UNITED COMMERCIAL BANK PLC | UCB

ANNUAL REPORT 2025

RESILIENCE.
CONFIDENCE.
TRANSFORMATION.

Building a stronger future
through disciplined progress.



সবুজ অর্থায়ন | কৃষি অর্থায়ন | শিল্পায়ন ও RMG অর্থায়ন | বাণিজ্য অর্থায়ন | ডিজিটাল ব্যাংকিং | SME অর্থায়ন



2025 was a defining year for institutions across Bangladesh, marked by economic uncertainty, evolving market dynamics and increasing demands for resilience and adaptability. Amid these challenges, United Commercial Bank PLC demonstrated strength, stability and forward-looking leadership. For UCB, 2025 became a year of purposeful transformation driven by disciplined strategic decisions, operational excellence and a clear vision for sustainable growth. Throughout the year, the Bank remained focused on reinforcing its core foundations while investing in the future of banking. From enhancing operational efficiency and accelerating digital transformation to strengthening risk management practices and deepening customer engagement, every initiative reflected our commitment to building a stronger, smarter and more resilient institution. Our efforts were guided by prudence, innovation and a customer-centric approach that enabled us to respond effectively to changing realities while maintaining confidence in our direction. Beyond financial performance, 2025 was also a year of meaningful progress in creating long-term value for all our stakeholders. We continued to foster trusted relationships with our customers, empower our employees and collaborate closely with our partners to support sustainable economic growth. The resilience and dedication of our people remained one of our greatest strengths throughout this journey. This year's Annual Report captures the spirit of resilience, confidence and transformation that shaped our path forward. It reflects a year where challenges became opportunities for renewal and progress. As we move ahead, UCB remains committed to embracing innovation, strengthening stakeholder trust and building a future defined by sustainable growth, stability and shared success.

Letter of Transmittal

24 May 2026

Honorable Shareholder(s)
&
Reader(s) of this Report

Dear Sir / Madam,

Please accept the best compliments from the United Commercial Bank PLC ("UCB" or "Bank").

We are pleased to present UCB's Annual Report for the year ended 31 December 2025, prepared in accordance with the applicable legal framework, for your kind information and records.

This report contains pertinent information related to the financial & operational performance of the Bank, including the directors' report, the auditor's report, the audited financial statements (consolidated and standalone), and accompanying notes thereto, as well as relevant disclosures aimed at ensuring transparency & public accountability of the Bank.

This report includes certain forward-looking statements, which are based on what management of the Bank considers reasonable assumptions. However, actual results and future events may materially differ from these original plans, assumptions, estimations, or expectations expressed herein. Readers are thus advised to exercise due discretion when considering forward-looking statements in connection with any decisions, transactions, or investments involving the Bank.

We also take this opportunity to express our sincere gratitude for the continued trust and confidence you have reposed in the Bank, its Board of Directors, and the Management, and cordially request the honor of your esteemed presence at the forthcoming 43rd Annual General Meeting scheduled to be held on 11 June 2026 at 9:00 a.m.

Thank You.

Sincerely Yours,

Tanvir A Siddiqui, ACS
Company Secretary

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About this Report

This report is a regulatory document and serves as the primary communication tool for valued shareholders, providing an overview of the Bank's activities during the Year 2025, including its financial and operational performance, relevant information, regulatory and voluntary disclosures, prospects, and the value generated by its activities.

Scope of Reporting:

Reporting Period

1 January 2025 to
31 December 2025

Reporting Boundary

The Report includes, among others:

- Directors' Report
- Auditor's Report & Audited Financial Statements
- Management's Discussion & Analysis
- Corporate Governance Compliance Certificate
- AGM Notice and Related Information

Frameworks, Standards and Regulatory Compliance

Under Regulation 22 of the DSE/CSE (Listing) Regulations 2015 and Condition 9 of BSEC Notification No. BSEC/CMRRCD/2006-158/208/Admin/81 dated 20 June 2018 (and its amendments), the Bank is required to submit its Annual Report to the Commission and both stock exchanges at least 14 days prior to the Annual General Meeting (AGM).

This report complies with disclosure requirements under the following regulatory frameworks and guidelines:

- Companies Act 1994 and subsequent amendments
- Corporate Governance Code 2018 and subsequent amendments
- Dhaka / Chittagong Exchange (Listing) Regulations 2015
- BSEC directives and notifications
- Bangladesh Bank circulars and guidelines.

Availability of the Report

In support of the Paris Agreement and UN Sustainable Development Goals (SDGs), printed copies of this report have been kept to the regulatory minimum. A downloadable electronic copy is available on the Bank's website https://www.ucb.com.bd/.

Feedback

Feedback and suggestions regarding this Annual Report are most welcome and may be directed to bsd@ucb.com.bd, as the continuous improvement of reporting quality remains a priority for the Bank.



PREFACE



CHAIRMAN'S MESSAGE TO THE SHAREHOLDERS

.....This is not simply financial statistics, but a powerful signal of trust among our customers, who choose to place their hard-earned savings with UCB in uncertain times. This performance stands as a powerful testament to renewed confidence in our stability and service.....

Dear Shareholders,

On behalf of the Board of Directors of United Commercial Bank PLC (UCB), I welcome you to the 43rd Annual General Meeting.

Today, I stand before you not merely to present numbers, but to share a story. A story of resilience tested, confidence earned, and transformation realised. It is an honest reflection of what UCB has lived through and what UCB has become.

The year 2025 did not offer an easy path for the banking sector of Bangladesh, which continued to navigate a particularly difficult environment due to rising non-performing loans, inflationary pressure on household incomes, exchange rate volatility, and tightening liquidity across the industry. Regulatory reforms, while necessary and welcome, added layers of transition that tested the agility of every institution. Customer confidence, in some corners of the sector, came under strain. Yet it is precisely in moments like these that the character of a bank reveals itself.

Despite these headwinds, UCB achieved the highest deposit growth in its history. Total deposits climbed to BDT 68,394 crore with a net new deposit of nearly BDT 13,000 crore by year-end, more than twice the banking industry's overall growth of around 11%. This is not simply financial statistics, but a powerful signal of trust among our customers, who choose to place their hard-earned savings with UCB in uncertain times. This performance stands as a powerful testament to renewed confidence in our stability and service.

A deliberate focus on granular retail deposits fueled this historic achievement. More than 678,000 new accounts were welcomed into the UCB family during 2025, and the retail deposits accounted for 59% of our total deposit portfolio at year-end. Because of this intentional shift, we have built a far more stable, predictable, and sustainable funding base for the future by transitioning away from volatile, high-cost institutional deposits toward a retail-heavy foundation.

We also strengthened our balance sheet through disciplined liquidity and investment management. Investments grew by 69%, channeled primarily into lower-risk instruments, while the AD Ratio was reduced from 91.3% to 83%, substantially improving our liquidity position. Besides, funds under management increased by 16% to BDT 130,183 crore. These are the hallmarks of a bank that manages its resources with prudence and foresight.

We consciously chose a path of restraint in loan expansion and protecting our balance sheet in 2025. In strict alignment with Bangladesh Bank guidelines, we committed to prudent and disciplined lending practices. We prioritized financially sound, corporate-grade, and highly reputable borrowers, ensuring that our credit expansion never came at the expense of our risk parameters. Despite this, our total loans and advances grew by 8%, still surpassing the industry average of 6%.

Our resilience also excelled in asset quality management. With the changes in the classification policy by the primary regulator for implementing IFRS 9 standards, our classified loan ratio temporarily rose to around 19%. From that elevated level, we reduced the ratio by nearly 4% through focused recovery and risk management initiatives, which include, but are not limited to, the recruitment of skilled recovery manpower, strengthening legal actions, centralization of case management, imposition of travel restrictions on defaulters, appointment of receivers, and identification of unencumbered properties. Besides, recovery from written-off loans achieved nearly 200% growth over the prior year, while more than 1,000 new legal cases were filed to strengthen recovery momentum. This is our resilience in its most practical form, acknowledging challenges and confronting them with determination.

Digital transformation remained our highest strategic priority. In alignment with the national vision of a Cashless Bangladesh, UCB dramatically expanded its digital transaction ecosystem, and nearly 65% of all banking transactions during the year were conducted through digital channels. Also, the launch of Bangladesh's first microservices-based Open API Core Banking Platform by UCB will significantly enhance our operational agility, scalability, customer service capability, and capacity for digital integration.

Beyond digital, we continued supporting sustainable agriculture, CMSME financing, women entrepreneurship, and rural economic inclusion through targeted financial products and relationship-based banking. Strong governance and disciplined risk management remained central to our strategy. Our AML and CFT frameworks remained fully compliant with both national and international standards, and we further strengthened internal controls, compliance monitoring, and stress testing mechanisms.

The story of UCB in 2025 is a story worth telling a story of an institution that faced adversity with resilience, built confidence through performance, and is boldly pursuing transformation to secure a stronger future for all stakeholders.

UCB is now operating from a position of greater stability, improved liquidity, stronger customer confidence, and enhanced operational resilience than at any point in recent memory. In 2026, our strategic focus will remain on accelerating recovery, strengthening asset quality, increasing low-cost deposits, enhancing digital capabilities, improving customer experience, and driving sustainable business growth.

I thank our Board of Directors for their wise counsel, our management and employees for their tireless dedication, and above all, our valued shareholders for your unwavering trust.

Together, we have transformed challenges into opportunities. Together, we will build a UCB that is resilient, confident, and a truly transformed institution in the days ahead.

Sincerely yours,



Sharif Zahir
Chairman



FROM THE DESK OF MANAGING DIRECTOR & CEO

The remarkable turnaround achieved by UCB in 2025 was driven primarily by the dedication, resilience, and professionalism of our employees. Despite increased workloads and significant operational pressure during a difficult period, our employees worked with unwavering commitment to rebuild customer confidence and strengthen the Bank.

Dear Valued Shareholders,

The year 2025 marked a defining chapter in the journey of United Commercial Bank PLC (UCB). Amid political transition, economic uncertainty, inflationary pressure, and a broader confidence crisis across the banking sector, UCB demonstrated resilience, discipline, and the collective strength of its people. Through prudent leadership, strategic focus, and relentless dedication, the Bank successfully navigated a challenging operating environment and established a remarkable turnaround story.

Following the economic and institutional challenges that emerged after August 2024, the banking sector experienced significant business pressures and heightened uncertainty. However, under the visionary guidance of the Board of Directors, prudent stewardship of the management, and the tireless commitment of employees at all levels, UCB successfully restored the confidence of regulators, customers, and stakeholders.

