's profitability that means volatility in the capital market may affect Company's business and profitability.

Top Management of the Company constantly monitors the market situation and makes appropriate adjustments as required. Moreover, Company's clients' base consists of a combination of Institutions, foreign investors and retail investors. Hence, the impact of any volatility of the Capital Market on Company's activities will be least.

3. Operational Risk

Operational risk is the risk of loss resulting from inadequate or failed internal processes, people or systems or from external events but does not include credit risk. One of the key challenges in operational risk management is to identify the key risk indicators in processes people and systems

NCCB Securities and Financial Services Limited has well defined processes for all the products and services a pool of experienced and motivated people and state of the art international standard IT platform to minimize its day to day operational risk. Moreover there are dedicated branch operational team members at each branch of Company to ensure regular output checking and compliance issues

4. Credit Risk

Credit risk is the risk of financial loss to the company if a customer fails to meet its contractual obligations and arises principally from the Company's margin loans. The management has delegated responsibility for the oversight of credit risk. Credit Risk Management assesses all credit exposure in excess of designated limits, prior to facilities being committed to customers by the business unit concerned. Company is doing its own grading of risks for its different level of clients for monitoring and controlling credit exposure. Company is controlling credit risk and credit exposure based on margin rules-1999.

5. Liquidity Risk

Measuring and managing liquidity needs are vital for effective operation of the Company. Liquidity risk arises when a company encounters difficulty in meeting its obligations associated with financial liabilities that require to be setteled either though cash or any other financial asset. the company analyses the expected changes of its liquidity by comparing the maturity of its receivables and payables. Therefore, purpose of liquidity risk management is to assess the necessity of founds to meet financial obligations on time. The company approach to managing liquidity (cash and cash equivalents) is to ensure as for as possible that it will always have suffient liquidity to meet its liabilities when due under both normal and strssed conditions without incurring unacceptable losses or risking damage to the company's reputation. In extreme stressed conditions the company may get support from the parent company in the from of short term financing.

3.02 Capital Expenditure Comitment

There was no capital expendituure contracted but not incurred or provided as on 31.12.2025
There is no material capital expenditure authorized by the Board but not contracted for as on 31.12.2025

3.03 No. of Board Meeting

5 (Five) Board of Directors meeting including AGM was held during the period ended on 31 December-2025

3.04 Credit Facility

The Company available as credit facilities SOD A/C with NCC Bank Limited, Motijheel Branch and NCC Bank Limited, Bhaban branch during the year ended on 31 December, 2025.

3.05 Contingent Liability

There was no sum for which the Company was contigently liable as on 31 December, 2025.

3.06 Events After the Reorting Period

The Board of Directors in its 86th meeting of NCCBSFSL held on the dated: April 26, 2026. The Board also recomended payment of 1.5% cash dividend for the year ended on 31 December, 2025 for approval by the shareholders in the next annual general meeting (AGM) of the Company. There are no other metarial events for disclosure.

3.07 General

Previous year's figures, whenever considered necessary have been rearranged and restated in order to conform to current year's presentation.

Particulars		Amount in TK	
		31-12-25	31-12-24
4	**Property, Plant & Equipment**		
	A. At Cost		
	Opening balance	46,598,683	45,910,736
	Add: Addition during the year	1,563,594	1,350,543
	Less: Disposal during the year	1,763,174	662,596
		46,399,103	**46,598,683**
	B. Accumulated Depreciation		
	Opening balance	32,604,605	30,806,110
	Add: Charged during the year	2,010,218	2,264,859
	Less: Adjustment during the year	1,228,800	466,364
		33,386,022	**32,604,605**
	Written down value (A-B)	**13,013,081**	**13,994,078**
	Details are given in Annexure -A		
	Property Plant & Equipment at Cost	46,399,103	46,598,683
	Less: Accumulated Depreciation	33,386,022	32,604,605
	Written Down Value (WDV)	**13,013,081**	**13,994,078**
	Annexure-A may kindly be seen for details.		
5	**Intangible Assets**		
	A. At Cost		
	Opening balance	3,418,805	3,418,805
	Add: Addition during the year	1,128,875	-
	Less: Disposal during the year	2,929,160	-
		1,618,520	**3,418,805**
	B. Accumulated Depreciation		
	Opening balance	3,098,188	2,993,124
	Add: Charged during the year	154,701	105,064
	Less: Adjustment during the year	2,929,160	-
		323,729	**3,098,188**
	Written down value (A-B)	**1,294,791**	**320,617**
	Annexure-B may kindly be seen for details.		
	This balance consists of as follows :		
	Software		
	Bluechip Software at Cost	-	1,020,000
	Bluechip Software (MSA)	-	150,000
	IPO Application Software	-	100,000
	X-Broker Software at Cost	-	125,000
	Antivirus	-	569,645
	Software at Cost (Microsoft)	1,618,520	1,454,160
		1,618,520	3,418,805
	Less: Accumulated Amortization	323,729	3,098,188
		1,294,791	**320,617**
6	**Right of use assets (ROU)**		
	A. Cost		
	Opening balance	31,263,612	-
	Add: Addition during the year	17,628,264	31,263,612
	Less: Disposal during the year	4,455,877	-
		44,435,999	**31,263,612**
	B. Accumulated Depreciation		
	Opening balance	7,750,773	-
	Add: Charge during the year	9,758,770	7,750,773
	Less : Adjustment for the year	4,455,877	-
		13,053,666	**7,750,773**
	C. Written down value (A-B)	**31,382,333**	**23,512,839**

Rental agreement is considered as lease agrement and presented as per IFRS 16.

*The Company has adopted IFRS 16 for the first time from 1st January 2024 hence existing operating leases are transferred to 'Right of use assets' (Exclusive Vat) and rate of interest has been considered @ 9% & 10% pa

Particulars	Amount in TK	
	31-12-25	31-12-24
7 Investment in Shares of Stock Exchanges		
Dhaka Stock Exchange Limited	300,289	300,289
Chittagong Stock Exchange Limited	14,250,748	14,250,748
	14,551,037	**14,551,037**
7.01 Investment in Shares of Dhaka Stock Exchange Ltd.		
The Dhaka Stock Exchange Ltd allotted 72,15,106 number of Ordinary shares of Tk 10 each against the membership held with them as approved scheme of Demutualization under the provision of Exchange Demutualization Act, 2013, which 25% shares has been sold to strategic investor "Shenzhen Stock Exchange (SZSE) and Shanghai Stock Exchange (SSE)".		
Shares Allotted		
40% Ordinary Shares i.e 2,886,042 shares of Tk 10/- each credited to BO A/C # 1202090050877041 of NCCB Securities and Financial Services Ltd.	28,860,420	28,860,420
35% Ordinary Shares i.e 25,25,287 shares of Tk 10/- each credited to DSE Demutualization Blocked Account maintained by DSE.	25,252,870	25,252,870
	54,113,290	**54,113,290**
7.02 Investment in Shares of Chittagong Stock Exchange Ltd.		
The Chittagong Stock Exchange Ltd allotted total 4,287,330 number of Ordinary shares of Tk 10 each against the membership held with them as approved scheme of Demutualization under the provision of Exchange Demutualization Act, 2013 where 25% shares has been sold to strategic investor "ABG Limited" @Tk.15/-		
Shares Allotted		
40% Ordinary Shares i.e 1714932 shares of Tk 10/- each credited to BO A/C # 1202090050877041 of NCCB Securities and Financial Services Ltd.	17,149,320	17,149,320
35% Ordinary Shares i.e 15,00,565 shares of Tk 10/- each credited to CSE Demutualization Blocked Account maintained by CSE.	15,005,650	15,005,650
	32,154,970	**32,154,970**
8 Investment in Marketable Shares		
Investment in Dealer A/C at Cost Value. Note: 8.01	1,249,688,338	885,481,437
Add: Investment in Dealer IPO Share	-	-
Add:NCCBSFSL Stratagic Investment at Cost Value	-	1,580,990
Add:NCCBSFSL-SFCM 1 at Cost Value	45,390,565	49,893,184
Add:NCCBSFSL ICB Fund Shares at Cost Value	-	-
Add:NCCBSFSL ICB Fund-2 Shares at Cost Value	194,507,441	232,029,763
Annexure-D, E and F for details of investment in shares.	**1,489,586,344**	**1,168,985,374**
8.01 Investment in Dealer A/C at Cost Value		
Investment in shares and mutual fund	165,985,168	167,385,337
Investment in Treasury bill	452,958,870	207,273,550
Investment in Treasury bond	621,921,750	502,000,000
Investment in SUKUK	4,610,550	4,610,550
Investment in Non-listed fund	4,212,000	4,212,000
	1,249,688,338	**885,481,437**
8.02 Unrealized Profit/(loss) on investment in shares		
Unrealized loss on investment in shares at dealer account	15,851,705	(46,247,954)
Unrealized loss on NCCBSFSL Stratagic Investment	-	(753,020)
Unrealized loss on NCCBSFSL SFCM-1	(20,324,350)	(17,176,832)
Unrealized loss on NCCBSFSL ICB Fund	-	-
Unrealized profit on NCCBSFSL ICB Fund-2	(63,471,425)	(53,713,936)
Annexure-D, E and F for details of unrealized profit/(loss) on investment in shares.	**(67,944,070)**	**(117,891,742)**
9 Accounts Receivable		
Receivable from Dhaka Stock Exchange Limited (Broker)	8,491,344	3,010,724
Receivable from Chittagong Stock Exchange Limited (Broker)	-	2,128
Receivable from Dhaka Stock Exchange Limited (Dealer)	3,240,268	-
Interest Receivable from Gov't Securities	29,582,008	24,308,077
Receivable from cash dividend	2,045,350	-
	43,358,969	**27,320,930**

Particulars		Amount in TK	
		31-12-25	31-12-24
10	**Advance, Deposit and Prepayments**		
	Advance against office rent	582,800	1,314,390
	Advance for suppliers	750,000	1,529,000
	Suspense account sundry debtors	-	2,150,000
		1,332,800	**4,993,390**
11	**Advance Income Tax**		
	Balance at the beginning of the year	443,384,938	410,024,784
	Add: Tax deduction at sources during the year Note:9.1	35,516,672	20,094,583
	Add: Income tax paid to LTU		13,265,571
	Less: Adjustment for the Assessment year 2012-2013, 2015-2016, 2016-2017, 2018-2019,2019-2020 and 2020-2021	(163,323,240)	-
		315,578,370	**443,384,938**
11.01	**Tax deduction at sources during the year**		
	Tax deduction from brokerage commission	6,761,831	11,266,096
	Tax deduction from capital gain from dealer portfolio	16,736	52,810
	Tax deduction from capital gain from CSE Shares	-	1,699,087
	Tax deduction from Govt Securities	8,101,991	1,856,680
	Tax deduction from dividend income from DSE and CSE shares	357,148	754,456
	Tax deduction from dividend income from investment in shares	2,589,262	4,089,049
	Tax deduction from interest from bank accounts	17,689,704	376,405
		35,516,672	**20,094,583**
12	**Receivable from Clients**		
	A. Amount receivable from cash accounts		
	Receivable after Securities trading/Receivable from Cash Code	3,284,628	3,443,188
	Receivable aries from fee, Commission and Charged	-	-
	Sub Total-(a)	**3,284,628**	**3,443,188**
	B. Amount receivable from margin accounts		
	Equity Negative (Exposure >100)	1,200,299,032	1,476,684,713
	Equity Positive, Force Sale (Exposure 80 to 100)	53,996,573	48,934,330
	Equity Positive, Margin Call (Exposure 66.67 to 80)	31,326,029	63,376,848
	Equity Positive, Regular (Exposure below <66.67)	133,951,563	243,791,277
	Sub Total-(b)	**1,419,573,197**	**1,832,787,167**
	Grand Total (a+b)	**1,422,857,825**	**1,836,230,355**
	Less: Equity negative margin loan having no securities and account status is closed	**466,567,396**	**-**
		956,290,429	**1,836,230,355**

Margin loan status	No of BO A/C avail margin loan	Margin loan payment	Market Value	Equity except Accrued Interest
Equity Positive	92	133,951,563	361,416,221	227,464,658
Margin Cal	21	31,326,029	43,796,203	12,470,174
Force Sale	15	53,996,573	63,210,680	9,214,107
Equity Negative	290	1,200,299,032	280,222,777	(920,076,255)
Total	**418**	**1,419,573,197**	**748,645,881**	

The Bangladesh Securities and Exchange Commission (BSEC) has established guidelines for margin loan facilities, allowing investors to borrow funds to purchase securities. As of May 2022, the BSEC permits brokerage firms and merchant banks to provide margin loans up to 100% of an investor's own investment, effectively a 1:1 ratio. An Equity Negative Margin Loan occurs when the total margin loan exceeds the market value of the investor's portfolio. This means:

$$\text{Exposure} = \frac{\text{Total Loan}}{\text{Market Value of Investment}} > 100\%$$

The Company reported a margin loan balance of BDT 1,422,857,825 as of the reporting date which includes negative equity investment of BDT 1,200,299,032. The market value of negative equity investment is BDT 280,222,777 and negative equity impairment loss is BDT 920,076,255 excluding the correspondent interest suspense. NCCBSFSL maintained fully provision for Negative equity is Tk.92,00,76,255/- againest Negative Equity Tk.92,00,76,255/-.