As we reflect on the year, I am proud to share that UCB achieved meaningful progress in deposit mobilization, liquidity management, digital transformation, recovery initiatives, operational efficiency, and customer confidence. These achievements reaffirm our commitment to building a stronger, smarter, and more sustainable financial institution.

Macro-Economic Context

The global economy in 2025 continued to experience moderate growth amid persistent geopolitical tensions, elevated interest rates in major economies, supply chain adjustments, and uncertainties in international trade. Inflationary pressure and cautious monetary policies across advanced and emerging economies continued to influence capital flows, investment decisions, and global economic sentiment.

Domestically, Bangladesh's economy continued to face pressure from elevated inflation, liquidity constraints, and evolving regulatory expectations. The banking sector underwent a period of transition with increased focus on governance, asset quality, liquidity discipline, and depositor confidence.

In this complex environment, UCB adopted a balanced and forward-looking strategy focused on strengthening liquidity, improving asset quality, accelerating recovery, enhancing operational resilience, and deepening customer relationships. Our disciplined approach enabled the Bank not only to withstand challenges but also to emerge stronger.

Financial Performance Highlights

In 2025, UCB achieved the highest deposit growth in its history. Total deposits increased by 23% to BDT 68,394 crore, significantly outperforming the overall banking industry growth rate of approximately 11%. Net deposit growth during the year amounted to nearly BDT 13,000 crore, reflecting renewed customer confidence and the Bank's strengthened market position.

A major contributor to this achievement was our strong focus on retail deposits. More than 678,000 new accounts were opened during the year, including over 365,000 new savings and current accounts. As a result, retail deposits accounted for 59% of total deposits at year-end, creating a more stable and sustainable funding base.

Total loans and advances increased by 8% to BDT 61,789 crore, surpassing the overall banking industry growth rate of approximately 6%. Despite having the capacity for further loan expansion, UCB remained committed to prudent and disciplined lending practices. In strict adherence to Bangladesh Bank guidelines, the Bank prioritized financially sound and reputable borrowers while maintaining a cautious approach to credit expansion.

UCB also significantly strengthened its balance sheet through enhanced liquidity and investment management. Investments increased by 69% from BDT 8,785 crore to BDT 14,871 crore, primarily through relatively lower-risk investment instruments. Through efficient balance sheet management, the Advance-Deposit Ratio (ADR) was reduced from 91.3% to 83%, substantially improving the Bank's liquidity position and overall financial stability. Funds Under Management (FUM) increased by 16% to BDT 130,183 crore.

Recovery and asset quality management remained key organizational priorities throughout the year. UCB adopted multifaceted initiatives to strengthen recovery performance and improve classified loan management. Recovery from written-off loans reached approximately BDT 114 crore in 2025, representing nearly 200% growth over the previous year. More than 1,000 new legal cases were filed to intensify recovery efforts and accelerate resolution.

Overall classified loan ratio remained close to 15% in both 2024 and 2025. However, due to changes in the classification policy introduced by the regulator, the ratio had temporarily increased to around 19% during the year. From that elevated level, UCB successfully reduced the ratio by nearly 4%, reflecting the effectiveness of the Bank's focused recovery and risk management initiatives.

To strengthen recovery operations, the Bank undertook several strategic measures including recruitment of skilled manpower, strengthening legal actions, centralization of case management, imposition of travel restrictions, appointment of receivers, and identification of unencumbered properties. These measures significantly accelerated recovery momentum and laid the foundation for further improvement in asset quality in the coming years.

Operational efficiency also improved considerably during the year. Through disciplined expenditure management, other operating expenses were reduced by approximately BDT 97 crore, enhancing cost efficiency and strengthening operational resilience.

Digital Transformation and Innovation

Digital transformation remained one of UCB's highest strategic priorities in 2025. In alignment with the national vision of a "Cashless Bangladesh," the Bank significantly expanded its digital transaction ecosystem. Nearly 65% of total banking transactions during the year were conducted through digital channels, reflecting strong customer adoption of technology-enabled banking services.

A landmark achievement during the year was the launch of Bangladesh's first microservices-based Open API Core Banking Platform by UCB. This technological advancement introduced a new dimension to digital banking in the country and significantly enhanced the Bank's operational agility, scalability, customer service capability, and digital integration capacity.

The Bank also continued strengthening cybersecurity, automation, digital onboarding, and customer-centric digital solutions to improve service quality and operational efficiency.

Inclusive Banking and Business Diversification

As a first-generation private commercial bank with a deep-rooted commitment to inclusive banking, UCB continued expanding financial access to individuals, SMEs, entrepreneurs, and underserved communities.

Agent Banking operations achieved a significant milestone in November 2025 by reaching overall profitability for the first time. Sub-branch operations also demonstrated notable growth, with average deposits per sub-branch increasing from BDT 12.5 crore to BDT 20 crore.

Islamic Banking operations recorded exceptional growth during the year. Deposits under Islamic Banking increased by 163%, while investments grew by 145%, reflecting strong customer confidence and increasing demand for Shariah-based banking services.

UCB also continued supporting sustainable agriculture, CMSME financing, women entrepreneurship, and rural economic inclusion through targeted financial products and relationship-based banking.

Governance, Risk Management and Human Capital

Strong governance and disciplined risk management remained central to our institutional strategy. Throughout 2025, UCB further strengthened internal controls, compliance monitoring, stress testing mechanisms, and regulatory alignment. Our Anti-Money Laundering (AML) and Combating the Financing of Terrorism (CFT) frameworks remained fully compliant with both national and international standards.

The remarkable turnaround achieved by UCB in 2025 was driven primarily by the dedication, resilience, and professionalism of our employees. Despite increased workloads and significant operational pressure during a difficult period, our employees worked with unwavering commitment to rebuild customer confidence and strengthen the Bank.

Notably, while total manpower increased by only around 3% during the year, the Bank successfully achieved substantial growth in deposits, customers, and business volumes, reflecting significant improvement in employee productivity and operational excellence.

Outlook for 2026

Looking ahead, we remain cautiously optimistic about the future. While global and domestic uncertainties may continue in the near term, we believe the long-term economic prospects of Bangladesh remain strong.

UCB is now operating from a position of greater stability, improved liquidity, stronger customer confidence, and enhanced operational resilience. In 2026, our strategic focus will remain on accelerating recovery, strengthening asset quality, increasing low-cost deposits, enhancing digital capabilities, improving customer experience, and driving sustainable business growth.

We are confident that through continuous reform, technology-driven transformation, disciplined governance, and the collective strength of our people, UCB will continue creating long-term sustainable value for shareholders, customers, and stakeholders.

Acknowledgement

I would like to express my sincere gratitude to our honorable Board of Directors for their strategic guidance, unwavering support, and visionary leadership throughout this transformative period.

I also extend my heartfelt appreciation to Bangladesh Bank, Bangladesh Securities and Exchange Commission, Registrar of Joint Stock Companies and Firms, National Board of Revenue, Dhaka Stock Exchange, Chittagong Stock Exchange, Central Depository Bangladesh Limited, and Financial Reporting Council for their support and prudent roles in strengthening the country's financial and regulatory framework.

I sincerely thank our valued customers for their continued trust and confidence in UCB, which inspires us to continuously improve, innovate, and serve with greater dedication.

Finally, I express my deepest appreciation to all employees of UCB. Their resilience, professionalism, hard work, and commitment have been the true driving force behind the Bank's turnaround and success.

Together, we will continue building a stronger, more innovative, inclusive, and sustainable United Commercial Bank PLC.

Sincerely,



Mohammad Mamdudur Rashid
Managing Director & CEO

Notice of the 43rd Annual General Meeting

Notice is hereby given to all registered shareholders of United Commercial Bank PLC (hereinafter referred to as the "Bank") that the 43rd Annual General Meeting of United Commercial Bank PLC will be held in person on 11 June 2026 at 09:00 a.m. at Kurmitola Golf Club, Dhaka Cantonment, Dhaka-1206 to transact the following agenda:

Agenda – 1:	To receive, consider and adopt the Audited Financial Statements of the Bank for the year ended on 31 December 2025, together with the Auditor's and Directors' Reports thereon.
Agenda – 2:	Declaration and approval of the dividend for the year ended on 31 December 2025, as recommended by the Board of Directors. [Note: The Board of Directors declared "No Dividend" for the year ended on 31 December 2025 due to restriction imposed by Primary Regulator.]
Agenda – 3:	To re-appoint Statutory Auditor and fixation of their remuneration for the year 2026 of the Bank for the term until next Annual General Meeting. [Note: The Board of Directors has recommended the re-appointment of the existing Auditor, M/s Aziz Halim Khair Choudhury, Chartered Accountants, for the next term at the same remuneration as previously fixed.]
Agenda – 4:	To re-appoint Corporate Governance Compliance Auditor for the year 2026 for certification on Corporate Governance status under BSEC Corporate Governance Code and fixation of their remuneration. [Note: The Board of Directors has recommended the re-appointment of the existing Auditor, M/s Hossain & Hossain, Chartered Accountants, for the next year at the same remuneration as previously fixed.]

Honorable Members are requested to make it convenient to attend the meeting.

By order of the Board of Directors,

Tanvir A Siddiqui, ACS
Company Secretary

Dated, Dhaka
20 May 2026

Guidance Notes to the Shareholders:

- The Record Date/Book Closure Date for the 43rd Annual General Meeting (AGM) was 20 May 2026.
- Registered shareholder ("Member"), whose name appeared on the Central Depository System/Register of Members as on the Record Date/Book Closure Date, are eligible to participate at the 43rd AGM.
- A Member, eligible to attend the 43rd AGM, would be entitled to appoint a proxy by submitting a duly signed, stamped, verified, and attested proxy form/power of attorney/authorization letter to the registered office of the Bank at least 72 (seventy-two) hours before the 43rd AGM as per Section 89.1 of the Articles of Association of the Bank.
- In accordance with regulation no. 22(1) of the Dhaka/Chittagong Stock Exchange (Listing) Regulations 2015 and condition no. 9(2) of the Bangladesh Securities and Exchange Commission (BSEC) Notification No. BSEC/CMRRCD/2006-158/208/Admin/81 dated 20 June 2018 on Financial Reporting & Disclosure, the link to the downloadable PDF copy of the Annual Report 2025 will be sent to Members' email addresses as per CDBL records and will be made available on the Bank's website.
- Members are requested to submit their queries on the Directors' Report and the Audited Financial Statements for the year ended on 31 December 2025 through e-mail to bsd@ucb.com.bd or in writing at least 4 (four) working days before the date of 43rd AGM.
- As per the Bangladesh Securities and Exchange Commission's Circular No. SEC/CMRRCD/2009-193/154 dated 24 October 2013 and regulation 24 (2) of the Dhaka/Chittagong Stock Exchange (Listing) Regulations 2015, "**no benefit in cash or kind, other than in the form of cash dividend or stock dividend, shall be paid to the holders of equity securities**" for attending the 43rd AGM of the Bank.

Proxy Form

I/We ..... of .....

..... being a shareholder of United Commercial Bank PLC do hereby appoint Mr./Ms. .....

..... as my/our proxy to attend and vote for me/us and on my/our behalf at the 43rd Annual General Meeting of the Bank to be held on 11 June 2026 (Thursday) at 09:00 a.m. in the Banquet Hall of Kurmitola Golf Club (KGC), Dhaka Cantonment, Dhaka and at any adjournment thereof.

As witness my/our hand this ..... day of ..... 2026.

Revenue Stamp of Taka 100.00

_____ Signature of the Shareholder

_____ Signature of the Proxy

No. of Shares held on the on the Record Date/Book Closure Date (i.e., 20 May 2026) against the Folio / BO ID: .....

Folio No. :

BO ID :

The Proxy form must be signed, stamped, duly verified, attested, and submitted to the registered office of the Bank.

_____ Signature Verified

_____ Authorized Signatory

Attendance Slip

I hereby record my attendance at the 43rd AGM of the Bank held on 11 June 2026 (Thursday) at 09:00 a.m. in the Banquet Hall of Kurmitola Golf Club (KGC), Dhaka Cantonment, Dhaka.

Name	
No. of Shares	
Folio No.	
BO ID No.	
Name of the Proxy (if any)	

Only registered shareholders or their proxies will be allowed to attend the AGM upon presentation of the duly verified attendance slip.

_____ Signature of the Shareholder / Proxy

_____ Signature Verified

Glimpses of the 42nd Annual General Meeting










TRATION BOOTH
Annual General


UCB
UCB








KURMITOLA GOLF CLUB



ORGANIZATIONAL OVERVIEW

Profile of the Company

United Commercial Bank PLC (UCB), established in mid-1983, is one of Bangladesh's largest first-generation private commercial banks. Over four decades, it has evolved from a traditional banking entity to a comprehensive financial services group, listed on both the Dhaka and Chittagong Stock Exchanges and recognized as a member of the prestigious DSE30 Index.

UCB operates as a parent entity with a diverse portfolio of specialized subsidiaries, providing a "360-degree" financial solution for its clients:

- **UCB Investment Limited:** A 100% owned, award-winning merchant bank (Best Investment Bank in Bangladesh 2024) specializing in bond structuring, M&A, and corporate advisory.
- **UCB Fintech Company Limited (upay):** A 99.99% owned Digital Financial Service (DFS) brand offering mobile wallets, co-branded prepaid cards, and safe digital transactions.
- **UCB Stock Brokerage Limited:** Providing specialized capital market services and trading infrastructure.
- **UCB Asset Management Limited:** Focusing on wealth management and investment funds.
- **UCB Exchange (SG) PTE. Ltd.:** The group's international arm in Singapore, facilitating cross-border financial needs.

The UCB group's strength lies in its diversified service segments tailored to every economic tier:

1. **Corporate & Offshore Banking:** Managing complex financing for large-scale infrastructure, RMG projects, and international trade.
2. **Retail & Remittance:** Serving over 1,182,200 cardholders with personalized debit, credit, and prepaid solutions while providing secure channels for expatriate funds.
3. **SME & Agri Banking:** Assessing and monitoring business loans to empower entrepreneurs and the agricultural sector.
4. **Islamic Banking:** Providing Shariah-compliant deposit and investment products through a dedicated Islamic banking wing.
5. **Agent Banking:** Driving financial inclusion with a network covering 64 districts and 259 upazilas, bringing formal banking to rural doorsteps.

Headquartered in Dhaka, UCB serves a diverse clientele at 236 branches across Bangladesh and over 700 ATM booths, employing more than 5,600 staffs. Complementing its physical presence, UCB has deployed a wide ATM network alongside agent banking outlets, ensuring financial services reach underserved communities beyond conventional branch coverage. The Bank also maintains relationships with 611 foreign banks and financial institutions globally.

UCB's overarching vision to be the "bank of first choice" is deeply rooted in a culture of responsibility and purpose. The Bank actively aligns its operations with the United Nations Sustainable Development Goals (SDGs), embedding social impact into its core business strategy. Central to this commitment is the "Investing in Society (IIS)" initiative, through which UCB channels a defined share of its profits toward meaningful community development — prioritising child education and well-being, fostering woman entrepreneurship, and extending dedicated support to senior citizens.

Journey Over 42 Years

2001 to 2010

- Registered as Depository participant of CDBL
- Trading of Demat Shares in Stock Exchanges
- Change of Face Value & Market Lot of Shares
- Opening of 1st ATM
- Incorporation of UCB Stock Brokerage Limited
- Shifting Corporate Office from Motijheel to Gulshan
- Opening of 100th Branch – Kanchan Branch.
- Opening of 1st Offshore Banking Unit at Gulshan.

1983 to 1990

- Incorporation of the Bank
- License received from Bangladesh Bank
- Opening of 1st Branch – Principal Branch
- Listing with Dhaka Stock Exchange PLC.
- Opening of 50th Branch – Mohammadpur Branch

2021 onwards

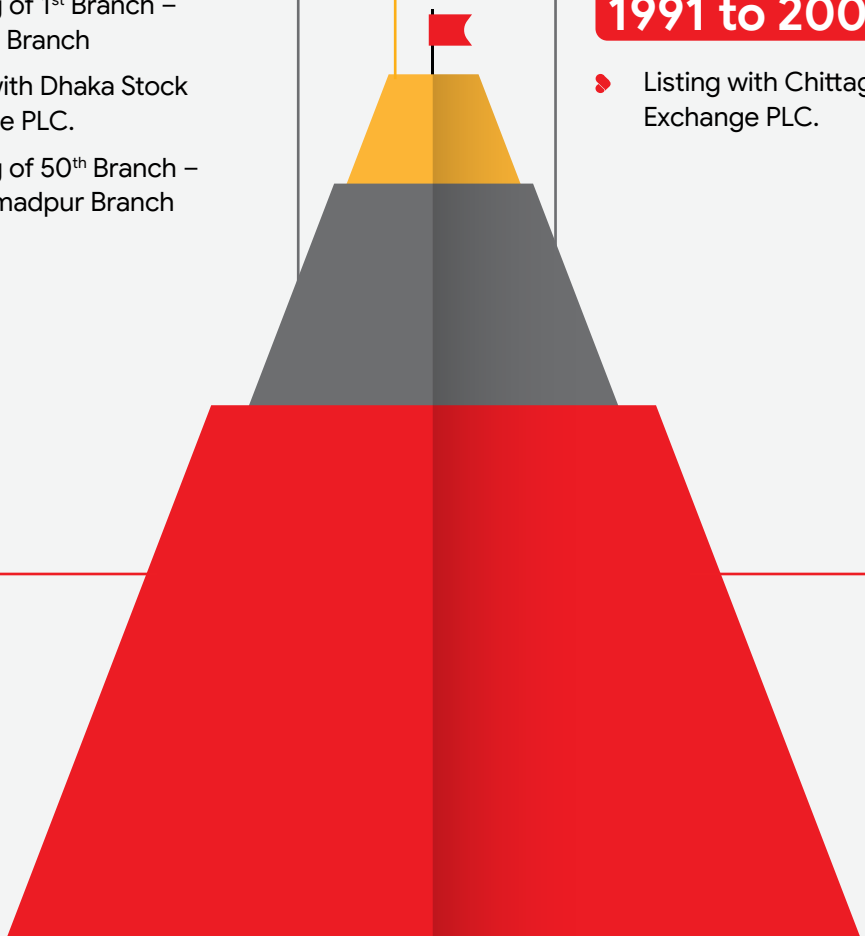
- Inauguration of Islamic Banking window
- Launching of Country's First Open API Banking Service
- Launching of UCB One

2011 to 2020

- Issuance of 1st Rights Share
- Incorporation of UCB Investment Limited
- Issuance of 1st Subordinated Bond
- Launched Ucash mobile financial service
- Implementation of Oracle Flexcube as Core Banking Solution
- New Logo Launching

1991 to 2000

- Listing with Chittagong Stock Exchange PLC.



Vision, Mission, Core Values, & Strategic Priorities

VISION

To be the Bank of the first choice through maximizing value for our clients, shareholders & employees and contributing to the national economy with social commitments.



MISSION

To offer financial solutions that create, manage and increase our clients' wealth while improving the quality of life in the communities we serve.

CORE VALUES

- Customer's First
- Professional Ethics
- Quality at All Levels
- Responsible Corporate Citizen
- Belief on Commitment
- Participative Management



STRATEGIC PRIORITIES

- **Enjoyable Experience:** To make all the stakeholders pleasant and make the entire banking process an enjoyable experience for everyone
- **Compliant:** To be compliant with all the rules and regulations applicable in Bangladesh
- **Innovation and Diversity:** To foster creativity, innovation, and diversity with the view to sustainable business growth
- **Needs of the Future Generation:** Continuous development without compromising the needs of the future generation
- **World-class IT infrastructure:** To ensure the satisfaction of all the UCB's customers through delivering services with the implementation of world-class IT infrastructure
- **Good Governance:** To establish good governance
- **Risk Management:** Ensuring an effective risk management system within entire phases of activities
- **Corporate Social Responsibilities:** Focusing on Corporate Social Responsibilities (CSR) in a responsible manner
- **Image:** To build and enhance brand image

Corporate Directory

KEY CORPORATE INFORMATION

Name of the Company	United Commercial Bank PLC
Legal Form	Public Limited Company
Type of Business	Banking
Key Business Segments	Corporate Banking, MSME Banking and Consumer Banking
Date of Incorporation	26 June 1983
Date of Commencement of Business	27 June 1983
Date of Bangladesh Bank Approval to Carry on Banking Business	28 June 1983
Bangladesh Bank License Number	BRPD/(LS-1)/745(17)/2023-462
Number of Branches & Sub-branches	Branch: 236, Sub-Branch: 194
Number of ATM & CRM Booths	ATM & CRM: 702
Number of Agent Banking Outlets	609
Number of Offshore Banking Units	01
Number of Foreign Correspondents	599
Number of Employees	5,905 (as on 31 December 2025)
Subsidiaries	• UCB Stock Brokerage Limited • UCB Asset Management Limited • UCB Investment Limited • UCB Fintech Company Limited • UCB Exchange (SG) PTE. Limited
Dedicated CSR Wing	UCB Foundation
Tax Identification Number (ETIN)	458548597820
VAT Registration Number/BIN Number	000875839-0101
Credit Rating	Long-Term: AA, Short-Term: ST-2, Outlook: Negative, Valid till: 30 May 2026.
Stock Exchange Listing	Dhaka Stock Exchange PLC. (DSE) Chittagong Stock Exchange PLC. (CSE)