Particulars		Amount in TK	
		31-12-25	31-12-24
13	**Cash and Cash Equivalents**		
	Cash in Hand	-	-
	Special Notice Deposit Account with		
	IFIC Bank Limited-Customer A/C-1090-000294-041	267,503,715	109,021,004
	NCC Bank Limited-Customer A/C-0103-0325000106	90,499,136	634,631,979
	One Bank Limited-Dealer A/C-0013000000401	220,270	20,852,988
	NCC Bank Limited-Strategic Investment A/C-0103-0325000375	1,098	470,520
	NCC Bank Limited-ICB Fund-2 A/C-01030325000900	2,060,348	9,797,223
	NCC Bank Limited-ICB Fund A/C-01030325000571	250,040,744	-
	NCC Bank Limited-Company A/C-0002-0325001152	13,754,485	27,555,789
	Total Cash at Banks	**624,079,796**	**802,329,503**
	Total Cash and Cash Equivalents	**624,079,796**	**802,329,503**
14	**Share Capital**		
14.01	**Authorized Capital**		
	50,000,000 Ordinary shares @ of Tk. 100 each	5,000,000,000	5,000,000,000
14.02	**Issued, Subscribed and Paid up Capital**		

The Issued, Subscribed and Paid up Capital is Tk 2,000,000,000/- divided into 20,000,000 ordinary shares of Tk. 100 each fully paid. The shareholding position of the company is as follows:

Name of Shareholders	No. of shares held	Per value of share	Value as at 31-Dec-25	Value as at 31-Dec-24
NCC Bank PLC.	19,999,999	100	1,999,999,900	999,999,900
Mohammed Nurun Newaz	1	100	100	100
Total	**20,000,000**		**2,000,000,000**	**2,000,000,000**

15	**Retained Earnings**		
	Balance at the beginning of the year	126,364,829	123,452,673
	Add: Net profit during the year	(95,351,708)	3,235,729
	Less: Capital Reserve maintain during the year (Note-15.01)	-	323,573
		31,013,121	**126,364,829**
15.01	**Capital Reserve**		
	Balance at the beginning of the year	830,937	507,364
	Add: Capital reserve made during the year	-	323,573
		830,937	**830,937**

Capital reserve has been maintained as per Part-B of Schedule-C of BSEC Risk Based Capital Adequacy Rules-2019 of BSEC notification no. BSEC/CMRRCD/ 2017-357/221/Admin/89 dated: May 22, 2019 i.e.Each registered entity shall maintain a mandatory provision at least @ 10% of profit after tax of last year as capital reserve and the full amount of such reserve shall be accounted for in computing total capital.

16	**Short Term Loan**		
	Investment Corparation of Bangladesh (ICB)	315,325,745	149,447,984
		315,325,745	**149,447,984**
17	**Accounts Payable**		
	Payable to Central Depository Bangladesh Limited (CDBL)	12,977	11,362
	Payable to Dhaka Stock Exchange Limited (Broker)	1,156,234	3,934,880
	Payable to IPO A/C	-	-
	Payable to clients	276,198,225	683,935,450
	Payable to BO Account closing fee	347,921	347,921
	Accounts payable	4,921,701	4,746,687
	Payable to employees gratuity fund	31,023,180	27,600,010
	Payable to clients bank interest	-	53,882,572
	Other payables	963,487	615,869
		314,623,725	**775,074,751**

As per IAS-19 Z. Halim and Associates a Actuarial Consultant recomends the Value of liability in respect of active employees is Tk.3,07,05,030/- but NCCBSFSL maintained payable to employees gratuity fund Tk.3,10,23,180/-

Particulars		Amount in TK	
		31-12-25	31-12-24
18	**Lease liabilities**		
	Opening balance	24,164,874	-
	Addition during the year	15,036,264	31,263,612
	Interest charged during the year	2,994,600	2,681,623
	Less: Payment during the year	11,527,879	9,780,361
		30,667,859	**24,164,874**
	Lease liability -current portion	11,527,879	9,780,361
	Lease liability -non current portion	19,139,980	14,384,513
19	**Deferred tax liability**		
	Opening balance	680,689	-
	Deferred tax expense/(benefit) during the year	1,084,841	680,689
	Closing liability	**1,765,530**	**680,689**

Particulars	Carrying amount	Tax Base	Temporary Difference	Tax Rate	Taxable/ (deductable) temporary
Property Plant and Equipment	14,307,872	7,960,228	6,347,644	25%	1,586,911
ROU	31,382,333	-	31,382,333	25%	7,845,583
Lease Liability	30,667,859	-	(30,667,859)	25%	(7,666,965)
	76,358,064		**7,062,118**		**1,765,530**

Closing deferred tax liabilities as at 31 December 2025

20	**Other Liabilities**		
	Provision for Margin loan Note: 20.01	543,692,440	268,196,654
	General provision Note:20.02	14,228,578	18,362,304
	Interest suspense on margin loan Note: 20.03	376,383,815	525,188,074
	Provision for Unrealized Loss in investment is shares Note: 20.04	67,944,070	58,945,871
		1,002,248,904	**870,692,903**
	Less: Provision against equity negative margin loan having no securities and account status is closed	466,567,396	-
		535,681,508	**870,692,903**
20.01	**Provision for margin loan**		
	Balance at the beginning of the year	268,196,654	188,140,778
	Add: Provision made during the year	275,495,786	129,997,291
	Less: Margin loan write off during the year	-	49,941,415
		543,692,440	**268,196,654**
20.02	**Genaral provision**		
	Balance at the beginning of the year	18,362,304	48,630,748
	Add: Adjustment during the year	(4,133,725)	(30,268,444)
		14,228,578	**18,362,304**

General provision made as mandatory provision 1% of outstanding margin exposures as per prescribed by part-B of schedule-C of BSEC Risk Based Capital Adequacy Rules-2019, BSEC notification no. BSEC/CMRRCD/2017-357/221/Admin/89 dated: May 22, 2019.

20.03	**Interest suspense on margin loan**		
	Balance at the beginning of the year	525,188,074	593,870,058
	Add: Write off during the year	148,804,259	68,681,984
		376,383,815	**525,188,074**
20.04	**Provision for unrealized loss on investment in shares**		
	Balance at the beginning of the year	58,945,871	27,952,691
	Add: Provision made during the year	8,998,199	30,993,180
		67,944,070	**58,945,871**

Particulars	Amount in TK	
	31-12-25	31-12-24

As per the BSEC Notification No. BSEC/SMMID/NE/95/105/2024/303 dated: April 24, 2025 Extended Time for maintaining provision against negative equity of margin loan facilities to their clients portfolio upto December 31, 2025. And also BSEC সূত্র নং- বিএসইসি/সার্ভেইল্যান্স/মুখপাত্র(৫ম খন্ড)/২০১৯/৩৬০ Dated: 15 march, 2023 Extended Time for maintaining provision against Dealer account portfolio upto December 31, 2025. NCCBSFSL maintained fully provision for Negative equity is Tk.92,00,76,255/- againest Negative Equity Tk.92,00,76,255/- and also provision for own portfolio is Tk. 6,79,44,070/- againest unrealized loss in own portfolio is Tk.6,79,44,070/-

21 Provision for Income Tax

Balance at the beginning of the year	388,366,094	368,271,511
Add: Provision made during the year	35,516,672	20,094,583
	423,882,766	388,366,094
Less: Adjustment during the year	163,323,240	-
	260,559,526	**388,366,094**

The Company has claimed deductions for write-off of margin loans and related interest suspense for the income years 2022 to 2025 but this cliamed disallowed by the NBR for these year. Similar deductions were previously accepted by the National Board of Revenue in the assessment year 2019–20, but these assessments were disallowed due to documentation requirements.

Management believes that the current claims are supportable and will be accepted upon submission of adequate explanations and supporting evidence.

22 Brokerage Commission received

Brokerage Commission-DSE	60,613,171	76,683,704
Brokerage Commission-CSE	188,039	363,907
Commission from dealer account	30,619	-
	60,831,829	**77,047,611**

23 Direct Expenses

Howla charge DSE	1,700	1,700
Laga charge DSE	4,487,199	5,588,965
Laga charge DSE for dealer account	13,883	22,642
Laga charge CSE	12,337	968,099
Investor protection fund	45,399	150
Commission charges for Bank Guarantee for DSE and CSE	1,104,000	1,104,000
CDBL charges	2,090,868	1,898,135
	7,755,386	**9,583,691**

24 Interest received

Interest received from margin loan	72,835,588	76,903,816
Interest received from Govt Securities	99,393,718	55,092,573
Interest received from bank accounts	71,041,589	1,778,312
Interest received from bank accounts (dealer)	186,744	568,588
Total interest received	**243,457,639**	**134,343,289**

25 Interest Expense

Interest expenses on ICB loan	4,808,517	8,008,969
Total interest expense	**4,808,517**	**8,008,969**

26 Net investment income

Cash dividend received, Note: 26.1	16,777,347	24,421,825
Capital gain from investment in shares, Note: 26.2	(1,524,141)	10,824,531
	15,253,206	**35,246,356**

26.01 Cash dividend received

Cash dividend from Dhaka Stock Exchange Limited	2,705,665	2,164,532
Cash dividend from Chittagong Stock Exchange Limited	1,125,424	1,607,749
Cash dividend from investment in shares from other investment	8,100,466	12,385,936
Cash dividend from investment in dealer account	4,845,793	8,263,608
	16,777,347	**24,421,825**

26.02 Capital gain from investment in shares

Capital gain from investment in dealer A/C (Note: 26.2.1)	(3,362,279)	9,699,499
Capital loss from investment in ICB Fund,Strategic,SFCM (Note:26.2.2)	1,838,138	(10,202,212)
Capital gain from sale of CSE shares	-	11,327,243
	(1,524,141)	**10,824,531**

Particulars		Amount in TK	
		31-12-25	31-12-24
26.2.1	**Capital gain from investment in dealer**		
	Share sold during the year	26,785,157	70,240,012
	Less: Cost price of shares sold	30,147,436	60,540,513
		(3,362,279)	**9,699,499**
26.2.2	**Capital gain from investment in ICB Fund,Strategic,SFCM**		
	Share sold during the year	87,404,598	161,910,261
	Less: Cost price of shares sold	85,566,460	172,112,473
		1,838,138	**(10,202,212)**
27	**Other operating income**		
	Account opening fee	59,250	3,150
	BO account maintenance fee	491,400	1,002,850
	Account closing fee	88,354	165,476
	Service charge income	57,780	103,133
	Income from IPO application	1,599	16,800
		698,383	**1,291,409**
28	**Salary and Allowances**		
	Basic salary	23,372,160	23,020,669
	House rent allowance	8,349,951	7,832,784
	Entertainment allowance	752,610	671,020
	Medical allowance	1,504,710	1,333,440
	Conveyance allowance	1,407,765	1,352,580
	Contribution to employees provident fund	1,917,486	1,844,952
	Utilities allowance	1,394,670	1,136,260
	Lunch subsidy	759,810	675,820
	House maintenance allowance	665,310	518,820
	Other allowance	280,953	394,501
	Casual wages	41,200	99,633
	LFA allowance	1,345,080	1,056,960
	Employees Gratuity fund	3,423,170	3,246,415
	Employees Bonus	4,380,632	5,759,486
		49,595,507	**48,943,340**
29	**CEO's Salary and Allowances**		
	Basic salary	3,078,000	-
	House rent allowance	1,385,100	-
	Entertainment allowance	114,000	-
	Medical allowance	342,000	-
	House maintenance allowance	342,000	-
	LFA allowance	456,000	-
	Bonus	1,145,472	-
	Baisakhi Allowance	25,650	-
	Car Allowance	1,150,000	-
	Special allowance	120,000	-
		8,158,222	**-**
30	**Rent, Taxes, Insurance, Electricity etc.**		
	Office rent	3,162,090	4,017,858
	Electricity bill	1,316,244	1,368,107
		4,478,334	**5,385,965**
31	**Stamp,Postage & Telecommunication**		
	Stamp, postage & courier	48,354	57,580
	Telephone and Mobile bill	473,560	515,024
		521,914	**572,604**

Particulars		Amount in TK	
		31-12-25	31-12-24
32	**Stationery, Printing and Advertisement**		
	Printing and press	33,892	87,440
	Publicity & advertisement	112,170	15,643
	Stationary	463,241	469,648
		609,303	**572,731**
33	**Directors' Fees**		
	Directors' fees	**373,200**	**266,800**
34	**Audit Fees**		
	Statutory audit fees (Including VAT)	**69,000**	**126,500**
35	**Depreciation Expenses on Fixed Assets**		
	Depreciation on fixed assets (Annexure-A)	2,010,218	2,264,859
	Depreciation on ROU	9,758,770	7,750,773
	Amortization of software (Annexure-B)	154,701	105,064
		11,923,689	**10,120,696**
36	**Other Expenses**		
	Newspaper & periodicals	18,174	20,532
	Liveries & uniform	94,586	95,632
	Travelling expenses	25,505	16,843
	Conveyance	259,358	106,584
	Entertainment	996,610	975,753
	Mineral water	210,043	186,978
	Data connectivity charges	1,772,460	1,821,593
	Subscription, renewal & registration	642,189	929,993
	Training, development and promotion	90,779	-
	Interest on lease liability	2,994,600	2,681,623
	Loss on disposal of fixed assets	480,674	93,516
	Repair & maintenance	977,940	799,773
	Bank charges	461,238	122,851
	Business promotion expenses	220,000	504,500
	Service charges	1,056,764	1,223,170
	Legal and Professional Fees	37,000	35,000
		10,337,920	**9,614,341**