KEY MEMBERS OF THE BOARD OF DIRECTORS & ITS ASSISTIVE COMMITTEES

Chairman, Board of Directors	Mr. Sharif Zahir
Vice Chairman, Board of Directors	Mr. Md. Shazzad Hossoin
Chairman, Executive Committee	Mr. Md. Tanvir Khan
Chairman, Audit Committee	Mr. Obaidur Rahman, FCA
Chairman, Risk Management Committee	Mr. Md. Yusuf Ali
Managing Director & CEO	Mr. Mohammad Mamdudur Rashid
Company Secretary	Mr. Tanvir A Siddiqui, ACS

OFFICIALS TWO-TIER BELOW THE MANAGING DIRECTOR & CEO

Additional Managing Director	• Mr. Nabil Mustafizur Rahman • Mr. Abul Alam Ferdous • Mr. Adnan Masud
Deputy Managing Director	• Mr. Abdullah Al Mamoon • Mr. Md. Shah Alam Bhuiyan • Mr. Faruk Ahammad, FCA • Mr. Mohd. Muin Uddin Latif Hasan

OFFICIALS HOLDING KEY POSITIONS

Chief Risk Officer (CRO)	Mr. Nabil Mustafizur Rahman
Chief Operating Officer (COO)	Mr. Md. Abdullah Al Mamoon
Chief Financial Officer (CFO)	Mr. Faruk Ahammad, FCA
Chief Anti Money Laundering & Compliance Officer (CAMLCO)	Mr. Faruk Ahammad, FCA
Head of Internal Control & Compliance	Mr. Mohammod Monwar Hossain
Company Secretary	Mr. Tanvir A Siddiqui, ACS

AUDITORS, CONSULTANTS & RATING AGENCY

Auditors for the Year 2025	Aziz Halim Khair Choudhury, Chartered Accountants
Compliance Auditor for the Year 2025	Hossain & Hossain, Chartered Accountants
Tax Consultant for the Year 2025	Snehasis Mahmud & Co., Chartered Accountants
Cash Incentive Auditor for the Year 2025	• Hoda Vasi Chowdhury & Co., Chartered Accountants • K. M. Alam & Co., Chartered Accountants • Shafiq Basak & Co., Chartered Accountants
Credit Rating Agency for the Year 2025	Emerging Credit Rating Limited

CONTACT

Registered/Head Office	Bulus Center, Plot CWS(A)-1, Road 34, Gulshan Avenue Dhaka 1212, Bangladesh.
Corporate Office/Investors Relation Office	Do
Telephone	+88-02-55668070, +88-09610999999
Fax	+88-02-8834227
SWIFT	UCBLBDDH
24/7 Contact Center	16419, (overseas) +88-09610016419
Email	info@ucb.com.bd
Website	www.ucb.com.bd

Products & Services

Liability Products

Retail Banking

CASA (including FC)

- Retail Current Deposit AC
- Retail Savings Deposit AC
- Retail Saving Deposit Non-Interest AC
- Corporate Executive Package Salary AC
- Retail UCB Youngsters Savings AC
- Retail UCB NRB Savings AC
- Retail UCB AYMA Savings AC
- Retail UCB Imperial Savings AC
- UCB Retail Diganta Salary Account
- Retail Shomota Account
- Dynamic Benefits Savings AC
- Sabuj Sanchay AC
- UCB Retail Pensioner Savings AC
- Employee Benefit Savings AC
- Convertible Taka AC
- Non-Convertible Taka AC
- Non-Resident Investor's Taka AC (NITA)
- Resident Foreign Currency Deposit (RFCD) AC
- Retail Private FC AC
- UCB Swadhin AC
- Retail Offshore Banking FC Account
- Retail International Banking FC Account (Current)

Fixed Deposit (including FC)

- Retail Fixed Deposit (General)
- Retail Fixed Deposit (Special)
- Retail Fixed Deposit (Exclusive)
- Retail UCB Money Maximizer Double
- Retail UCB Earning Plus
- Retail Non-Resident FC Deposit (NFCD) AC
- Retail Offshore Banking FC Account (Term)
- Retail International Banking FC Account (Term)
- Retail ERQ Term Deposit

Scheme Deposit

- Retail UCB Multi-Millionaire DPS
- Retail AYMA DPS Plus
- Retail UCB Youngster DPS
- Retail NRB DPS Plus
- UCB Super Flex DPS

SME Banking

CASA (including FC)

- SME Current Deposit Account
- Sabolombi Easy Account
- Sabolombi Digital Account
- SME Hajj Deposit
- SME ERQ Account
- Special Notice Deposit Account

Fixed Deposit (including FC)

- SME Fixed Deposit (General)
- SME Fixed Deposit (Special)
- SME Fixed Deposit (Exclusive)
- SME Offshore Banking FC Account (Term)
- SME ERQ Term Deposit

Scheme Deposit

- Prottoyi Monthly Deposit
- AYMA Prottoyi Monthly Deposit

Corporate Banking

CASA (including FC)

- Corporate Current Deposit Account
- Corporate Current Deposit (Power)
- Corporate Current Deposit (Flexi)
- Corporate ERQ Account
- Special Notice Deposit Account
- Corporate Dynamic SND Account

Fixed Deposit

- Corporate Fixed Deposit (General)
- Corporate Fixed Deposit (Special)
- Corporate Fixed Deposit (Exclusive)
- Corporate Offshore Banking Foreign Currency Account (Term Deposit)
- Corporate ERQ Term Deposit

Islamic Banking

CASA

- UCB Taqwa Al-Wadiah Current AC-IB
- UCB Taqwa Al-Wadiah Freedom Current AC-IB
- UCB Taqwa Mudaraba Savings AC-IB
- UCB Taqwa Islamic Ayma Savings AC
- UCB Taqwa Mudaraba Imperial Savings AC-IB
- UCB Taqwa Mudaraba Probashi Savings AC-IB
- UCB Taqwa Mudaraba Young Star Savings AC-IB
- UCB TAQWA Mudaraba CEP Savings AC & Payroll Card
- UCB Taqwa Mudaraba SND AC-IB
- UCB Taqwa Mudaraba SND Plus AC-IB

TERM

- UCB Taqwa Mudaraba Term Deposit-IB
- UCB Taqwa Mudaraba TD Plus

SCHEME

- UCB Taqwa Mudaraba Monthly Deposit Scheme-IB
- UCB Taqwa Mudaraba Hajj Deposit Scheme-IB

Cards and Other Services

Services

- SMS Banking
- 24x7 Customer Service
- Student File
- Locker Services
- UCB TAQWA Islamic Travel

Prepaid Card

- Hazz Prepaid Card

Services

- Dual Currency Prepaid Card
- Payroll Prepaid Card
- Upay Co-Branded Prepaid Card

Asset Products

Retail Banking

Retail Continuous Loan

- Retail Secured Overdraft
- Retail BAF Overdraft

Credit Card Products

- Classic Credit
- Gold Credit
- Platinum Credit
- Signature/World Credit
- Business Credit

Retail Term Loan

- Retail Personal Loan
- Retail Doctors Loan
- Retail Marriage Loan
- Retail Education Loan
- Retail Hospitalization Loan
- Retail Home Mortgage Loan
- Retail Advance against Salary
- Retail Travel Loan
- Retail CNG Conversion Loan
- Retail House Hold Durable Loan
- Retail Pension Commutation Loan
- Retail Auto Loan
- Retail Home Loan

SME Banking

Funded Facilities

SME Continuous Loan
- SME Cash Credit (Hypo)
- SME Cash Credit (Pledge)
- SME Overdraft General
- SME Secured Overdraft

SME Demand Loan

- SME Payment against Document (PAD)
- SME Loan against EDF
- SME Loan against Trust Receipt (LTR)
- SME Loan against Imported Merchandize (LIM)
- SME Work Order Finance
- SME Earnest Money Finance
- SME Packing Credit
- SME Export Credit
- SME Loan under Cash Assistance
- SME Time Loan (General)
- SME Revolving Short Term Loan
- SME Loan against Inland Bill
- SME Inland Documentary Bills Purchased
- SME Foreign Documentary Bills Purchased

SME Term Loan

- SME Term Loan
- SME Hire Purchase Loan
- SME Lease Finance
- SME Transport Loan
- SME House Building Loan (Commercial)
- SME UCB SHOPNO
- SME UCB Thikana
- SME USIL
- SME UCB Suchana
- SME Exit Facility Term Loan
- SME Digital Nano Loan

Agriculture Credit

•Agro Overdraft
•Agro Time Loan
•Agro Short Term Loan
•Agro Term Loan
•Agri & Rural Fast Term Loan
•Agri & Rural Fast Time Loan

SME Non-Funded Facilities

- Letter of Credit (L/C)
- Acceptance
- Bank Guarantee (BG)
- Bid Bond (BB)
- Performance Guarantee (PG)
- Advance Payment Guarantee (APG)
- Retention Money Guarantee/Rentention Bond (RMG)
- Payment Guarantee/Supplier Credit Guarantee
- Guarantee against Counter Guarantee of other Bank/NBFI (Foreign or Local)

Corporate Banking

Funded Facilities Corporate Continuous Loan

- Corporate Overdraft (General)
- Corporate Cash Credit (Hypo)
- Corporate Cash Credit (Pledge)
- Corporate Secured Overdraft

Corporate Demand Loan

- Corporate Payment against Document (PAD)
- Corporate Loan against EDF
- Corporate Loan against Trust Receipt (LTR)
- Corporate Loan against Imported Merchandize (LIM)
- Corporate Work Order Finance
- Corporate Payment against Document (BC)
- Corporate Earnest Money Finance
- Corporate Packing Credit
- Corporate Export Credit
- Corporate Loan under Cash Assistance
- Corporate Time Loan (General)
- Corporate Export Bill Discounting in FC
- Corporate Loan against Inland Bill
- Corporate Inland Documentary Bills Purchased
- Corporate Foreign Documentary Bills Purchased
- OBU Bills Purchase & Discount
- Corporate Pre-Shipment Credit Refinance Scheme

Corporate Term Loan

- Corporate Term Loan
- Corporate Hire Purchase Loan
- Corporate Lease Finance
- Corporate Transport Loan
- Corporate House Building Loan (Commercial)
- Corporate Bridge Financing Loan
- OBU Corporate Term Loan
- Corporate Stimulus Package Export Loan
- Corporate Green Transformation Financing under GTF of BB

Corporate Non-Funded Facilities

- Letter of Credit (L/C)
- Acceptance
- Bank Guarantee (BG)
- Bid Bond (BB)
- Performance Guarantee (PG)
- Advance Payment Guarantee (APG)
- Retention Money Guarantee/Rentention Bond (RMG)
- Payment Guarantee/Supplier Credit Guarantee
- Guarantee against Counter Guarantee of other Bank/NBFI (Foreign or Local)

Islamic Banking

Retail Investment

- Retail Murabaha Finance Against Salary-IB
- Retail Murabaha Doctors Finance-IB
- Retail Murabaha Other Professionals Finance-IB
- Retail HPSM Home Finance-IB
- Retail HPSM Auto Finance-IB

SME Investment

- SME Murabaha Local Purchase-IB
- SME Murabaha Trust Receipt-IB
- SME Murabaha Import Bill-IB
- SME Murabaha EDF Finance-IB
- SME Salam Working Finance-IB
- SME Salam Packing Finance-IB
- SME Musharaka Local Doc Bill-IB
- SME Murabaha Unsecured Finance-IB
- SME Murabaha Refinancing Schemes Term-IB
- SME HPSM Finance-IB
- SME HPSM Refinancing Schemes-IB

Corporate Investment

- Corporate Murabaha Local Purchase-IB
- Corporate Murabaha Trust Receipt-IB
- Corporate Murabaha Import Bill-IB
- Corporate Murabaha EDF Finance-IB
- Corporate Salam Working Finance-IB
- Corporate Salam Packing Finance-IB
- Corporate Salam Packing Re-Finance-IB
- Corporate Foreign Doc Bill Purchase-IB
- Corporate HPSM Finance-IB

Cards and Other Services

Services

- SMS Banking
- 24x7 Customer Service
- Student File
- Locker Services
- UCB TAQWA Islamic Travel

Prepaid Card

- Hazz Prepaid Card

Services

- Dual Currency Prepaid Card
- Payroll Prepaid Card
- Upay Co-Branded Prepaid Card

Awards & Accolades



Mastercard-Excellence-Award-2025









Visa-Excellence-Award-2025





Corporate Social Responsibility

The CSR activities of the Bank reflect a conscious evolution in how United Commercial Bank PLC perceives its role in society. We have moved beyond viewing Corporate Social Responsibility as a parallel stream of activity and instead embraced it as a philosophy that informs our decisions, shapes our priorities and defines our long-term contribution to the nation.

In an era marked by economic transitions, climate uncertainties and shifting social dynamics, the expectations from financial institutions are rapidly transforming. Communities today do not merely seek support; they seek partnership, continuity and empowerment. Recognizing this, we have framed our CSR approach to be more reflective, more responsive and ultimately more responsible.

Our focus during the reporting year has been on creating meaningful depth rather than symbolic breadth. Instead of dispersing resources across numerous disconnected initiatives, we have concentrated on impactful interventions. It has been designed to create sustained value over time. Each initiative has been guided by a deeper understanding of grassroots realities, ensuring that our contributions are not only relevant but also transformative. In our CSR effort, we prioritize our support to be translated into long-term benefit. We have strengthened internal alignment so that sustainability and responsibility are increasingly embedded within our business ethos, not just treated as external obligations.

Our CSR initiatives have been carefully aligned with national development priorities and broader sustainability aspirations, reflecting our commitment to contributing meaningfully to Bangladesh's socio-economic progress. At the same time, we have remained mindful that real impact is ensured to improve opportunities, restored dignity and renewed hope.

We have always sought to ensure that our actions are not just visible but valuable.

In the year 2025, our total expenditure in CSR was in amount of Taka 27.87 million. The detailed of the CSR activities comes as follows:

Education

UCB has always been a key player in support of various educational initiatives. For the development of educational sector, UCB has been contributing in many ways like scholarship for poor and brilliant students, education support for under privileged, donation to educational institutions etc. In the year 2025, UCB has contributed almost Taka 5.73 million in the Education sector. Our approach to education has evolved to focus on continuity and capability. Alongside scholarships, we supported learning environments and mentorship to helping students not only learn but thrive.

Health

We moved towards financial aid to more structured support mechanisms, contributing towards improved access to essential healthcare services and critical treatments. Health issues are rapidly increasing and getting more complicated. In such a situation, support of various organizations would undoubtedly be beneficial for the underprivileged segment of our country. Accordingly, UCB has always directly or indirectly been involved in initiatives for contribution to the health sector. We are always very keen to promote health as a basic part of our CSR activities to contribute towards well-being of society. In the year 2025, UCB contributed almost Taka 1.85 Million in health. Some of the contributions are support to treatment for a patient suffering from Spine & Lumber disorders, donation to Society for Disabled at Noakhali Science & technology University, Free vaccination of Hepatitis B to DMC students through Sandhani, Donation to Moonflower Autism Foundation etc.

Disaster Management

In the face of increasing disaster vulnerabilities, our response to both emergency relief and longer-term rehabilitation efforts is active and effective. UCB always plays a pivotal role in contribution to disaster management. UCB always comes forward when the country is stricken by massive natural calamity, tragic accident etc. We try to contribute in a way so that the economic and human costs of natural disasters can be reduced. Some of the contributions are distribution of blankets amount poor people suffering from cold etc. In the year 2025, almost an amount of Taka 14.36 million has been contributed in the Disaster Management sector.



Sports

UCB also highlights on youth development and sports as part of CSR. UCB takes initiatives so that talents and skills may rise to bloom. In the year 2025, CSR expenditure in Sports comes as 1.00 Million. We have also contributed for the infrastructural development of a children park with the contribution is an amount of Taka 4.93 million. As we conclude this year's journey, one realization stands clear: the true measure of CSR lies not in the scale of investment, but in the depth of its impact and the sincerity of its intent.

At United Commercial Bank PLC, we are gradually shaping a perspective where responsibility is extended into a continuous journey of engagement with society. Each initiative undertaken this year reflects a broader aspiration to contribute in ways that endure beyond immediate outcomes.

Ultimately, our vision is not limited to fulfilling responsibility. it is about building a legacy of trust, empathy and sustainable progress.

As we move forward, United Commercial Bank PLC remains committed to standing beside the communities we serve as a partner in their journey towards a more inclusive, resilient and hopeful future.



STEWARDSHIP & LEADERSHIP TEAM

Board of Directors

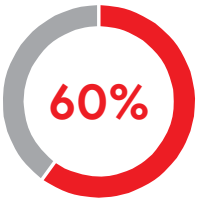
As the apex governing body of United Commercial Bank PLC, the Board of Directors is entrusted with setting strategic direction, formulating policies and guidelines, overseeing management, upholding sound governance, and safeguarding the interests of shareholders and stakeholders of the Bank.

The powers, duties, and responsibilities of the Board are governed by the Bank Company Act 1991, the Companies Act 1994, the Corporate Governance Code 2018, along with their subsequent amendments, as well as various directives and notifications issued by the Bangladesh Securities and Exchange Commission and circulars & guidelines issued by the Bangladesh Bank.

The current Board of Directors of the Bank comprises 5 (five) competent and professionally skilled individuals, duly appointed by Bangladesh Bank under the powers conferred by Section 45 of the Bank Company Act, 1991, with a mandate to protect the interests of depositors and the Bank, ensure good governance, and serve the public interest.



Non-Executive Directors



Independent Directors



Age Below 50 Years

The areas of expertise of each Director and the Managing Director& CEO are given below:

Sl.	Name	Status	Expertise
1	Mr. Sharif Zahir	Chairman	Banking, Asset Management, Manufacturing, Real Estate, IT/E-commerce, and Trading
2	Mr. Md. Shazzad Hossoin	Independent Director & Vice-Chairman	Banking, Compliance, and General Management
3	Mr. Md. Tanvir Khan	Director & Chairman, Executive Committee	Banking, Accounts & Finance, General Management & Administration, Corporate Governance, Textile, Ready-Made Garment, Spinning mill, and fisheries industries.
4	Mr. Obaidur Rahman, FCA	Independent Director & Chairman, Audit Committee	Auditing, Finance, Accounts, Taxation, Company Matters, Internal Control & Compliance
5	Mr. Md. Yusuf Ali	Independent Director & Chairman, Risk Management Committee	Banking, Compliance, General Management, Foreign Exchange & Advance
6	Mr. Mohammad Mamdudur Rashid	Managing Director & CEO	Banking, Compliance, and General Management

Seated (from left to right)

Md. Shazzad Hossoin
Independent Director & Vice-Chairman

Sharif Zahir
Chairman

Standing (from left to right)

Md. Yusuf Ali
Independent Director & Chairman, Risk Management Committee

Md. Tanvir Khan
Director & Chairman, Executive Committee

Obaidur Rahman, FCA
Independent Director & Chairman, Audit Committee

Mohammad Mamdudur Rashid
Managing Director & CEO



Profile of the Directors



Sharif Zahir

Chairman

Age	49 Years
Gender	Male
Nationality	Bangladeshi
Date of Appointment	27.08.2024
Experience	33 Years +

Mr. Sharif Zahir is a distinguished businessman and visionary leader in Bangladesh, known for his exceptional contributions to the country's economy and business landscape. As one of the youngest recipients of the prestigious Commercially Important Person (CIP) award earned nine times, and a multiple time recipient of the National Export Award, Mr. Zahir has firmly established himself as a key figure in the business community. He is the eldest son of the late Humayun Zahir, a prominent industrialist, and a Sponsor Shareholder of United Commercial Bank, continuing his family's legacy through exemplary leadership.

Mr. Zahir holds a BA degree in Economics and Finance from the University of Texas at Austin and is an esteemed alumnus of St. Francis Xavier's Green Herald International School in Dhaka. Under his dynamic leadership, Ananta Group has grown into a diversified conglomerate with an annual turnover of USD 450 million, employing 35,000 people in its RMG and textiles division alone. The group's investments span ready-made garments (RMG), banking, finance, asset management, energy, e-commerce, real estate, and hospitality.