Chief Executive Officer **Director** **Chairman**

NCCB Securities and Financial Services Limited

Annexure-A

Schedule of Property, Plant & Equipment

As at 31 December 2025

Particulars	Cost				Rate of Dep.	Depreciation				Written Down Value (WDV) as at 31 Dec-2025
	Balance as 01-Jan-2025	Addition during the period	Disposal/ Adjustment during the year	Balance as at 31 Dec-2025		Balance as 01-Jan-2025	Charged for the period	Disposal/ Adjustment during the year	Balance as at 31 Dec-2025	
Computer & Peripherals	12,852,685	1,563,594	719,092	13,697,187	20%	11,646,917	518,366	640,146	11,525,138	2,172,049
Office Equipment	11,191,580	-	17,894	11,173,686	20%	7,633,699	648,204	17,663	8,264,239	2,909,447
Furniture & Fixture	22,554,418	-	1,026,188	21,528,230	10%	13,323,989	843,648	570,992	13,596,645	7,931,585
Total	**46,598,683**	**1,563,594**	**1,763,174**	**46,399,103**		**32,604,605**	**2,010,218**	**1,228,800**	**33,386,022**	**13,013,081**

Schedule of Intangible Assets

Annexure-B

As at 31 December 2025

Particulars	Cost				Rate of Dep.	Depreciation				Written Down Value (WDV) as at 31 Dec-2025
	Balance as 01-Jan-2025	Addition during the period	Disposal/ Adjustment during the year	Balance as at 31 Dec-2025		Balance as 01-Jan-2025	Charged for the period	Disposal/ Adjustment during the year	Balance as at 31 Dec-2025	
Software	3,418,805	1,128,875	2,929,160	1,618,520	20%	3,098,188	154,701	2,929,160	323,729	1,294,791
Total	**3,418,805**	**1,128,875**	**2,929,160**	**1,618,520**		**3,098,188**	**154,701**	**2,929,160**	**323,729**	**1,294,791**

Schedule of Lease Liability

Annexure-C

As at 31 December 2025

Particulars	Cost				Depreciation				Written Down Value (WDV) as at 31 Dec-2025
	Balance as 01-Jan-2025	Addition during the period	Disposal/ Adjustment during the year	Balance as at 31 Dec-2025	Balance as 01-Jan-2025	Charged for the period	Disposal/ Adjustment during the year	Balance as at 31 Dec-2025	
Right of use assets	31,263,612	17,628,264	4,455,877	44,435,999	7,750,773	9,758,770	4,455,877	13,053,666	31,382,333
Total	**31,263,612**	**17,628,264**	**4,455,877**	**44,435,999**	**7,750,773**	**9,758,770**	**4,455,877**	**13,053,666**	**31,382,333**

NCCB Securities and Financial Services Limited

NCCBSFSL Dealer Portfolio Account

As at 31 December 2025

Company Name	Total	Avg. Cost	Total Cost	Market Rate	Market Value	Unrealized Gain / Loss	% Gain /Loss
"A" category instruments							
BATBC	192,000	528.85	101,538,697	248	47,731,200	(53,807,497)	-53%
SINGERBD	100,000	175.13	17,513,125	85	8,450,000	(9,063,125)	-52%
EBL	49,000	26.58	13,025,320	24	11,907,000	(1,118,320)	-9%
Uttara Bank	245,000	22.51	5,515,532	23	5,586,000	70,468	1%
Apexwav	1,390	-	-	-	7,089	7,089	0%
			137,592,673		**73,681,289**	**(63,911,384)**	**-46%**
Debt Instruments							
BEXGSUKUK	49,081	94	4,610,550	57	2,797,617	(1,812,933)	-39%
T.Bill							
91D T-BILL 05/01/2026	200,000	98	19,535,920	100	20,000,000	464,080	10%
91D T-BILL 12/01/2026	100,000	98	9,769,420	100	10,000,000	230,580	9%
91D T-BILL 26/01/2026	300,000	98	29,310,390	100	30,000,000	689,610	9%
91D T-BILL 16/02/2026	300,000	98	29,269,890	100	30,000,000	730,110	10%
91D T-BILL 23/03/2026	1,000,000	97	97,453,800	100	100,000,000	2,546,200	10%
91D T-BILL 29/06/2026	600,000	97	58,469,940	100	60,000,000	1,530,060	10%
182D T-BILL 23/03/2026	500,000	95	47,654,700	100	50,000,000	2,345,300	20%
182D T-BILL 15/06/2026	700,000	95	66,509,310	100	70,000,000	3,490,690	21%
182D T-BILL 29/06/2026	1,000,000	95	94,985,500	100	100,000,000	5,014,500	21%
			452,958,870		**470,000,000**	**17,041,130**	**4%**
T.Bond							
TB2Y0426	500000	100	50,000,000	100	50,000,000	-	12%
TB10Y0135	500000	111	55,661,150	110	55,130,000	(531,150)	12%
TB15Y0339	2000000	99	198,178,100	114	228,180,000	30,001,900	12%
TB20Y0744	2000000	100	200,000,000	114	228,840,000	28,840,000	13%
TB20Y0143	1000000	78	77,722,500	86	85,660,000	7,937,500	9%
TB20Y0545	400000	101	40,360,000	118	47,120,000	6,760,000	12%
			621,921,750		**694,930,000**	**73,008,250**	
Non listed Stock Instruments							
VIPB	42,120	100	4,212,000	100	4,212,000	-	0%
			4,212,000		**4,212,000**		**0%**
Listed Mutual Fund							
ICBEPMF1S1	2,484,014	5.70	14,165,187	3.4	8,445,648	(5,719,539)	-40%
IFILISLMF1	602,497	6.67	4,020,892	3.4	2,048,490	(1,972,402)	-49%
SEMLLECMF	650,000	7.88	5,125,136	7.4	4,810,000	(315,136)	-6%
VAMLBDMF1	650,000	7.82	5,081,280	7.1	4,615,000	(466,280)	-9%
			28,392,494		**19,919,137**	**(8,473,357)**	**-30%**
Total:			**1,249,688,338**		**1,265,540,043**	**15,851,705**	

NCCB Securities and Financial Services Limited

Annexure-E

NCCBSFSL SFCM-1

As at 31 December 2025

Company Name	Total	Avg. Cost	Total Cost	Market Rate	Market Value	Unrealized Gain / Loss	% Gain / Loss
"A" category instruments							
AMCL(PRAN)	23,460	278.60	6,535,864	202.50	4,750,650	(1,785,214)	-27%
BATBC	21,000	620.02	13,020,322	248.60	5,220,600	(7,799,722)	-60%
NATLIFEINS	30,000	162.15	4,864,380	93.40	2,802,000	(2,062,380)	-42%
DBH	355,288	59.02	20,969,999	34.60	12,292,965	(8,677,034)	-41%
Total			**45,390,565**		**25,066,215**	**(20,324,350)**	**-45%**

NCCB Securities and Financial Services Limited

Annexure-F

NCCBSFSL ICB Fund-2 Portfolio Account

As at 31 December 2025

Company Name	Total	Avg. Cost	Total Cost	Market Rate	Market Value	Unrealized Gain / Loss	% Gain / Loss
"A" category instruments							
ACI	17,272	209.03	3,610,353	194.60	3,381,131	(229,221)	-6%
BATBC	75,271	405.11	30,493,423	248.60	18,712,371	(11,781,042)	-39%
BEXIMCO	18,881	106.14	2,003,986	110.10	2,078,798	74,812	4%
BSCCL	33,440	195.67	6,543,204	126.10	4,233,504	(2,309,700)	-35%
BXPHARMA	26,307	132.21	3,478,044	102.10	2,665,945	(812,099)	-23%
DBH	1,044,952	46.53	48,621,866	34.60	36,155,339	(12,466,526)	-26%
EBL	89,182	20.98	1,870,971	24.30	2,167,123	296,152	16%
GLOBALINS	725,724	38.66	28,055,737	25.40	18,433,390	(9,622,347)	-34%
LHBL	137,678	72.63	9,999,791	46.70	6,429,563	(3,570,228)	-36%
LINDEBD	3,000	1,126.15	3,378,460	750.10	2,250,300	(1,128,160)	-33%
RUPALIINS	6,000	24.45	146,684	21.10	126,600	(20,084)	-14%
PURABIGEN	8,000	20.63	165,058	19.10	152,800	(12,258)	-7%
SQUARETEXT	79,252	60.64	4,806,095	48.50	3,843,722	(962,373)	-20%
SQURPHARMA	10,500	220.41	2,314,278	198.60	2,085,300	(228,978)	-10%
TRUSTBANK	119,630	20.96	2,507,259	17.30	2,069,599	(437,660)	-17%
UNIQUEHRL	68,100	61.65	4,198,065	38.20	2,601,420	(1,596,645)	-38%
UTTARABANK	200,000	22.54	4,507,547	22.80	4,560,000	52,453	1%
MERCANBANK	513,009	12.57	6,449,016	7.50	3,847,568	(2,601,448)	-40%
			163,149,835		**115,794,471**	**(47,355,363)**	
Listed Mutual Fund							
ICBEPMF1S1	4,372,546	7.04	30,790,861	3.40	14,866,656	(15,924,204)	-52%
ICBAMCL2ND	2	11.90	24	5.40	11	(13)	-55%
IFILISLMF1	110,258	5.14	566,722	3.40	374,877	(191,845)	-34%
			31,357,606		**15,241,544**	**(16,116,062)**	
Total			**194,507,441**		**131,036,016**	**(63,471,425)**	

NCCB Securities and Financial Services Limited

Corporate Tax position

As at 31 December 2025

Accounting Year	Assessment Year	As per Audited Accounts		As per DCT Order			Remarks
		Provision for Income Tax	Advance Income Tax	Tax Liability	Income Tax Paid	Income Tax Payable/ (Refund)	
1	2	3	4	5	6	7=(5-6)	
2011	2012-2013	84,544,924	31,142,098	69,966,727	69,966,727	-	Settled
2012	2013-2014	43,734,860	71,432,796	210,612,650	60,311,854	150,300,796	Reference to the High Court Division
2013	2014-2015	65,086,678	59,513,419	252,578,482	69,012,150	183,566,332	Procesing for Reference to High Court Division
2014	2015-2016	7,879,650	39,259,626	12,562,616	12,618,658	(56,042)	Settled
2015	2016-2017	1,094,359	21,590,425	12,981,659	12,925,617	56,042	Settled
2016	2017-2018	15,461,946	15,879,958	15,313,287	17,231,114	(1,917,827)	Settled
2017	2018-2019	29,219,792	29,967,342	34,512,598	34,512,598	-	Settled
2018	2019-2020	12,851,967	25,007,601	15,924,640	15,924,640	-	Settled
2019	2020-2021	19,856,679	15,039,757	17,375,000	17,375,000	-	Settled
2020	2021-2022	19,817,884	21,295,973	21,614,359	19,817,883	1,796,476	Settled
2021	2022-2023	35,054,645	40,061,041	43,680,366	35,039,645	8,640,721	Processing for CT appeal
2022	2023-2024	18,716,278	24,882,899	-	-	-	Return Filed u/s -180 of ITA-2023
2023	2024-2025	14,951,849	14,951,849	-	-	-	Return Filed u/s -180 of ITA-2023
2024	2025-2026	20,094,583	33,360,154	-	-	-	Return to be submitted within 31.09.2025
2025	2026-2027	35,516,672	35,516,672	-	-	-	Return to be submitted within 31.09.2026
2025	Adjustment	(163,323,240)	(163,323,240)	(163,323,240)	(163,323,240)	-	Assessment year 2012-2013, 2015-2016, 2016-2017, 2018-2019,2019-2020 and 2020-2021
Total Amount		**260,559,526**	**315,578,370**	**543,799,144**	**201,412,645**	**342,386,498**	

NCCB Securities and Financial Services Limited

Statement of Showing Computation of Risk Based Capital Adequacy

For the year ended on 31 December 2025

				31-12-25	31-12-24
Calculation of Capital Adequacy Ratio (CAR):					
A. Eligible Capital					
Components	**Amount**	**Haircut %**	**Haircut Amount**	**Eligible Amount**	**Eligible Amount**
Paid-up-capital	2,000,000,000	-	-	2,000,000,000	2,000,000,000
Capital reserve	830,937	-	-	830,937	830,937
Retained earnings	31,013,121	-	-	31,013,121	126,364,829
Sum of core capital				**2,031,844,058**	**2,127,195,766**
General provision	14,228,578	20%	2,845,716	11,382,863	14,689,843
Sum of supplementary capital				**11,382,863**	**14,689,843**
Total capital	**2,046,072,637**			**2,043,226,921**	**2,141,885,608**
B. Total risk requirement					
Particulars		**Base amount**	**Risk Factor**	**Applicable Amount**	**Applicable Amount**
Operation Risk Requirement (ORR):					
Based on average annual gross income [see clause (b) of sub-rule (7.1) of rule 7]		212,907,846	5%	10,645,392	7,733,993
Position Risk Requirement (PRR):					
i. Proprietary position in equity securities:					
Value of "A" catagories securities		346,133,073	10%	34,613,307	39,402,626
Value of "B/G/N" catagories securities		-	12%	-	447,498
Value of "Z" catagories securities		-	15%	-	538,527
Value of non listed instruments		4,212,000	25%	1,053,000	1,053,000
ii. Proprietary position in MFs & CISs:					
Value of listed funds		59,750,101	10%	5,975,010	4,954,368
Value of government securities/instruments		1,074,880,620	0%	-	-
iii. Proprietary position in Debt instruments & ABSs:					
Value of listed debt instruments		4,610,550	5%	230,528	230,528
Counterparty Risk Requirement (CPRR):					
Exposer of credit facilities to clients		1,422,857,825	8%	113,828,626	146,898,428
Liability Risk Requirement (LRR)					
Annual revenue reported in last year		-	0.20%	-	6,471
Total risk requirement		**3,125,352,016**		**166,345,863**	**201,265,440**
C. Capital Adequacy Ratio (CAR)=	**Total Capital (TC) / Total Risk Requirement (TRR)**		**X 100**	**1228%**	**1064%**
Maximum permissible ratio [NB: Capital Adequacy Ratio shall be maintained minimum 120%, i.e. its Total Capital requirement shall be, at all times minimum 1.20 times of its Total Risk requirement.]				120%	120%

Chief Executive Officer **Director** **Chairman**

Signed in terms of our report of even date

Shaikh Hasibur Rahman FCA
Partner
Enrolment no 1512
Hoda Vasi Chowdhury & Co
Chartered Accountants

এনসিসি ইসলামিক

এনসিসি ব্যাংক
আপনার সাথেই সবসময়

সান্নিধ্য ও রূপান্তরের ৩৩ বছর

পরিবর্তন ও অগ্রগতির এই পথে তিন দশকেরও বেশি সময় ধরে আমরা আপনার পাশে আছি, আপনার প্রতিটি প্রয়োজন পূরণে। ৩৩ বছরের এই যাত্রায় আধুনিক ব্যাংকিং সেবার অঙ্গীকার অটুট রেখে, আপনাকে সঙ্গী করেই আমরা এগিয়ে যেতে চাই আগামীর সাফল্যের ধারায়–একই প্রতিশ্রুতি নিয়ে: আপনার সঙ্গেই সবসময়!