Ananta Group has developed state-of-the-art manufacturing facilities through private sector debt financing in close collaboration with global Development Finance Institutions (DFIs) such as IFC, DEG, Proparco, and the Asian Development Bank (ADB)—demonstrating Mr. Zahir's commitment to global standards and sustainability.

In the real estate sector, Mr. Zahir has spearheaded landmark projects including Ananta Terraces, Bangladesh's first LEED Platinum certified gated residential community, and the JW Marriott mixed-use property in Dhaka, which are redefining urban living through sustainable design, smart infrastructure, and world-class amenities.

Mr. Zahir is the Chairman of Sindabad.com, Bangladesh's first B2B e-commerce platform transforming industrial supply chains. He is also the Vice President of the Bangladesh Economic Zone Investors Association (BEZIA), which advocates for investment-friendly policies and represents the voice of investors in the country's Economic Zones.

He served as a Director on the Board of BGMEA from 2019 to 2021 and was one of the founders of the RMG Sustainability Council (RSC)—a pioneering initiative that brought together trade unions, brands, and manufacturers following the transition from Accord Bangladesh, setting global benchmarks for factory safety and compliance.

Mr. Zahir also played an active role in the Support Committee of BGMEA, which recently oversaw one of the most representative and fair elections in the trade body's history.

As the Chairman of United Commercial Bank PLC, Mr. Zahir is providing bold and decisive leadership, steering the bank through significant challenges and charting a path of reform, transparency, and innovation. His strategic direction is focused on strengthening depositor confidence, enhancing shareholder value, and aligning UCB with international standards of banking excellence.

Beyond business, Mr. Zahir is deeply engaged in philanthropy. Through the Humayun Zahir Stipend Program, his family has awarded annual scholarships for over 35 years, enabling thousands of underprivileged students to access education. He also supports free eye camps, sanitation and hygiene initiatives, and green campaigns including tree plantation drives demonstrating his commitment to social and environmental responsibility.

With over two decades on the Board of UCB including a term as Vice Chairman from 2013 to 2015—Mr. Zahir continues to shape the financial and industrial landscape of Bangladesh through visionary leadership, institutional reform, and a deep sense of civic duty.



Md. Shazzad Hossoin

Independent Director & Vice-Chairman

Age	63 Years
Gender	Male
Nationality	Bangladeshi
Date of Appointment	27.08.2024
Experience	33 Years +

Mr. Md. Shazzad Hossoin, an Independent Director, is currently playing the role of Vice-Chairman of United Commercial Bank PLC. Before joining UCB, he held the position of Executive Director at Bangladesh Bank, where he demonstrated his extensive expertise in Finance and Management. Throughout his career at Bangladesh Bank, Mr. Hossoin held various key positions, including Executive Director, General Manager, and Currency Officer. During his service he held roles in the Bank Inspection Department, Agricultural Credit Department and the Personnel Department and finally Head of Barishal Office and Motijheel Office. He achieved the Integrity Award from Bangladesh Bank. Additionally, he served as the Director of the Microcredit Regulatory Authority on deputation where he was an active participant in global workshops of AFI (Alliance of Financial Inclusion) held in many countries.

Mr. Hossoin's academic background is diverse and well-rounded. He earned both his Honors and Master's degrees in Geography from the University of Dhaka. Furthermore, he completed a Master of Business Administration (MBA) in Finance from Bangladesh Open University at Dhaka University Tutorial Centre and a Master of Social Science (MSS) in Economics from National University. In addition to these achievements, he earned a Bachelor of Laws (LLB) and Banking Diplomas (DAIBB-1 and DAIBB-2), as well as a Diploma in Computer Application.

Mr. Hossoin, a lifelong learner, actively pursued professional development by attending various training programs both domestically and internationally. His career has also afforded him the opportunity to visit several countries, further enriching his knowledge and experience.



Md. Tanvir Khan

Director & Chairman, Executive Committee

Age	43 Years
Gender	Male
Nationality	Bangladeshi
Date of Appointment	27.08.2024
Experience	19 Years +

Md. Tanvir Khan is the Director and Chairman, Executive Committee of United Commercial Bank PLC. He obtained a Bachelor of Commerce Degree from the University of Toronto in Canada. He is the eldest son of Md. Jahangir Alam Khan, ex Director and past Chairman of UCB PLC and a distinguished entrepreneur since the early 1970s.

Md. Tanvir Khan is currently the Managing Director of J. K. Group of Industries, which has investments in spinning mills, textile, readymade garments, deep sea fishing, real estate, and insurance sectors in Bangladesh. The organization employs around 10,000 people and has annual revenue of around USD $120 million. In addition, it also operates an 80-bed non-profit making hospital, J. K. Memorial Hospital, in Chattogram.

Md. Tanvir Khan is a very active member of the Executive Committee of Chattogram Shamity, Dhaka- one of the largest non-profit and social associations in Bangladesh. He also serves on the board of BPCCI (Bangladesh Philippines Chamber of Commerce and Industry). The Government of Bangladesh recognized him as CIP (Commercially Important Person) multiple times for excellent export performance. The National Board of Revenue of Bangladesh also awarded him as highest taxpayer- under age of 40 category in 2016-2017 assessment year.

With a vast experience of more than 16 years in the Board of United Commercial Bank PLC and his forward- thinking vision have played a pivotal role in driving the banks expansion and achievements.



Obaidur Rahman, FCA

Independent Director & Chairman, Audit Committee

Age	47 Years
Gender	Male
Nationality	Bangladeshi
Date of Appointment	27.08.2024
Experience	20 Years +

Mr. Obaidur Rahman is a distinguished Chartered Accountant with extensive experience in finance, accounts, audit, and management, is the Independent Director & Chairman, Audit Committee of United Commercial Bank PLC. He qualified as a Chartered Accountant in 2006 from The Institute of Chartered Accountants of Bangladesh (ICAB), after completing a rigorous three-year article-ship with Hoda Vasi Chowdhury & Co.

He holds an MBA and BBA in Accounting from the University of Dhaka, where he graduated with honors. Over his career, Mr. Obaidur Rahman has held prominent positions including General Manager Accounts at Meghna Group of Industries (MGI), General Manager Finance and MIS at Max Infrastructure Ltd., Chief Financial Officer at Ratanpur Steel Re-Rolling Mills Ltd., Chief Financial Officer at Keya Knit Composite Ltd.,and Head of Internal Audit at Opex Sinha Textile Group.

Currently, he is a Partner at M A Fazal & Co., a well-established firm of Chartered Accountants in Dhaka. Mr. Obaidur is a Fellow member of ICAB and an active member of both the Dhaka University Accounting Alumni and Dhaka University Alumni Association.



Md. Yusuf Ali

Independent Director & Chairman, Risk Management Committee

Age	65 Years
Gender	Male
Nationality	Bangladeshi
Date of Appointment	27.08.2024
Experience	36 Years +

Mr. Md. Yusuf Ali, an Independent Director, is currently playing the role of Chairman of the Risk Management Committee of United Commercial Bank PLC. Before joining UCB, he held the position of Deputy Managing Director-1 at Agrani Bank PLC from March 7, 2018 to February 11, 2020, and at Sonali Bank PLC from July 11, 2017 to March 6, 2018.

Mr. Ali began his career in 1986 as a Senior Officer (BRC) at Agrani Bank PLC. Over the years, he advanced through various key roles within the bank, earning a strong reputation for his contributions to the Credit Committee, Risk Management Committee, NPL Committee, and MANCOM, among others.

He holds both a Bachelor of Commerce (Hons) and a Master of Commerce in Accounting from the University of Dhaka. He also obtained DAIBB from The Institute of Bankers, Bangladesh (IBB). Mr. Ali is known for his enthusiasm for learning, having participated in numerous training programs throughout his career. He is also a fellow of National Defence College (NDC).



Mohammad Mamdudur Rashid

Managing Director & CEO

Age	60 Years
Gender	Male
Nationality	Bangladeshi
Date of Appointment	30.09.2024
Experience	38 Years +

Mr. Mohammad Mamdudur Rashid currently serves as the Managing Director and Chief Executive Officer of United Commercial Bank PLC. He also holds the position of Chairman at UCB Stock Brokerage Limited and UCB Fintech Company Limited. With an illustrious career spanning over three decades in the banking and financial services sector, Mr. Rashid brings a wealth of experience and strategic leadership to the institution.

Prior to joining United Commercial Bank PLC, Mr. Rashid served as the Managing Director and Chief Executive Officer of National Credit and Commerce Bank PLC (NCC Bank). Under his stewardship, NCC Bank experienced substantial growth, particularly in the areas of international trade and strategic market positioning. His tenure was marked by multiple accolades, including NCC Bank being recognized as the Best Primary Dealer by Bangladesh Bank for seven consecutive terms, as well as receiving the "Fastest-Growing Brand in 2023" award from Global Brand Magazine. He also successfully oversaw the implementation of Islamic banking operations at the bank.

Mr. Rashid commenced his professional career in 1985 with the Bangladesh Shipping Corporation. In 1992, he joined the Institute of Business Administration (IBA), University of Dhaka, as a Lecturer. He entered the banking sector in 1995 by joining Citibank N.A., Bangladesh, marking the beginning of a distinguished 15-year tenure with the institution. During his time at Citibank, Mr. Rashid held several senior leadership positions across multiple geographies, including Bangladesh, India, New Zealand, and Australia. Notably, he served as the Chief Operating Officer of Citibank Bangladesh and as Head of Strategic Planning for the Institutional Banking Division in New Zealand and Australia. Throughout his banking career, Mr. Rashid has developed extensive expertise in key functional areas such as Human Resources, Risk Management, Operations, Compliance, Business Development, Credit Risk, and General Services.

Senior Management Team





Profile of the Senior Management Team



Mohammad Mamdudur Rashid

Managing Director and CEO

Mr. Mohammad Mamdudur Rashid is the Managing Director and CEO of United Commercial Bank PLC (UCB), a role he assumed on September 30, 2024. He previously led NCC Bank PLC as its MD & CEO, bringing over 37 years of distinguished experience in strategic and executive roles across leading financial institutions.

Beyond banking, Mr. Rashid's diverse career spans academia, corporate finance, and maritime service — including roles as a Lecturer at IBA, University of Dhaka; Financial Analyst at IPDC Finance; Management Associate at Beximco Group; and Nautical Cadet at Bangladesh Shipping Corporation.

A Fulbright Scholar and graduate of Brandeis University, USA, he is a recipient of the Vice Chancellor's Gold Medal from the University of Dhaka and the President's Gold Medal from the Marine Academy, Chattogram. Earlier in his academic journey at Rajshahi Cadet College, he ranked 3rd and 11th in the HSC and SSC merit lists under Rajshahi Board.