NCCB Capital Limited

NCCB Capital Limited (NCCBCL) is a subsidiary of NCC Bank PLC in Bangladesh, incorporated on April 1, 2010, to provide full-fledged merchant banking services. It focuses on issue management, underwriting, and advisory services, though it was not in active operation until late 2018.

Directors' Report to the Shareholders of NCCB Capital Limited

Bismillahir Rahmanir Rahim

Dear Shareholders,

Assalamualaikum,

I am pleased to present the Directors' Report of NCCB Capital Ltd. for the year ended 31 December 2025, together with the audited financial statements, the Auditors' Report thereon, and a statement on the Company's compliance with the Companies Act, 1994.

The Company is yet to receive the requisite license to commence operations, primarily due to prevailing policy considerations of the relevant regulatory authority. Efforts remain ongoing to obtain the necessary approval, and we are actively engaged in fulfilling all legal and procedural requirements in this regard. The management of the parent company continues to extend its full support to expedite this process. We remain optimistic that, upon receipt of the license, the Company will be able to commence operations in due course.

In the absence of the required license, NCCB Capital Ltd. was unable to undertake operational activities during the year under review. Nevertheless, a brief overview of the Company's position as at 31 December 2025 is presented below for your kind consideration.

Authorized and Paid-up Capital: The Authorized and Paid-up Capital of the Company remained at Tk. 1,000 million and Tk. 250 million respectively as on 31.12.2025.

Operational Result: The Company due to its inoperative state suffered operational loss for the year ended on 31.12.2025 which stood at Tk. 0.57 lac only.

Conclusion:

We remain optimistic that the requisite license will be obtained in due course, enabling the Company to commence its operations and contribute meaningfully to the development of the country's capital market in the near future.

We take this opportunity to express our sincere appreciation and gratitude to all concerned, including the Registrar of Joint Stock Companies and Firms, the Bangladesh Securities and Exchange Commission, and Bangladesh Bank, for their continued support, guidance, and cooperation. We also extend our thanks to the members of the Board of Directors for their prudent direction and valuable counsel.

Thanking you.
With best regards,



Syed Asif Nizamuddin
Chairman

Independent Auditors' Report To the Shareholders of **NCCB Capital Limited**

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of NCCB Capital Limited (the "Company"), which comprise the statement of financial position as at 31 December 2025, and the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies and other explanatory information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as at 31 December 2025 and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards (IFRS) as explained in note 2 and other applicable laws and regulations.

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Company in accordance with the International Ethics Standards Board for Accountants' Code of Ethics for Professional Accountants (IESBA Code), together with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these ethical requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Responsibilities of Management and Those Charged with Governance for the Financial Statements and Internal Controls

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRS, as explained in note 2, the Companies Act 1994, and other applicable laws and regulations, 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.

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting unless management either intends to liquidate the Company or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion.

Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit 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 Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that gives a true and fair view.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

In accordance with the Companies Act 1994, the Securities and Exchange Rules, 1987, we also report the following:

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 accounts as required by law have been kept by the Company so far as it appeared from our examination of those books; and

c) the statement of financial position and statement of profit or loss and other comprehensive income dealt with by the report are in agreement with the books of account and returns.

d) Capital to total risk requirement ratio as required by BSEC has been maintained by the company adequately; and

e) The expenditure incurred for the purposes of the company's business.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants



Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604191721AS549111

Dhaka
16 April, 2026

NCCB Capital Limited

Statement of Financial Position

As at 31 December 2025

Particulars	Notes	Amount in taka	
		31 Dec 2025	31 Dec 2024
Assets			
Property, plant & equipment		-	-
Preliminary expenses		-	-
Non-current assets		-	-
Cash and cash equivalent	3	257,908,588	257,908,904
Advance and prepayments	4	-	5,156,780
Current assets		**257,908,588**	**263,065,684**
Total assets		**257,908,588**	**263,065,684**
Shareholders' equity			
Share capital	5	250,000,000	250,000,000
Retained earnings	6	7,782,588	7,839,904
		257,782,588	**257,839,904**
Long term liabilities		-	-
Current liabilities			
Provision for expenses	7	126,000	69,000
Provision for taxation	8	-	5,156,780
Total Current liabilities		**126,000**	**5,225,780**
Total liabilities		**126,000**	**5,225,780**
Total shareholders' equity and liabilities		**257,908,588**	**263,065,684**

These financial statements should be read in conjunction with the annexed notes.

Chief Executive Officer **Director** **Chairman**

See annexed auditors' report to the shareholders of the date

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604191721AS549111

Dhaka
16 April, 2026

NCCB Capital Limited

Statement of Profit or Loss and Other Comprehensive Income

For the year ended at 31 December 2025

Particulars	Notes	Amount in taka	
		From 1 Jan to 31 Dec 2025	From 1 Jan to 31 Dec 2024
Operating income		-	-
Less: Operating expenses		-	-
Net Income from operation		-	-
Other income		-	-
		-	-
Less: Office & administrative Expenses	9	57,316	23,288
Profit/(Loss) before financial expenses		**(57,316)**	**(23,288)**
Less: Financial expenses		-	-
Net Profit/ (Loss) before tax		**(57,316)**	**(23,288)**
Less: Provision for income tax	8	-	-
Net Profit/(Loss) after tax		**(57,316)**	**(23,288)**

These Financial Statements should be read in conjunction with the annexed notes.

Chief Executive Officer **Director** **Chairman**

See annexed auditors' report to the shareholders of the date

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604191721AS549111

Dhaka
16 April, 2026

NCCB Capital Limited

Statement of Changes in Equity

For the year ended at 31 December 2025

Particulars	Paid up capital	Retained earnings/ (accumulated losses)	Total
	Taka	Taka	Taka
Balance as at 01 January 2025	**250,000,000**	**7,839,904**	**257,839,904**
Net Profit/(Loss) for the year	-	(57,316)	(57,316)
Balance as at 31 December 2025	**250,000,000**	**7,782,588**	**257,782,588**

Chief Executive Officer **Director** **Chairman**

NCCB Capital Limited

Statement of Cash Flows

For the year ended at 31 December 2025

Particulars		Amount in taka	
		From 01 Jan to 31 Dec 2025	From 01 Jan to 31 Dec 2024
A.	**Cash flows from operating activities**		
	Payment for office and administrative expenses	(316)	(288)
	Income tax paid	-	-
	Repayment of other liabilities	-	-
	Net Cash generated from /used for operating activities	**(316)**	**(288)**
B.	**Cash flows from investing activities**	-	-
	Net cash used in investing activities	**-**	**-**
C.	**Cash flows from financing activities**		
	Issuance of share capital	-	-
	Net cash received from financing activities	-	-
	Net (decrease) / increase in cash and cash equivalents	**(316)**	**(288)**
	Cash and cash equivalents at the beginning of the year	257,908,904	257,909,192
	Cash and cash equivalents at the end of the year	**257,908,588**	**257,908,904**
	Cash at bank	**257,908,588**	**257,908,904**

Chief Executive Officer **Director** **Chairman**

Notes to the financial statements

As at and for the year ended at 31 December 2025

1 Background of the company :

NCCB Capital Limited (the "Company") a fully owned subsidiary company of NCC Bank PLC was incorporated as a private limited company with the Registrar of Joint Stock Companies and Firms, Dhaka, Bangladesh bearing Registration No.C - 83649/10 dated April 01, 2010 under the Companies Act, 1994 the registered office is located at NCC Bank Bhaban, 13/1, 13/2, Toyenbee Circular Road, Motijheel C/A, Dhaka-1000.(Previously at Bhuiyan Center, 68, Dilkusha C/A, Dhaka-1000)

1.01 Nature of business :

The Main objective of the Company is to act as a full fledged merchant banking activities like issue management, underwriting, advisory services. The company applied to the Securities and Exchange Commission for its license for carrying out its operations but yet to get clearance up to 31 December 2025, the company could not formally started its operation.

2 Basis of accounting

The Financial Statements, namely, Statement of financial position, Statement of Profit or Loss and Other Comprehensive Income, Statement of Cash Flows, Statement of Changes in Equity and relevant notes thereto of NCCB Capital Limited are prepared on a going concern basis under the historical cost convention and in accordance with International Accounting Standards (IAS), International Financial Reporting Standards (IFRS) , the Companies Act-1994, and other laws and rules applicable thereto.

2.01 Authorization of the financial statement for issue

The financial statements of the company has been authorised for issue by the board of directors om 16 April 2026.

Notes	Particulars	Amount in taka	
		31 Dec 2025	31 Dec 2024
3	**Cash & bank balance :**		
	Cash in hand	-	-
	Cash at bank:		
	NCCBL. A/C No: 0028-0210017040 (Current deposit)	257,908,588	257,908,904
		257,908,588	**257,908,904**

As the Company is a wholly owned subsidiary of NCC Bank PLC and since there is no domestic transfer pricing regulation in Bangladesh, management has decided to keep the entire amount of cash in current account with NCC BANK. Moreover, there was an expectation that the Company would receive approval from BSEC to start operation very soon and therefore it was decided to keep the entire amount in current account.

4	**Advances & prepayments**		
	Advance income tax paid	2,817,308	2,817,308
	Advance income tax deducted at source on interest of FDR	2,339,472	2,339,472
	Less: Adjustment during the year	(5,156,780)	
		-	**5,156,780**
5	**Share capital :**		
	Authorized share capital		
	(10,000,000 shares @ of Tk. 100 each)	**1,000,000,000**	**1,000,000,000**
	Issued, subscribed and paid up capital		
	(2,500,000 shares @ of Tk. 100 each)	250,000,000	250,000,000
	Total	**250,000,000**	**250,000,000**

Shareholdings position of the company are as follows:

Particulars	No of shares		
NCC Bank PLC	2,499,999	249,999,900	249,999,900
Mr. Gazi Hassan Mahmood	1	100	100
	2,500,000	**250,000,000**	**250,000,000**

Notes	Particulars	Amount in taka	
		31 Dec 2025	31 Dec 2024
6	**Retained earnings/(accumulated losses)**		
	Opening balance	7,839,904	7,863,192
	Add: Profit/(Loss) during the year	(57,316)	(23,288)
	Add: Profit/(Loss) during the rest of the year	-	-
	Closing balance	**7,782,588**	**7,839,904**
7	**Provision for expenses**		
	Audit Fee	126,000	69,000
		126,000	**69,000**
8	**Provision for income tax**		
	Opening balance	5,156,780	5,156,780
	Less: Adjustment during the year	(5,156,780)	-
	Closing balance	**-**	**5,156,780**
9	**Office and administrative expenses**		
	Bank charges	316	288
	Audit fees	57,000	23,000
		57,316	**23,288**

10 Related Party Transactions

NCC Bank PLC owns 99.999% shares of the Company. Thus, NCC Bank holds the controlling interest in the company.

Transactions with Related Parties (IAS - 24)

Name of Related Party	Relationship	Nature of Transaction	Balance 31 Dec 25	Balance 31 Dec 24
NCC Bank PLC	Parent Company	Current Deposit	257,908,588	257,908,904

11 Reporting currencies :

The figure in the financial statement represents Bangladeshi Taka currency and is rounded off to the nearest Taka.

12 Reporting period

These financial statements cover the year from 01 January 2025 to 31 December 2025.

শুধু আপনার জন্য

এনসিসি ব্যাংক
আপনার সাথেই সবসময়

এনসিসি পার্সোনাল লোন

স্বপ্ন হোক সত্যি, সহজেই!



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স্থানীয় এবং বিদেশী কলের জন্য

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আপনার সাথেই সবসময়

এনসিসি অলওয়েজ

আপনি যেখানে ব্যাংকিং সেখানে

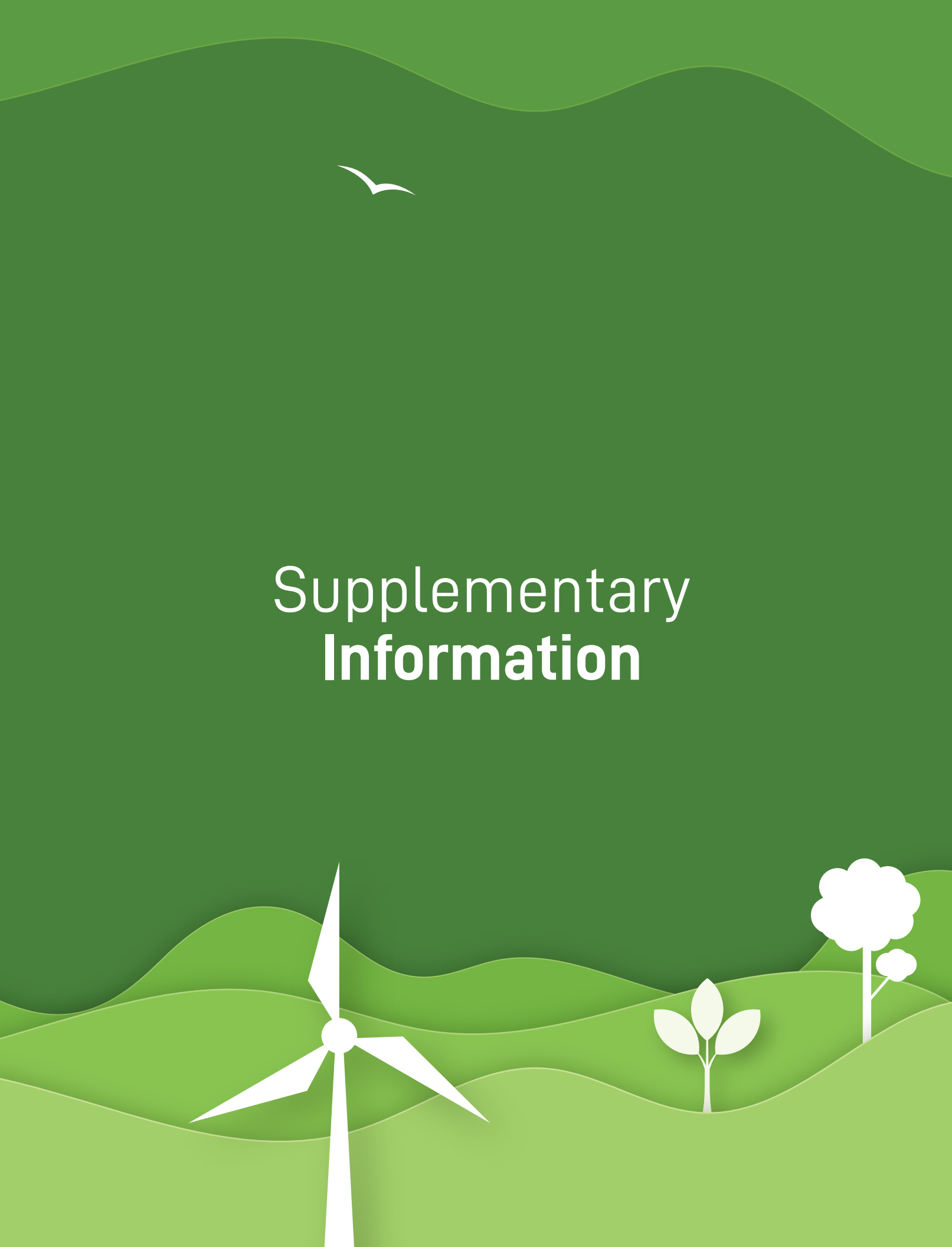


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www.nccbank.com.bd

Supplementary **Information**



NCC Bank
with you always

NCC BANK WINS

BEST PRIMARY DEALER AWARD

FROM BANGLADESH BANK
FOR THE 12TH TIME



NCC Bank
with you always

NCC BANK WINS
SUSTAINABILITY RATING 2024
AWARD BY BANGLADESH BANK



NCC BANK RECEIVED A CERTIFICATE FOR CARBON ACCOUNTING OF FINANCED EMISSIONS BY THE JOINT IMPACT MODEL FOUNDATION



NCC Bank
with you always

NCC BANK WINS
EMERGING ASIA BANKING AWARD
FOR BEST PERFORMANCE ON RISK MANAGEMENT – BANGLADESH



Online Banking

Facilitating real time online banking
Connecting all **132** Branches &
10 Upa-Shakhas



01	Dhaka Division	**51** Branches
02	Mymensingh Division	**04** Branches
03	Chattogram Division	**47** Branches
04	Rajshahi Division	**07** Branches
05	Khulna Division	**05** Branches
06	Sylhet Division	**12** Branches
07	Rangpur Division	**05** Branches
08	Barishal Division	**01** Branches
09	Upa-Shakha	**10** Sub-Branches


SYEDPUR
LALMONIRHAT
DINAJPUR
05
RANGPUR
NAOGAON
BOGURA
04
MYMENSINGH
SUNAMGANJ
12
SYLHET
TANGAIL
07
RAJSHAHI
MOULVIBAZER
NABIGONG
GAZIPUR
B. BARIA
51
DHAKA
NARSINGDI
KUSHTIA
NARAYANGONG
CUMILLA
CHANDPUR
MADARIPUR
JASHORE
LAKSHMIPUR
FENI
NOAKHALI
SATKHIRA
05
KHULNA
01
BARISHAL
47
CHATTOGRAM
COX'S BAZAR

NCCB PLC.
Branches

Dhaka Division

Babubazar Branch

Reaz Medicine Market,
57, Mitford Road, Dhaka.
Manager- 01717741479

Banani Branch

Tower-52(1st and
2nd floor), Road-11,
Block-C, PS-Banani,
Banani, Dhaka.
Manager-01730225322

Bijoynagar Branch

Saiham Sky View Tower,
45, Bijoy Nagar, Dhaka.
Manager-01819820746

Baridhara Branch

Empori Financial
Center(1st floor)
House No-6, Road
No-93, Gulshan, Dhaka.
Manager-01817145209

Bashundhara Branch

186, Avenue Road,
Block # B, Bashundhara
R/A, Dhaka.
Mobile-01711179096

Bangshal Branch

216, Bangshal Road
(1st floor), Dhaka.
Manager-01674953996

Baipail Branch

Bismillah Azmiri Plaza
(1st floor), Vill- North
Gazirsot, PO-North Gazirsot
Dhamsona Union, Ward No-
07, Thana- Ashulia, Upazilla-
Savar District- Dhaka.
Manager-01977216362

Dhanmondi Branch

Quality Centre,
744, Satmasjid Rd,
Dhanmondi R/A, Dhaka.
Manager-01714000866

Dilkusha Branch

43, Dilkusha C/A, Dhaka,
Manager-01818659296

Darus Salam Road Branch

Friends Plaza (1st floor),
5C & 5D, Darus Salam
Road, Mirpur-1, Dhaka.
Manager-01727546262

Dhakhinkhan Branch

K.C. Plaza,
Dhakhinkhan Bazar,
Dhakhin khan, Dhaka
Manager-01916298299

Elephant Road Branch

Spectra Maqsood Tower
(1st floor) 65, Elephant
Road, Dhaka.
Manager- 01755599924

Foreign Exchange Branch

29/A, Toyenbee
Circular Road,
Motijheel C/A, Dhaka.
Manager-01753555595

Faridpur Branch

FBL Sumon Nandan
Tower (1st floor),
Holding no.1/2 & 7/6,
Road- Mujib Sarak Ward
no- 04(old), 20(new),
Thana-Kotowali, Faridpur,
Manager-01746507644

Gulshan Branch

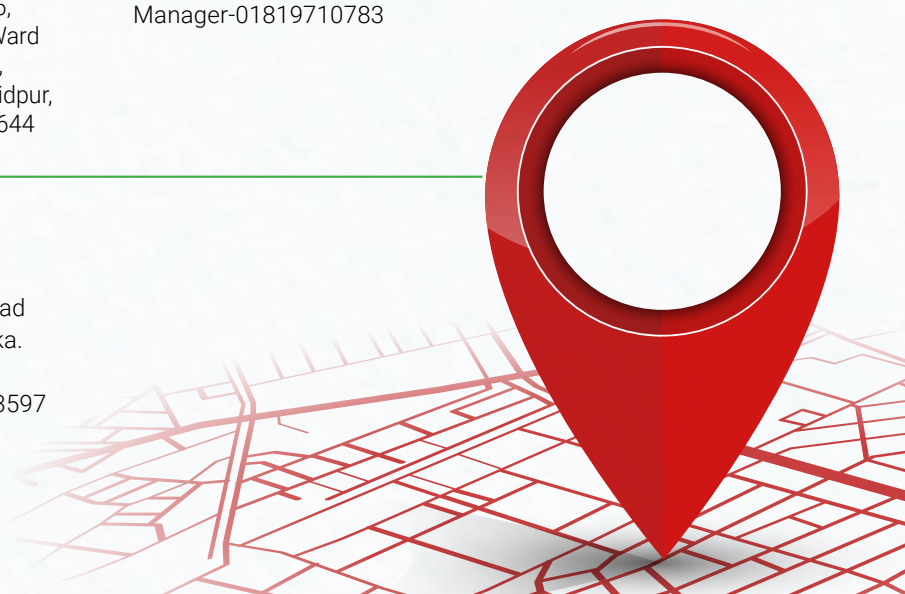
51, Gulshan Avenue,
Gulshan-1, Dhaka.
Manager-01819710783

Islampur Branch

2/3, Ahsanullah Road
Islampur, Dhaka.
Manager-01711076066

Jatrabari Branch

123/1-A, South
Jatrabari, Haji Samad
Super Market, Dhaka.
(Tel: 02-7541762)
Manager-01727583597



Joydevpur Branch

Rahmat Tower,
Chandana Chowrasta,
Joydevpur, Gazipur,
Manager-01744290844

Kanchpur Branch

Tias Super Market(1st floor), Kanchpur Bazar, Sonargaon, Narayangonj.
Manager-01713329437

Kawran bazar Branch

Jahangir Tower, 10, Kazi Nazrul Islam Avenue, Kawranbazar, Dhaka.
Manager-01713063062

Kaligonj Branch

Shyamlal Market (1st floor), Holding no.17, Shaheed Moyez Uddin Road, Kaligonj, Gazipur,
Manager- 01766641713

Mirpur Branch

Farhad Complex, Plot No. 1/1(1st floor), Main Road, Section-10, Mirpur, Dhaka.
Manager-01713199804

Moghbazar Branch

382, Tongi Diversion Road, Moghbazar, Dhaka.
Manager- 01711075933

Motijheel Main Branch

6, Motijheel C/A, Dhaka.
Manager-01819314777

Malibagh Branch

B-61A, Malibagh Chowdhurypara, D.I.T Road,Malibagh, Dhaka.
Manager-01713401805

Mohammadpur Branch

Holding No.20/21, Tajmahal Road, Block-C, Ward No.29, P.S-Mohammadpur, Dhaka.
Manager-01713485894

Mirpur Road Branch

Bay Park Heights (1st floor), Plot No.522(old), 02(new), Road No.08(old), 09(New), Mirpur Road, Dhanmondi, Dhaka.
Manager-01552343023

Mitford Branch

Paradise Bhaban,34, Mitford, Dhaka,
Tel:02-7341355,
Manager-01716092877

Mohakhali Branch

H.R. Complex, Holding No-100, Bir Uttam A.K. Khondoker Road, Mohakhali C/A, Dhaka.
Manager-01815436564

Madhabdi Branch

School Super Market Complex (2nd Floor), Madhabdi, Narsingdi,
Manager-01715087055

Madhupur Branch

Momenshahi Road, Sader Super Market, Madhupur, Tangail.
Manager-01556613660

Madaripur Branch

488, New Market, Main Road, Puran Bazar, Madaripur.
Manager-01711369878

Nawabpur Road Branch

Manju Hardware Market, 140-141, Nawabpur Road, Dhaka.
Manager- 01552485697

NCC Bank Bhaban

Branch 13/1 & 13/2, Toyenbee, Circular Road, Motijheel C/A, Dhaka.
Manager-01911701417

Nababgonj Branch

P.O: Nababgonj, PS:Nababgonj, District: Dhaka. Tel:02-7765240, Mobile-01811458718

Narayangonj Branch

Tara Miah Mansion, 187, Bangabandhu Road, Narayangonj.
Manager-01711680548

Naria Branch

Plot no.1604&1605, Naria Pourashava, Ward no-2, Naria, Shariatpur,
Manager-01964250064

Narsingdi Brach

2, C & B Road
(Adjacent to Narsingdi Pourashava), Narsingdi,
Manager-01750506447

Panthapath Branch

Monem Business District, East Tower (Level-3), 111, Bir Uttam C.R.Dutta Road, Dhaka,
Manager-01743670098

Pragoti Sarani Branch

Badda Tower, Cha 72/1, North Badda, Pragoti Sarani, Dhaka,
Manager-01715130015

Rampur SME/Agri. Branch

Bashani Market, Union Ballaha, P.S- Kalihati, Tangail.
Manager- 01672357551

Sonargaon Janopath Road Branch

Zephyr Tower (1st & 2nd Floor), House no-21, Sector-13, Ward No-07, Sonargoan Janapoth Road, Uttara, Dhaka.
Manager- 01552422514

Shyamoli Branch

Hazi Abdul Razzak Tower (1st floor), 2/2, South Kalyanpur, Mirpur Road, Dhaka.
Manager-01712001524

Shantinagar Branch

Shemanta Manshion, 122/A, New Kakrail Road, Ramna, Dhaka.
Manager- 01711588712

Sreenagar Branch

M. Rahman Complex, Sreenagar, Munshigonj.
Manager- 01915185206

Savar Branch

3/1, Savar Newmarket, Savar Pourshava, Savar, Dhaka.
Manager- 01714429542

Tongi Branch

Shere Bangla Ceramic Market, Holding-44, Ward-03 Cherag Ali Bus Stand, Tongi, Gazipur.
Manager- 01719845364