Nabil Mustafizur Rahman

Additional Managing Director

Mr. Nabil Mustafizur Rahman, Additional Managing Director of United Commercial Bank PLC, joined the Bank on October 1, 2024, with over 31 years of distinguished experience spanning foreign and local banks, financial institutions, and leading business conglomerates.

Before joining UCB, he served as the County Chief Risk Officer at Habib Bank Limited, Bangladesh. A recognized authority in financial risk management, Mr. Rahman brings deep expertise in both conventional and Islamic banking.

At UCB, he serves as Group Chief Risk Officer, leading critical divisions including Risk Management, Credit Risk (Corporate, SME, Retail & Money Market), Credit Administration (CAD) and Sustainable Finance. His strategic leadership ensures sound risk governance and credit discipline across the Bank.

Mr. Rahman holds an MBA with a double major in Finance and Management Science from the University of Dhaka.



Abul Alam Ferdous

Additional Managing Director

Abul Alam Ferdous, Additional Managing Director of United Commercial Bank PLC brings around 04 decades of exceptional experience in Banking, having commenced his illustrious career as a Probationary Officer with UCB in the Year 1984.

His areas of specialization encompass RMG Finance, Corporate Finance, Recovery, SME Finance and Islamic Banking Finance (TAQWA), reflecting a comprehensive understanding of both conventional and Shariah-compliant financial practices. He completed both his Graduation and Post-Graduation degree in Accounting at the University of Chittagong.

His academic background and profound experience have equipped him with a robust understanding of financial principles and strategies, facilitating his strategic decision-making and leadership within the Banking sector.



Md. Adnan Masud

Additional Managing Director

Mr. Adnan Masud is the Additional Managing Director of United Commercial Bank PLC, having joined the Bank on February 16, 2025. He brings with him over 26 years of experience across top-tier global banks, spanning key financial markets including India, Malaysia, Singapore, the UAE, the USA, and Bangladesh.

Before joining UCB, Mr. Masud held the position of Managing Director (Regional Role) for Global Corporate Coverage (South East Asia & India) at BBVA Bank S.A. His international exposure and strategic acumen have positioned him as a recognized leader in Corporate, Institutional, and Transaction Banking — with multiple industry awards to his name.

At UCB, Mr. Masud is currently overseeing a broad and critical portfolio comprising Large Corporate (Wholesale Banking), Financial Institutions & Offshore Banking, Mid & Emerging Corporate, and Transaction Banking.

Academically accomplished, he holds an MBA from the University of British Columbia, Canada, and a Master's degree in Finance and Banking from the University of Dhaka.



Md. Abdullah Al Mamoon, PMP

Deputy Managing Director & COO

Md. Abdullah Al Mamoon is the Deputy Managing Director and Chief Operating Officer (COO) of United Commercial Bank PLC. Mr. Mamoon joined UCB on March, 2017 as Senior Executive Vice President with over 33 years of multidisciplinary experience in diversified professional domains with Government and Financial Institutions. Prior to joining UCB, Mr. Mamoon served in AB Bank PLC and BRAC Bank PLC in different capacities. He is a business graduate from Royal Roads University, British Columbia, Canada; a globally certified Project Management Professional (PMP) from Project Management Institute (PMI), USA, and a Green Belt in Six Sigma from Benchmark Six Sigma, India.



Md. Shah Alam Bhuiyan

Deputy Managing Director

Md. Shah Alam Bhuiyan is a seasoned banking professional with nearly 31 years of experience, currently serving as Deputy Managing Director at United Commercial Bank PLC (UCB). He oversees the Special Assets Management Division, Legal Division and Collection Department, leads the Written-off Recovery and Wilful Defaulter Units, and acts as Member Secretary of the UCB Recovery Task Force.

Before his tenure at United Commercial Bank PLC, Md. Shah Alam Bhuiyan held several key leadership positions at BRAC Bank PLC over 17 years. His responsibilities encompassed serving as Head of Special Asset Management (SAM), Operations, Enterprise Risk Management, and Finance Administration.

Earlier in his career, he served at Muslim Commercial Bank Ltd. (February 2002 – December 2003) in different key leadership roles.

Furthermore, Mr. Bhuiyan played an instrumental part at BRAC Bank in the implementation of the Core Banking System (CBS) and Centralising banking operations, which marked a significant milestone in the bank's operational transformation. He also developed & published Loan Documentation & Mortgage Manual.

Mr. Bhuiyan's outstanding achievements have earned him several prestigious accolades, such as "SME Financer of the Year – Asia (Platinum)" (2023) and an Honourable Mention for "Best Financier for Women Entrepreneurs." He has also participated in noteworthy international training programs, including the Executive Program on Quality Management in Japan, Banking & Development in Ireland and England, Leadership Training in Singapore, and Basel-II Implementation & Capital Planning in the UAE.



Faruk Ahammad, FCA

Deputy Managing Director, CFO and CAMLCO

Faruk Ahammad FCA is a highly accomplished banking and finance professional with over 26 years of distinguished experience spanning banking, finance, capital markets, and telecommunications. As Deputy Managing Director and Chief Financial Officer & CAMLCO of United Commercial Bank PLC, he oversees financial strategy, regulatory compliance, and operational efficiency, providing strategic insights that drive sustainable business growth.

A Fellow Chartered Accountant of the Institute of Chartered Accountants of Bangladesh, Faruk has held senior leadership roles in leading financial institutions, including Prime Bank PLC, the City Bank PLC, BRAC Bank PLC, and Apex Investments Ltd., as well as Edotco Bangladesh Co. Ltd., a member of Axiata Group, Malaysia. His career reflects a proven record in financial management, treasury and liquidity optimization, corporate strategy, mergers and acquisitions, and enterprise-wide process development.

Renowned for his hands-on leadership, Mr. Faruk has successfully led large-scale projects including core banking migrations, ERP implementations, capital market transactions, and organizational transformations. His approach combines strategic foresight with operational excellence, fostering innovation, compliance, and a performance-driven culture.

Beyond his professional accomplishments, Mr. Faruk is committed to mentoring cross-functional teams and enhancing institutional governance, ensuring UCB remains at the forefront of Bangladesh's banking industry.



M. Latif Hasan

Deputy Managing Director

M. Latif Hasan is the Deputy Managing Director (DMD) of United Commercial Bank PLC. Prior to joining UCB, Mr. Hasan served as Head of Corporate Banking at Habib Bank Limited (HBL), Bangladesh. With over three decades of extensive experience in the banking industry, he brings deep expertise and strategic insight that are expected to further strengthen UCB's corporate banking capabilities. In his role, Mr. Hasan leads the Structured Corporate Division, focusing on expanding specialized corporate financing solutions, deepening client relationships, and accelerating business growth through innovative, resilient, and sustainable financial strategies. Over the course of his career, Mr. Hasan has held several senior leadership positions at both international and local banks. He previously served as Deputy Managing Director and Chief Business Officer at Standard Bank Limited. He also worked with Citibank, N.A., Eastern Bank Limited, and Prime Bank Limited in key roles. His professional strengths include corporate relationship management, business development, credit and risk management, finance, and banking operations. In addition to his executive roles, Mr. Hasan contributed as a member of the Basel–II Core Implementation Team and the Tax Reform Committee, reflecting his involvement in important regulatory and policy-level initiatives. He is a CSA (Credit Skill Assessment) certified professional from Omega Performance, USA. Mr. Hasan earned his Master's degree in Finance from the University of Dhaka and later completed his MBA from Victoria University of Technology, Melbourne, Australia. He has also taken part in numerous international and local seminars, workshops, and professional training programs.



Mohammad Shafiqur Rahman

Senior Executive Vice President

Mr. Mohammad Shafiqur Rahman currently serves as the Senior Executive Vice President & Head of Retail Business Division at United Commercial Bank PLC. He joined the Bank in May 2015 as Executive Vice President & Head of Imperial Banking (Priority Banking).

Over the years, he has held several key leadership roles, including Head of Service Quality and Regional Head of the Rangpur Region. In October 2022, he was appointed Head of Retail Business Division, in addition to his responsibilities as Head of Imperial Banking.

In his current role, Mr. Shafiq leads the Bank's retail business strategy, driving growth across multiple dimensions. His responsibilities include customer acquisition and retention, expansion of retail deposits and asset portfolios, credit card and merchant acquiring business, as well as the development of Alternative Delivery Channels (ADC). He also oversees the National Sales Team and plays a pivotal role in strengthening the Bank's digital banking footprint, while consistently enhancing customer experience in the retail segment.

Under his leadership, the Retail Business Division has achieved notable progress. He has contributed significantly to strengthening business structures, refining processes, and fostering a culture of collaboration, continuous improvement, and performance excellence.

Mr. Shafiq brings with him extensive experience in branch banking, retail business and customer relationship management. His strategic insight and people-centric leadership style have been instrumental in driving sustainable growth and operational excellence.

In addition to his role at the Bank, he serves as a Director of UCB Asset Management Limited as a nominated representative of United Commercial Bank PLC.

He began his banking career with ANZ Grindlays Bank in May 1999. Following its merger, he continued with Standard Chartered Bank Bangladesh in 2001, where he served with distinction until May 2015.

Mr. Shafiq holds a Master's degree (1995) and has also completed part of a Law qualification. Throughout his career, he has participated in numerous training and leadership development programs, both locally and internationally. Among them, notable is the Business Goal Management and "Being a Talented Manager Programme" in Chennai organized by Standard Chartered.



Mohammad Ridwanul Hoque

Senior Executive Vice President

Mr. Mohammad Ridwanul Hoque, Senior Executive Vice President of United Commercial Bank PLC (UCB), joined the Bank on October 31, 2024, bringing with him over 25 years of distinguished experience in both foreign and local financial institutions. Prior to joining UCB, he served as the Head of Retail and SME Business at NCC Bank PLC, where he played a pivotal role in driving growth and innovation across key banking segments. At UCB, Mr. Hoque currently oversees the Branches (excluding Corporate Branches), as well as the Uposhakha network, SME & Agri-Banking, Agent Banking Division, and Alternative Delivery Channel Division. Under his leadership, these units continue to strengthen the Bank's commitment to customer-centric service and inclusive banking. An academically accomplished professional, Mr. Hoque holds both an MBA and a BBA from the University of Chittagong, equipping him with a strong foundation in business and strategic management.



Zeeshan Kingshuk Huq

Senior Executive Vice President

Mr. Zeeshan Kingshuk Huq joined United Commercial Bank PLC (UCB) as Senior Executive Vice President on January 1, 2025. He brings with him a distinguished track record of leadership across diverse industries, including banking, technology, telecom, and e-commerce.