Tangail Branch

Mosjid Road, Pachani Bazar, Tangail.
Manager-01721291358

Uttara Branch

Mitul Tower, Plot 01, R-12, Sector-6, Uttara Model Town, Uttara Dhaka.
Manager-01716852783

Zinzira Branch

B.T. Tower (1st floor), Kadamtola Chowrasta Aga nagar, South Keranigonj, Dhaka.
Manager-01911381525

Mymensingh Division

Hossainpur Branch

Azim Super Market (1st floor), Holding No-258, Hossainpur, Kishoregonj.
Manager-01712250602

Mymensingh Branch

Friends Tower (1st floor), 21, Durgabari road, Mymensingh.
Manager- 01712074944

Nandail Branch

Shopnil Plaza (1st floor), 189, Bus Stand Road, Nandail, Mymensingh.
Manager- 01675507837

Rayer Bazar Branch

Rayer Bazar, PO: Atharobari, PS: Ishwargonj, Dist.- Mymensingh.
Manager-01712160032

Chattogram Division

Agrabad Branch

Rafique Tower (1st & 2 nd Floor) 92, Agrabad C/A, Chattogram.
Manager-01817210799

Aman Bazar Branch

Aman Bazar, Chikondondi Hathajari, Chattogram.
Manager- 01705747105

Anderkilla Branch

Hara Kishore Chowdhury, Trust 1209, K.B. Aman Ali Road, Kotwali, Chattogram.
Manager-01712640293

Anwara Branch

Kohinoor Plaza (1st floor), Kala Bibi Digir More Belchura, Chatari Anwara, Chattogram.
Manager- 01974757677

Baraiyarhat Branch

Green Tower (1st floor), Holding No.377/01, Ward No-2, Baraiyarhat, Chattogram.
Manager- 01817210797

Boalkhali Branch

Kabir Center (1st floor), East Gumdandi Boalkhali, Chattogram.
Manager- 01817296707

CEPZ Branch

Ali Plaza, CEPZ Gate, Airport Road, South Halishahar,Bandar, Chattogram.
Manager- 01670420045

Chakaria Branch

Al-Aksha Shopping Tower, 57, Chiringa Bus Station Chakaria, Cox's Bazar.
Manager-01819418581

Chowdhuryhat Branch

Showkhin Market (1st floor), Chowdhuryhat, Kodhurkhil, Boalkhali, Chattogram.
Manager-01815070747

Cox's Bazar Branch

Bazarghata, Main Road, Cox's Bazar,
Manager-01718682267

Chawkbazar Branch

S.S. Tower, Holding No. 415, Katalgonj Road, Ward No.16, P.S-Panchlaish, Chattogram
Manager-01818152788

Chaumuhani Branch

Chaumuhani Plaza, 51, DB Road, Chaumuhani, Noakhali.
Manager- 01790707562

Chandina Branch

Nasu Bhuiyan Super Market, Holding No.786, Chandina Moddo Bazar, Chandina, Cumilla.
Mobile-01670523271

Comilla Branch

Samabaya Bank Bhaban, 395, Kandirpar, Cumilla.
Manager-01916568574

Chatkhil Branch

Rafique Ullah Bhuiyan Tower (1st floor) 428-429, Khilpara Road, Chatkhil, Noakhali,
Manager-01818762248

Faridgonj SME/Agri. Branch

Bagan Bari, Holding:796, Ward:8, Faridgonj, Chandpur.
Manager- 01814997059

Feni Branch

Hazi Ibrahim Hossain Market 10, Trunk Road, Feni.
Manager- 01815138619

Gouripur Branch

Gouripur Bazar, Thana-Daudkandi, Dist: Cumilla,
Manager-01818424486

Halishahar Branch

Plot no 9, Block-L , Halishahar Housing Estate, Chattogram,
Manager-01727310232

Hajigonj Branch

Ahmed Plaza (1st Floor), 79/64 Hajigonj Bazar, Hajigonj, Chandpur.
Manager- 01758299351

Highway Branch

R. Islam Plaza (1st and 2nd floor) Alakharchar, Highway, Cumilla.
Manager- 01775480000

Hajirhat Branch

Muslim Miah Super Market (1st and 2nd floor), Hajirhat Bazar, Char Jangalia, Kamolnagar, Lakshmipur.
Manager-01718862932

Chagalnaiya Branch

Haji Ahsan Ullah Bhuiyan Tower, Holding :5741422, Main Road, Chagalnaiya, Feni.
Manager- 01866227821

Kamal Bazar Branch

Karnafuli Center (1st Floor), Holding No.4902/A. Kamal Bazar, Ward No-5,P.S-Chandgoan, Chattogram City Corporation, Chattogram,
Manager-01817262573

Keranihat Branch

Haque Tower Shopping Complex (1st floor), Plot No- 9712, Keranihat, Upazilla-Satkania, Chattogram.
Manager-01819345561

Khatungonj Branch

601, Ramjoy Mohajan Lane Khatungonj, Chattogram.
Manager-01911752842

Kadamtali Branch

Shahab Uddin Trade Center, Holding No # 1230, D.T Road, Dhanialapara, Double Mooring, Ward No # 23, Chattogram City Corporation, Chattogram.
Manager-01712852708

Kachua Branch

Mojibul Hoque Shopping Complex, 305, Main Road, Kachua, Chandpur.
Manager-01712320022

Laxmipur Branch

Chowdhury Super Market(1st Floor), College Road, Laxmipur Sadar, Lakshmipur.
Manager- 01841844559

Madam Bibirhat Branch

Madam Bibirhat, Batiary Sitakunda, Chattogram.
Manager-01915484490

Madunaghat Branch

Mabia Emporium, Madunaghat Bazar, Rashid Bari, Kaptai Road, Hathazari,Chattogram.
Manager- 01817211000

Majirghat Branch

Kabir Mansion (1st floor), 15, Strand Road, Majirghat, Chattogram.
Manager- 01824508156

Mohipal Branch

N.R Tower, 151, S.S.K. Road, Mohipal, Feni.
Manager-01712652488

Maijdee SME/Agri. Branch

Janata ShoppingCentre & NizamPlaza, 1, MainRoad, Maijdee, Noakhali.
Manager-01819535804

Jubilee Road Branch

Dominion Plaza (1st floor) 5, Jubilee Road, Chattogram
Manager- 01819857939

Nangalkot Branch

Haji Ali Miah Tower(1st floor) 48, Nangolkot, Cumilla
Manager- 01715745522

Nasirabad Branch

Yakub Trade Centre, Ward No.08, Holding No.89/304, Nasirabad Housing Society, Chattogram,
Manager- 01816448231

Nazirhat Branch

Hossain Plaza, P.S-Fatikchori, Chattogram
Manager- 01818555556

O.R. Nizam Road Branch

Equity Centrium, 1532, O.R. Nizam Road, Chattogram
Manager- 01817201867

Oxygen More Branch

Jilani Tower (1st Floor), 1138, West Sholoshahar, Chattogram.
Manager- 01817210804

Pahartali Chowmuhani Branch

Green Centre (1st Floor), Pahartali Chowmuhani, Raogan, Chattogram.
Manager-01811409512

Parshuram Branch

Main Road, 235 Anowara Shopping Complex (1st Floor), Parshuram, Feni.
Manager-01812330204

Raipur Branch

Haji Wahab Super Market, Raipur Road, Raipur, Dist: Lakshmipur.
Manager-01834838063

Ramgonj SME/Agri. Branch

Sapali Super Market, Holding:508, Ward:9, Ramgonj, Laxmipur.
Manager-01672060850

Sonagazi SME/Agri. Branch

Hazi Rahimullah Complex (1st floor), Main Road, Sonagazi, Feni.
Manager-01711309237

Rajshahi Division

Baneswar SME/Agri. Branch

Baneswar Bazar, Puthia, Rajshahi.
Manager- 01833328979

Bogura Branch

Bashiran Market (1st Floor), Kabi Nazrul Islam Road, Jhowtala, Bogura Sadar, Bogura.
Manager- 01718584035

Chapainawabgonj Branch

Holding No.33/1(1st floor), Boro-Indara More, Ward No-15, Upazilla & P.S Chapainawabgonj, Chapainawabgonj.
Manager-01712340407

Dinajpur Branch

Taj Bhaban (1st Floor), Munshipara, Dinajpur.
Manager-01710399792

Naogaon Branch

Zahir Plaza (1st floor), 246, Main Road, Naogaon.
Manager- 01825999333

Pabna Branch

Kashem Plaza (1st floor), 954, Dillalpur Abdul Hamid Road, Pabna.
Manager-01757991111

Rajshahi Branch

Mongal Bhaban (1st floor), 447, Alupatti More, Rajshahi,
Manager-01712179663

Rangpur Division

Patgram Branch

Asir Plaza (1st floor), Main Road, Patgram, Lalmonirhat.
Manager- 01718628799

Rangpur Branch

Monjuri Plaza, Holding No. 08/09, G.L Roy Road, Kotwali, Rangpur.
Manager- 01715773530

Syedpur Branch

Kohinoor Mansion (1st Floor), Shaheed Dr. Zikrul Haque Road, Syedpur, Nilphamari.
Manager-01718169754

Rajarhat Branch

Niloy Plaza,Holding No-360(1 st floor), Holding No.360,Kurigram Road, Rajarhat Union, P.S-Kurigram, Kurigram.
Manager- 01717278907

Barishal Division

Barisal Branch

Upandra Bhaban,
102/103, Sadar Road,
Barishal.
Manager- 01734509390

Khulna Division

Baganchra Branch

Chand Super Market (1st floor), Baganchra Bazar, Satkhira- Jessore Road, Sharsha, District- Jashore.
Manager- 01979936655

Jessore Branch

Liberty Tower, 348, Hatkhola Road, Jashore.
Manager- 01714662824

Kushtia Branch

Momtaz Tower (1st floor), N.S. Road, Kushtia.
Manager- 01729600006

Khulna Branch

3 K.D. Ghosh Road (1st Floor), Khulna.
Manager- 01711279195

Parulia Branch

Plot No. 3651, Union - Parulia, Thana Debhata, Satkhira.
Manager- 01723867962

Sylhet Division

Akhaura Branch

Haji Nur Market (2nd floor), Sarak Bazar, Main Road, Akhaura, Brahmanbaria.
Manager-01730398789

Baralekha Branch

Dakhhinbazar, Main Road, Baralekha, Moulvibazar.
Manager-01716136797

Bishaw Road

More Branch Haji Nowsha Plaza (1st Floor),487 Budal, Ward No-06, Khatihata, Brahmanbaria.
Manager-01715152114

Brahmanbaria SME/ Agri. Branch

Al Amin Plaza (1st floor), Holding No.304,305, T.A Road, Ward No-10, Brahmanbaria Sadar, Brahmanbaria.
Manager- 01701132898

Chowhatta Branch

Syed Complex (Ground Floor), Airport Road, Amberkhana, Sylhet.
Manager- 01723682980

Jagannathpur Branch

Abu Taher Complex (1st Floor), Raniganj Road Jagannathpur, Sunamgonj.
Manager-01785215228

Juri Branch

Juri New Market Bhaban (1st floor) Bhawanipur Bazar, Juri, Moulvibazar.
Manager-01710907083

Kumarpara Branch

Mostafa Tower (1st Floor), Kumarpara Sylhet.
Manager- 01716870323

Laldighirpar Branch

Idris Bhaban (1st Floor), Mohajan Patty, Laldighirpar, Sylhet.
Manager-01711901465

Moulvibazar Branch

Yakub Mansion (1st Floor), Sylhet Road, Moulvibazar.
Manager- 01716015330

Nabigonj Branch

Bibon Shopping Center (1st Floor), Notun Bazar, Nabiganj, Habigonj.
Manager-01917435320

Sreemongal Branch

Khan Mansion (1st Floor), 173, Moulvibazar Road, Sreemangal, Moulvibazar.
Manager-01711967500

NCC Islamic Banking

Islamic Banking Gulshan Branch

Akash Avenue, Holding no.12, Kemal Ataturk Avenue, Gulshan, Dhaka,
Mobile- 01712834797

Islamic Banking Feni Branch

Toslim Tower (1st Floor), Holding No. 15, Sadar Hospital More, Academy Road, Feni Pouroshova, Feni.
Manager-01775611166

Islamic Banking Muradpur Branch

A.H. Paragon, 282 CDA, Avenue, Muradpur, Chattogram City Corporation, Ward No. 08, Thana-Panchlaish, Chattogram.
Manager-01307458757

Islamic Banking Thakurgaon Branch

R.H Plaza (1st Floor), Holding No. 755, Bangabandhu Road, Thakurgaon Pouroshova, Thakurgaon.
Manager- 01726841583

NCC Bank- Upa-Shakha

Banasree Upa-Shakha

Holding No.11(Ground Floor), Block-C, Main Road, Banasree, Rampura, Dhaka.
Incharge-01707375321

Donia Upa-Shakha

Hazi Anowar Mansion(1st Floor), Holding No.532, 535, Donia Goalbarir More, Jatrabari, Dhaka,
Incharge-01911092680

Chawkbazar Upa-Shakha

Moitree Tower, Holding No.19, Teripatty Road, Ward No.06, Cumilla City Corporation, Cumilla.
Incharge-01846889714

Bandarban Upa-Shakha

Neom Tower (1st floor), Holding no.0445-000, Chairmanpara, Bandarban, Pourashava, Bandarban Sadar, Bandarban.
Incharge-01937161397

KDA Avenue Upa-Shakha

Hussain Trading Company Ltd, 71 KDA Avenue (1st Floor), Ward No. 19 Khulna,
In Charge-01712173529

Lalbagh Upa-Shakha

Lalbagh Classic Tower(1st floor), House-27/4/Ka, Dhakeswari Road, Lalbagh, Dhaka,
Incharge-01715041348

Korerhat Upa-Shakha

Alam Market (1st floor), Old DIT Road, Korerhat Union, P.S-Jorargonj, Upazilla-Mirsarai, Chattrogram.
Incharge-01818469512

Sonargaon Upa-Shakha

Holding No-11, Union-Mograpara, Ward No-03, Thana-Sonargaon, Dist-Narayangonj,
In Charge-01912456757

Bhulta Upa-Shakha

Guesia City Market, Golakandail, Rupgonj , Narayangonj
In Charge-01817091550

Daganbuiyan Upa-shakha

Sufain Market (1st Floor), Holding No. 498-01, Faziler Ghat Road, Daganbuiyan Pouroshova, Daganbuiyan, Feni.
Incharge-01711273701

NCC Bank
Event Highlights



NCC Bank has been recognized as one of the Top 10 Sustainable Banks in Bangladesh, based on the Sustainability Rating 2024 conducted by the Bangladesh Bank. This prestigious recognition reflects the bank's strong performance across five key indicators: Core Banking Sustainability (including Bank's core ratios, Non-performing loans, capital adequacy, and annual profit), Green and Sustainable Finance, Banking Cover age components, Corporate Social Responsibility (CSR) activities, and Green Refinance. The award was officially presented during a special ceremony held on August 20, 2025, at the Head Office of Bangladesh Bank. Dr. Ahsan H. Mansur, Governor of Bangladesh Bank, handed over the Certificate of Excellence and Crest to M. Shamsul Arefin, Managing Director of NCC Bank.



NCC Bank has been honored as Runner-Up in the Risk Management category at the prestigious "3rd ICC Emerging Asia Banking Conclave & Awards 2025", organized by the Indian Chamber of Commerce (ICC). The award ceremony was held on 29 August, 2025 at Le Méridien, New Delhi. Accepting the recognition on behalf of NCC Bank, M. Khurshed Alam, Additional Managing Director & Chief Risk Officer, received the crest from Arijit Basu, Non-Executive Chairman, HDB Financial Services Ltd., and former Managing Director, State Bank of India.



With the objective of expanding financing in the start-up sector, NCC Bank has signed a participating agreement with Bangladesh Bank. Under this agreement, NCC Bank will be able to disburse loans to eligible start-up entrepreneurs using refinance funds received from Bangladesh Bank. The primary objective of the BDT 5 billion fund is to support the development of new, technology-driven, innovative, and scalable entrepreneurial ventures across the country.



As part of its strategic expansion plan, NCC Bank has commenced the rollout of ATM booths across all 16 stations of the Mass Rapid Transit (MRT) Line-6, beginning with the formal inauguration of an ATM booth at the Shahbagh Metro Rail Station. The inauguration ceremony was graced by the presence of Faruque Ahmed, Managing Director of Dhaka Mass Transit Company Ltd. (DMTCL), and M. Shamsul Arefin, Managing Director of NCC Bank.



NCC Bank officially launched its 1st Annual Sustainability Report 2024 during an "Awareness Building Program on Sustainable Finance" organized by the Bank. The report, prepared by prioritizing Environmental, Social, and Governance (ESG) issues, is expected to help enhance the awareness and capacity of the Bank's executives and officials regarding sustainable banking practices and contribute to achieving the Bank's long-term strategic goals.



NCC Bank has officially launched an advanced Automated Environmental and Social Risk Management (ESRM) system in line with its testament to eco-friendly financing and sustainable banking. This technology-driven platform will embark an innovative shift in the Bank's credit process, making Environmental and Social Risk assessments faster, more accurate, and transparent in terms of business and compliance.



NCC Bank and Meghna Life Insurance Company Ltd. have recently signed a strategic Memorandum of Understanding (MoU) at the bank's Head Office, aimed at ensuring enhanced financial security for home loan customers. Under this agreement, all regular home loan borrowers of NCC Bank will automatically be brought under life insurance coverage provided by Meghna Life Insurance.



Under its Transaction Banking and Cash Management, NCC Bank has launched a new digital service, enabling customers to pay 206 types of government fees—including passport fees, income tax, VAT, customs duties, and surcharges—using the online A-Chalan platform. From now on, customers can pay these fees from anywhere, at any time, through the bank's internet banking.



NCC Bank in collaboration with Bangladesh Bank, has launched a month-long Entrepreneurship Development Program (EDP) in Mymensingh. The program aims to create new entrepreneurs and accelerate inclusive economic growth. It is a vital component of the government's Skills for Industry Competitiveness and Innovation Program (SICIP), which is funded by the Asian Development Bank (ADB).



A month-long entrepreneurship development training program in Mymensingh was organized by Bangladesh Bank and in collaboration with NCC Bank under the 'Skills for Industry Competitiveness and Innovation Program (SICIP)' implemented by the Finance Department of the Ministry of Finance with funding from ADB, at the end of the program certificates were awarded to the entrepreneurs and loans were distributed among the trained entrepreneurs through a closing ceremony.



NCC Bank and Mastercard have announced a strategic collaboration with the launch of an exclusive portfolio of premium cards designed to deliver enhanced convenience, financial flexibility, and world-class privileges to customers. This marks the first-ever association between the two entities—a significant milestone in their shared commitment to strengthening Bangladesh's digital payments ecosystem.



NCC Bank has officially launched its Visa Business Multicurrency Debit Card, a cutting-edge financial solution tailored to meet the evolving needs of SMEs & startups clients. The Visa Business Multicurrency Debit Card is designed to provide businesses with enhanced financial control, increased transaction limits, and real-time expense tracking. This dual-currency card is internationally operable and features business name embossing, allowing companies to enhance their brand presence with every transaction.



With the aim of empowering the young generation of the country and achieving sustainable economic growth, NCC Bank has recently signed a Memorandum of Understanding (MoU) with the Department of Youth Development. Under this strategic collaboration, NCC Bank will provide SME loan facilities in potential sectors to the young entrepreneurs trained by the Department of Youth Development. As a result, the trained youth will be able to become self-reliant and contribute to the economic development of the country.



NCC Bank has recently signed a Memorandum of Understanding (MoU) with Dhaka North City Corporation (DNCC), enabling NCC Bank customers to conveniently pay various fees and taxes — including Holding Tax, Trade License Fee, Hotel Tax, Market Salami, Wheel Tax, Other Municipal charges — through the Bank's wide branch network across the country as well as its digital platforms.



NCC Bank has commenced its three-week-long "82nd Foundation Training Program" for officers at the Bank's Learning and Development Center.



A four-day training program titled "Leadership Development and Team Building" for banks officials were held at NCC Bank's Learning and Development Center for its officers.



NCC Bank has signed a Memorandum of Understanding (MOU) with six leading Companies of Akij Resource- Akij Essentials Limited, Hashem Rice Mills Limited, Akij Agro Feed Limited, Akij Ispat Limited, Nobayon Traders Limited, and Akij Cement Company Limited—to introduce a comprehensive Supply Chain Finance (SCF) arrangement for their designated suppliers. Under this strategic collaboration, NCC Bank will extend supply chain financing facilities to eligible and reputed suppliers. The initiative is designed to meet suppliers' working capital needs by enabling timely access to finance against buyer-approved invoices.



With the aim of strengthening environmentally responsible and sustainable banking practices, NCC Bank has entered into a strategic partnership with DHL Express under "GoGreen Plus- Carbon Reduced Service". This collaboration marks a significant milestone in integrating environmental protection objectives with the delivery of financial services.



NCC Bank has recently signed a Memorandum of Understanding (MoU) with Sayeman Beach Resort Limited and Sayeman Heritage, two premium five-star beach resorts located in Cox's Bazar. Under this agreement, NCC Bank's Signature and Platinum Credit Cardholders will enjoy exclusive privileges on selected accommodation packages and food & beverage services, along with a range of complimentary facilities at both properties. This initiative is designed to enhance lifestyle benefits for the Bank's valued customers.



NCC Bank has recently signed a Memorandum of Understanding (MoU) with Ramada by Wyndham Cox's Bazar, one of the most renowned hospitality destinations in the country. Under this strategic partnership, NCC Bank cardholders and employees will enjoy a wide range of exclusive privileges and attractive discounts at Ramada, enhancing their travel experiences. This MoU marks another milestone in NCC Bank's journey to create meaningful partnerships that bring convenience, comfort, and exclusive privileges to its stakeholders.



To ensure that entrepreneurs in the country's CMSME (Cottage, Micro, Small, and Medium Enterprises) sector receive bank loans quickly and more easily, NCC Bank has recently signed an agreement with ichiiba Limited. This signing marks a significant milestone in enhancing the country's financial inclusion, developing supply chain efficiency, and ensuring the sustainable growth of small and medium businesses. Through this partnership, entrepreneurs in the CMSME sector within ichiiba's network will gain access to faster and easier financing facilities for procurement of goods, payments, collections, and managing daily business operations in suitable and potential areas.



NCC Bank has entered into a strategic partnership with FinCoach Bangladesh Limited, an online financial marketplace, to enhance customer access to deposit products, retail and SME loan products through digital platforms. Under this agreement, FinCoachBD will act as a sales referral partner of NCC Bank, generating business leads and applications via its online platform. This collaboration aims to provide customers with a seamless experience in searching, comparing, and applying for various banking products. NCC Bank will process the loan and deposit applications referred by FinCoachBD and will ensure timely updates on product features, enabling accurate data maintenance and effective lead generation.



NCC Bank has signed two significant financing agreements with SME Foundation aimed at expanding access to finance for Cottage, Micro, Small, and Medium Enterprises (CMSMEs) in Bangladesh. The agreements cover the Credit Wholesaling Program under the Government's Revolving Fund and a participation agreement under the Food Value Chain Improvement Project (FVCIP).



NCC Bank has entered into a Memorandum of Understanding (MoU) with the Bangladesh Investment Development Authority (BIDA) to deliver faster, more efficient and integrated services for investors. This integration is designed to provide investors with seamless access to essential banking and related services through a single digital interface. Under this agreement NCC Bank will facilitate online bank account opening along with other relevant banking services via the One Stop Service (OSS) platform.



NCC Bank has recently signed a Memorandum of Understanding (MoU) with Sonali Bank PLC to enhance cooperation in digital payment solutions. Through this partnership, NCC Bank will now be able to collect government challans, utility bills, universal pension installments, and various service-related fees and charges via its internet banking portal using the Sonali Payment Gateway (SPG).



NCC Bank has formally launched its Digital Loan Management System (DLMS) across all branches, marking a significant milestone in the Bank's ongoing digital transformation journey. The state-of-the-art solution has been designed and implemented by Unisoft Systems Limited, a leading technology service provider.



Embracing the slogan "Go Digital, Go Green," NCC Bank has launched a fully digital and eco-friendly savings account named "NCC NeoX" under its retail banking portfolio. The primary objective of this initiative is to promote sustainable banking practices while ensuring modern and convenient digital banking services for customers. Through the NCC NeoX Account, customers can open accounts entirely online, complete e-KYC verification, and enjoy the benefit of a recyclable debit card. Funds deposited in this account will be invest ed in various green initiatives, including renewable energy, waste management, and sustainable agriculture.



NCC Bank has officially launched "NCC Retailers," a specialized deposit and loan product designed for informal and marginal entrepreneurs within SME sector. This initiative aims to bring underbanked business owners into the formal financial fold by addressing their evolving banking and credit needs. With the introduction of this product, informal and marginal entrepreneurs—who often face hurdles in access to finance—can now easily open dedicated business accounts and apply for business loans through any NCC Bank branch nationwide.



An orientation program for newly joined Management Trainee Officers at NCC Bank was held at the bank's head office.



NCC Bank has recently organized a comprehensive mental health awareness session titled "Mind Matters: Workplace Mental Health Talk for Women" for its women employees at the Head Office, reaffirming its commitment to fostering a supportive, inclusive, and healthy workplace environment.



On the occasion of International MSME (Micro, Small, Medium and Cottage Industries) Day, NCC Bank organized a customer gathering. The event featured an awareness workshop on CMSME financing, open loan disbursements, the unveiling of the SME Visa Multi-Currency Debit Card, the launch of the "NCC Always" app for CMSME customers, and the introduction of "QR Code and Chatbot" facilities.



NCC Bank observed Financial Literacy Day with the theme "Initiate Safe Cashless Transactions through Financial Literacy," aiming for greater inclusion in the financial sector on 03 March, 2026. The Bank's Financial Inclusion Cell at its head office organized a discussion meeting on the bank's strategic action plan regarding this topic.

Our
Corporate Clients

Sharmin Group













Sharmin Group is one of the Leading Corporate Clients of NCC Bank Bhaban Branch

Ananta Garments Ltd.













Ananta Garments Ltd. is one of the Leading Corporate Clients of NCC Bank Uttara Branch

Naafco Pharma Ltd.













Naafco Pharma Ltd. is one of the Leading Corporate Clients of NCC Bank Baridhara Branch

Pioneer Apparels Ltd.













Pioneer Apparels Ltd. is one of the Leading Corporate Clients of NCC Bank Mirpur Branch

Pioneer Wash-Tech Ltd.













Pioneer Wash-Tech Ltd. is one of the Leading Corporate Clients of NCC Bank Mirpur Branch

Printmaster Printing & Packaging Ltd.













Printmaster Printing & Packaging Ltd. is one of the Leading Corporate Clients of NCC Bank Panthapath Branch

Astha Feed Industries Ltd.













Astha Feed Industries Ltd. is one of the Leading Corporate Clients of NCC Bank Uttara Branch

Mouchak Knit Composite Ltd.













Mouchak Knit Composite Ltd. is one of the Leading Corporate Clients of NCC Bank Bhaban Branch

Zubair Footwear Ltd.













Zubair Footwear Ltd. is one of the Leading Corporate Clients of NCC Bank Faridpur Branch

Kishwan Snacks Ltd.













Kishwan Snacks Ltd. is one of the Leading Corporate Clients of NCC Bank Anderkilla Branch

Executives

Managing Director

Mr. M. Shamsul Arefin

Additional Managing Director

Mr. M. Khurshed Alam

Deputy Managing Director

- Mr. Md. Zakir Anam
- Mr. Mohammed Mizanur Rahman FCA
- Mr. Md. Habibur Rahman

Senior Executive Vice President

- Mr. Md. Shafiqure Rahman
- Mr. M. M. Emranul Hoque
- Mr. Mohammed Morshedul Quader Khalili
- Mr. Bidhan Barua

Executive Vice President

- Mr. Kartick Sen
- Mr. Saif Uddin Ahmed
- Mr. Ahsan Tariq
- Mr. Mohammad Tariqul Amin
- Mr. Ali Tarek Parvez
- Mr. Syed Sadiqur Rahman
- Mr. A.K.M. Ekhlasur Rahman
- Mr. Md. Amzad Hossain
- Mr. Md. Masudur Rahman
- Mr. Abul Quasem Md. Safiullah
- Mr. Sk. Zalal Uddin Ahmed
- Mr. Rishad Hossain
- Mr. A. K. M. Jahidul Alam
- Ms. Nighat Mumtaz
- Mr. Syed Atiqul Islam
- Mr. Mahtab Ibna Mannan Sarker
- Mr. Md. Mofazzal Hossain

Senior Vice President

- Mr. Md. Gias Uddin Bhuiyan
- Mr. Md. Taiab Ali Khan
- Mr. Khaled Mahmud
- Mr. Md. Zahidul Islam
- Mr. Md. Jashimuddin
- Mr. Tareq Mohammed Feroz
- Mr. Mufti Mustafizur Rahman
- Mr. Mohammad Nurul Haque
- Mr. Md. Masum Haider
- Mr. Masood Mizan
- Mr. Mohammed Didarul Alam
- Mr. Mohammad Kamruzzaman
- Mr. Sharif Mohammad Mahsin
- Mr. Md. Sajjadul Islam
- Mr. Haroon Ur Rashid
- Mr. Md. Mosabber Hossain
- Mr. Nitai Chandra Datta
- Mr. Md. Mahfuzul Islam
- Mr. Mohammad Mahe Alam
- Mr. Muhammad Mostafigur Rahman
- Mr. Md. Zakir Hossain
- Mr. Md. Shahid Anwar Mazumder
- Ms. Shahin Akter
- Mr. Rajib Dey
- Ms. Sultana Yasmin
- Mr. Khandaker Saiful Alam

Vice President

- Mr. Md. Anisur Rahman Majumder
- Mr. Md. Mostafizur Rahman
- Mr. Mohammad Masudur Rahman

Vice President
Mr. Iftekhar Ul Azim
Mr. Md. Faizur Rahman
Mr. Mohammad Ismail Hossain
Mr. Mir Tazimul Arefin
Mr. Biman Kanti Ghose
Mr. Helal Uddin
Mr. Ariful Hoque
Mr. Ahmed Rokibur Rahman
Mr. A. K. M. Moinul Islam
Mr. Md. Hasan Jamal
Mr. Khaled Afzal Rahim
Mr. Md. Sarowar Kamal Chowdhury
Mr. Biswanath Ghosh
Mr. Mohammod Hossain
Mr. A. K. M. Musleh Uddin
Mr. Ahsanul Arefin
Mr. S.M. Rezaul Imran
Mr. Mohammed Sumon Rahman
Mr. Mohammad Anisul Hoque
Mr. Probir Kumar Saha
Mr. Faisal Rahman
Mr. Md. Omar Sharif
Mr. Muhammed Atiqul Islam
Mr. A.Z.M. Zafor Ullah
Mr. Mohammad Emdad Hossain
Mr. Md. Golam Mawla
Mr. Syed Habibur Rahman
Mr. Md. Shahriar Imran
Mr. Rahat Masood
Mr. Mohammad Kamrul Morshed
Mr. Rajib Kumar Chakraborty
Mr. Fazal Mahmud
Mr. Shafayet Hassan
Mr. A. S. Mohammed Hasan Sohel
Mr. Md. Akram Hossain
Mr. Rashedul Hoque

Vice President
Mr. Md. Shakhawat Hossain
Mr. Shadakur Rahman Khan
Mr. Mohammed Abul Kalam Azad
Mr. Md. Mahmudur Rahman
Mr. Md. Monzur -A-Moula
Mr. Md. Kamrul Hasan Dolon

Senior Asstt. Vice President
Mr. Mohammed Shah Mostafa Kamal Pasha
Mr. Sultan Salah Uddin
Mr. Md. Kamal Hossain
Mr. Kazi Shahidul Islam
Mr. Mohammed Iftekhar Uddin
Mr. Mohammad Monzur Morshed
Mr. Bimal Haldar
Mr. Md. Jahangir Alam
Mr. Mohammad Aminul Islam
Mr. Mohammed Motaherul Islam
Mr. Md. Raziur Rahman
Mr. Md. Mahbubul Alam
Mr. Shah Muhammad Azizul Haque
Mr. Avijit Roy
Mr. Mohammed Saiful Hasan
Mr. Md. Kamaruzzaman Kamrul
Ms. Ratna Rani Sikder
Mr. Mohammad Mahbub Alam Chowdhury
Mr. Mohammad Ashrafur Rahman
Mr. Abu Taib Md. Zakaria
Mr. Md. Khairul Bashar
Mr. A.T.M. Habib
Mr. Md. Arshad Ullah Khan
Mr. Md. Tauhidul Islam
Mr. Mohammad Jahangir Alam
Mr. Md. Faruk Hosain Patwary
Mr. Md. Salimullah
Mr. Md. Masudur Rahman

Senior Asstt. Vice President
Mr. Mohammad Abu Taher Fazlul Haque
Mr. Sukanta Das
Mr. Monjurul Islam Hajari
Mr. Md. Moniruzzaman Moni
Mr. Md. Rowshan Alam Sharif
Mr. S. M. Tanvir Hasan
Mr. Mohammad Mahbubul Alam Biswas
Mr. Md. Nazrul Islam Chowdhury FCS
Mr. Mangal Chandra Falia
Mr. Mohammed Saiful Moin Chowdhury
Mr. Mohammad Borhan Uddin
Mr. Md. Meizanur Rahman
Mr. Sukumar Barua
Mr. Md. Omar Faruk
Mr. Md. Tarikul Islam Mamun
Mr. Muhammod Afroz Bashar

Asstt. Vice President
Mr. Md. Nacher
Mr. Md. Anisur Rahman
Mr. Md. Shakilur Rahman
Mr. Md. Shafiquzzaman Bhuiyan
Mr. Mohammed Salim Ullah
Mr. Mohammed Altaf
Mr. Emdadul Islam
Mr. M.U. Shamsuddin Ahmed
Mr. Swapan Kumar Gupta
Mr. Muhammad Alihyder Bhuiyan
Mr. Mohammad Abdul Kader
Ms. Salma Akhter
Mr. Md. Hasan Rubyat
Mr. Shafi Uddin Ahamed
Mr. Mohammed Asgar Khan
Mr. Faruq Ahmed
Mr. Afjal Sharif
Mr. Adnan Khaled Monsur

Asstt. Vice President
Mr. Ajoy Kumar Datta
Mr. Md. Mamun Ur Rashid
Mr. Khondaker Al Aminur Rahman
Mr. Md. Ramim
Mrs. Farjia Nasrin
Ms. Humyra Akter
Mr. Syed Khayyam Redjwan
Mr. Md. Sahidul Alam
Mr. Md. Golam Faruq
Mr. Joydeep Biswas
Mr. Shaikh Ali Shahed Mursalin
Mr. Md. Qumrur Roshid
Mr. Shamsu Uddin
Mr. A.K.M. Badrul Hassan
Mr. Rajib Sarker
Mr. Md. Shahadat Hossain
Mr. Mohammad Rafiqul Islam
Mr. Azad Md Golam Rabbani
Mr. Md. Ashraful Alam Khan
Mr. M. M. Alamin
Mr. Abdul Malek Mazumder
Mr. Rabindro Nath Roy
Ms. Shaheen Sharmeen Khan
Mrs. Mohsena Akter
Mr. Ashis Kumar Das
Mr. Biswajit Das
Mr. Mohammad Ilius
Mr. Kazi Md. Shahjahan
Mr. Khaja Mohammad Fathe Ali
Mr. Sarif Md. Faysal Shamim
Mr. Ahmed Hasan Al Bakar
Mr. Md. Shaiful Islam
Mr. Mohammad Mohiuddin Quader
Ms. Shamima Akter
Mr. Dewan Mahmudul Hasan
Mr. Asadulla Raihan

Asstt. Vice President
Mr. Khandaker Md. Nur A Alam Siddiky
Mr. Md. Parvez Hossen
Mr. Md. Younus Mia
Mr. Md. Asif Habib
Mr. Md. Kamal Hossain
Mr. Md. Mostafa Kamal
Mr. A B M Abdul Mannan Khan
Mr. Md. Sakhawat Hossain
Mr. Abdullah Al Mamun
Mr. Md. Razib Ul Halim
Mr. Md. Anwar Hossain
Mr. Md. Saifullah Al Amin
Mr. Mohammad Lalan Pasha
Mr. Md. Ziaul Haque
Mr. Palash Kumar Kundu
Mr. A.T.M. Anwar Iqbal
Mr. Mohammad Al Amin
Mr. Md. Shagedul Islam
Mr. Md. Tanvir Husain
Mr. Md. Mustafizur Rahman
Mr. Muhammed Tareq Hasan
Mr. Md. Sohel Parvez
Mr. Md. Al-Amin Mian

Asstt. Vice President
Mr. Mohammad Forhad Hossain Patwary ACS
Mr. Md. Arif Uddin Chowdhury
Mr. Md. Moin Ul Hussain
Mr. Molla Humayun Kabir
Mr. A.B.M. Zafar Riad
Mr. Mohammad Khalilur Rahman Chowdhury
Mr. Md. Shihab Uddin
Ms. Taiser Farjana
Mr. Md. Tarequl Islam
Mr. Md. Ferdous Jahan
Mr. Nurul Alam Chowdhury
Mr. Kazi Rowes Jisan
Mr. Imran Hasan
Mr. Md. Shah Kabir Newaz Khan
Mr. A. T. M. Soyeb Bin Zaman
Mr. Mahmud Hassan
Mr. Md. Mizanur Rahman Chowdhury
Mr. Md. Salim Hossain
Mr. Mohammad Arifur Rahman
Mr. Md. Nazmus Sakib
Mr. Mohammad Jahidul Islam
Mr. Kaida Azam

BANGLADESH ASSOCIATION OF PUBLICLY LISTED COMPANIES

Renewed Certificate

This is to certify that

NATIONAL CREDIT AND COMMERCE BANK PLC.

is an Ordinary Member of Bangladesh Association of Publicly Listed Companies and is entitled to all the rights and privileges appertaining thereto.

This certificate remains current until 31st December, 2026

Ref. No: **CM-2026/006**

Date of issue : **January 19, 2026**

BAPLC

Secretary General

NATIONAL CREDIT AND COMMERCE BANK PLC.

Registered Office: NCC Bank Bhaban, 13/1 & 13/2. Toyenbee Circular Road, Motijheel C/A, Dhaka-1000, Bangladesh.
Phone: PABX: +88-02-226640664, 226640666, 226640667, Email: boarddivision@nccbank.com.bd, Web: www.nccbank.com.bd

PROXY FORM

I/We .....

BO ID/Folio No.																	

Mobile #												Email:

of (address).....

being a member (Shareholder) of **National Credit and Commerce Bank PLC.** (the "Company") do hereby

appoint Mr./Ms. .....

of..... as my/our proxy to participate and vote on my/our behalf at the **41st Annual General Meeting (AGM)** of the Company to be held on **June 24, 2026 at 12:00 Noon** and at any adjournment thereof.

Signed this..... day of ..... 2026.

Signature of the Proxy	Mobile Number
Email :	

Signature of the Member

No. of Shares held :

Note:

i) Signature of the member (shareholder) must be in accordance with specimen signature registered with the Company/Depository Participant (s).

ii) A Member of the company entitled to participate and vote at the 41st AGM may appoint any person as a proxy to participate and vote on his/her/their behalf. The proxy form duly signed with requisite stamp and must be submitted at the registered office of the company not later than 48 hours before the time fixed for the meeting.

Please affix Revenue Stamp

Signature Verified

Authorized Signatory
National Credit and Commerce Bank PLC.

NATIONAL CREDIT AND COMMERCE BANK PLC.

Registered Office: NCC Bank Bhaban, 13/1 & 13/2. Toyenbee Circular Road, Motijheel C/A, Dhaka-1000, Bangladesh.
Phone: PABX: +88-02-226640664, 226640666, 226640667, Email: boarddivision@nccbank.com.bd, Web: www.nccbank.com.bd

MEMBERS ATTENDANCE SLIP

I hereby record my attendance at the **41st Annual General Meeting (AGM)** of the company being held on **June 24, 2026 at 12:00 Noon** at Dhaka.

Name of Member	
BO ID/Folio No.	
No. of Shares as on 21-05-2026 (Record Date)	
Name of the Proxy (If any)	

Mobile: Member/Proxy												Email:

Signature of the Member/ Proxy

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NATIONAL CREDIT AND COMMERCE BANK PLC.
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