Before joining UCB, Mr. Huq served as Managing Director and Chief Enabling Officer at RTS Enterprise. His prior roles include Director & Group COO at Agile Mind Corp Group, Chief Commercial Officer at Link3 Technologies, and Co-founder & CEO of Sindabad.com. He also held key positions at BRAC Bank, Warid Telecom (now Airtel Bangladesh), MGH Group, Holcim Bangladesh, and Unitrend Limited.

Mr. Huq currently serves as the Chief Communications Officer (CCO) at United Commercial Bank (UCB), and looks after the Brand Marketing and Corporate Affairs Division. In this role, he also oversees the Service Quality Department, where he is responsible for leading strategic communications and driving customer excellence initiatives.

He holds an MBA in Marketing and a BBA from the Institute of Business Administration (IBA), University of Dhaka.



Syed Hasnain Mamun

Executive Vice President

Mr. Syed Hasnain Mamun joined United Commercial Bank PLC (UCB) as Executive Vice President on October 31, 2024. He began his banking career with HSBC and brings over 23 years of diversified experience across both local and international banks.

Prior to joining UCB, he served as the Head of Human Resources Division at NCC Bank PLC. He also held key positions at the City Bank and Prime Bank.

Mr. Mamun currently serves as the Chief Human Resources Officer (CHRO) at United Commercial Bank (UCB), where he plays a pivotal role in shaping the organizations people strategy. In addition, he also oversees HR responsibilities of the subsidiaries of UCB.

He holds a professional qualification in Quality Systems Management from the Business School, University of South Alabama, USA.

Assistive Committees of the Board

The Board of Directors of United Commercial Bank PLC has 3 (three) assistive committees:



Executive Committee



Audit Committee



Risk Management Committee

The Executive Committee is constituted with members of the Board to ensure the continuity of urgent, routine, and day-to-day operations between consecutive Board meetings, and functions in accordance with the terms of reference approved by the Board. The composition of the committee is given below:

Sl.	Name	Status with the Committee
1	Mr. Md. Tanvir Khan	Chairman
2	Mr. Sharif Zahir	Member
3	Mr. Md. Shazzad Hossoin	Member
4	Mr. Tanvir A Siddiqui, ACS	Secretary to the Committee

The Audit Committee is constituted with members of the Board to assist the Board in fulfilling its oversight responsibilities. Its mandate includes, but is not limited to, reviewing the financial reporting process, evaluating the system of internal controls, overseeing the management of financial risks, supervising the audit process, and monitoring compliance with applicable laws, regulations, and the code of business conduct. The composition of the committee is given below:

Sl.	Name	Status with the Committee
1	Mr. Obaidur Rahman, FCA	Chairman
2	Mr. Md. Yusuf Ali	Member
3	Mr. Tanvir A Siddiqui, ACS	Secretary to the Committee

The Risk Management Committee is constituted with members of the Board to play an effective role in identifying and mitigating potential risks arising from the strategies and policies formulated by the Board. The Committee is also responsible for scrutinizing whether appropriate risk management measures are being established and implemented, and whether adequate capital and provisions are being maintained against identified risks. The composition of the committee is given below:

Sl.	Name	Status with the Committee
1	Mr. Md. Yusuf Ali	Chairman
2	Mr. Sharif Zahir	Member
3	Mr. Md. Shazzad Hossoin	Member
4	Mr. Obaidur Rahman, FCA	Member
5	Mr. Tanvir A Siddiqui, ACS	Secretary to the Committee



BOARD'S REPORT TO THE SHAREHOLDERS

Directors' Report

Dear Shareholders,

The Board of Directors of United Commercial Bank PLC (hereinafter referred to as the "Bank" or "UCB") has the pleasure in presenting the Directors' Report on the affairs of the Bank & its subsidiaries along with the operational & financial performance during 2025.

This report has been prepared in compliance with Section 184 of the Companies Act 1994 and condition 1(5) of the Corporate Governance Code 2018 dated 03 June 2018 & its subsequent amendments (hereinafter referred to as the "CG Code").

Operating Environment and Bank Performance

UCB is one of the leading first-generation private commercial banks of the country and is listed on both the Dhaka & Chittagong Stock Exchange PLC. It started its journey in mid-1983 and operates in Bangladesh through 236 branches, 194 sub-branches, 702 ATM/CRMs, and 609 agent banking outlets.

The year 2025 witnessed a turnaround, overcoming significant adversity and strong performance across the Bank's core portfolios. The deposit portfolio surged 23% year-on-year to BDT 684 billion, while loans and advances grew steadily by 8% to BDT 618 billion. The asset-to-deposit ratio eased to 83% from 91.3% in the previous year, signalling a healthier funding position.

The Bank also opened 365,000 new savings & current accounts, making the overall Agent Banking operations profitable, and significantly improve the performance of the sub-branch & Islamic banking operation. Besides, operational costs have been reduced through disciplined expenditure management.

During the year, UCB significantly strengthened its classified loan recovery efforts, recovering approximately BDT 114 crore from written-off loans while filing over 1,000 new legal cases. Through targeted measures including skilled manpower deployment, centralised case management, legal reinforcement, travel bans, and asset tracing, the Bank reduced its classified loan ratio from a peak 19% to approximately 15%. Management remains optimistic that these sustained initiatives will continue to enhance asset quality in the coming years.

In 2025, approximately 65% of UCB's total transactions were conducted through digital channels as part of the "Cashless Bangladesh" initiative. Furthermore, the Bank has added a new dimension to digital banking by launching the country's first microservices-based open API core banking platform, which has substantially enhanced both the quality and capacity of customer service delivery.

The Bank is expected to continue its path for sustained reform, technology-driven transformation, and unwavering confidence in its human capital to build an even stronger foundation in the years ahead.

Banking Industry Outlook

The banking sector of Bangladesh is navigating a period of cautious optimism as the industry has entered a phase of rigorous reform aimed at restoring institutional integrity and addressing long-standing systemic vulnerabilities. Revised loan classification norms and strengthened capital adequacy requirements are progressively steering the industry toward greater transparency, discipline, and resilience.

Deposit mobilisation has shown encouraging momentum across the sector, driven by rising financial literacy and the rapid expansion of agent banking and mobile financial services. Credit growth, while measured, is gradually aligning with productive economic activities, particularly in the SME, retail, and agricultural segments, despite low growth in the private sector.

Banks investing in technology, data analytics, and alternative delivery channels are gaining a competitive advantage while expanding financial inclusion to previously underserved populations.

Challenges, however, persist due to elevated non-performing loans post-implementation of IFRS 9, inflationary pressures, and fluctuating exchange rates. The sector's ability to strengthen recovery mechanisms, improve asset quality, and maintain adequate liquidity will be critical determinants of performance in the near term.

Future Development of the Banking Industry

Bangladesh's banking industry is poised for significant transformation in the years ahead, shaped by digital innovation, regulatory advancement, and evolving customer needs. Artificial intelligence, big data analytics, and automation are expected to redefine credit assessment, risk management, and service delivery, making banking faster, smarter, and more accessible.

As the nation prepares for LDC graduation, the industry is transitioning from a traditional brick-and-mortar model to an interoperable, tech-driven financial landscape, accompanied by a comprehensive structural reset and the emergence of a "Smart Banking" ecosystem.

With a goal of achieving 75% cashless transactions by 2027, initiatives like inclusive instant payment system (IIPS) and the universal adoption of "Bangla QR," are expected to eliminate "cash-out" fees and unify fragmented digital wallets into a single, seamless channel. Also, the entry of fully digital-only banks will drive a shift toward branchless banking and AI-based credit scoring, which analyses alternative data such as phone usage and transaction history to extend formal credit to the nearly unbanked population in rural areas.

Besides, the continued expansion of agent banking, mobile financial services, and Islamic banking will play a pivotal role in deepening financial inclusion, particularly among underserved rural and semi-urban populations. Fintech collaboration and open banking initiatives are likely to create new avenues for product innovation and customer engagement.

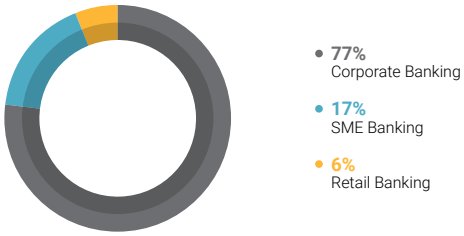
Regulatory frameworks will continue to evolve, with Bangladesh Bank expected to introduce more robust supervisory mechanisms to ensure stability and transparency. Sector consolidation may also emerge as institutions pursue stronger capital positions and operational efficiencies.

Overall, the future of Bangladesh's banking industry holds considerable promise for those committed to innovation, governance, and sustainable growth.

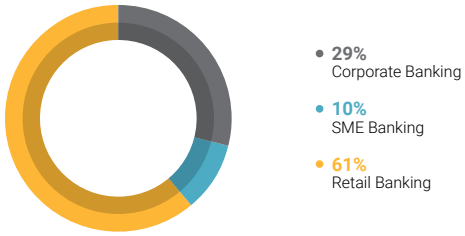
Segment/Product-wise Information

Corporate Banking, SME Banking, and Retail Banking are the leading business verticals of the Bank. At the end of the year, their contribution to the Loan/Investments portfolio were Taka 475 billion, Taka 105 billion, and Taka 39 billion respectively. While, the contribution to deposit & liabilities were Taka 197 billion, Taka 66 billion, and Taka 413 billion respectively.

Loan/Investments



Deposits



The subsidiaries also contributed by offering respective products & services.

Own & Subsidiary Business

The Bank has 5 (five) subsidiaries, namely UCB Stock Brokerage Limited, UCB Investment Limited, UCB Asset Management Limited, UCB Fintech Company Limited (operating mobile financial services under the brand "upay"), and UCB Exchange (SG) PTE. Limited.

All subsidiaries delivered a commendable performance during 2025, contributing meaningfully to the Bank's overall financial strength and providing synergistic value across the banking, brokerage, and fintech sectors.

Both UCB Capital Management Limited and UCB Stock Brokerage Limited continued to consolidate their positions in the capital market, navigating a challenging equity market environment with resilience and prudence. Besides, UCB Asset Management Company Limited made steady progress in expanding its product offerings and investor base. Also, Upay expanded its service offerings beyond traditional peer-to-peer transfers to include salary disbursements, government safety net payments, and utility bill settlements.

Collectively, the subsidiaries maintained sound governance standards, operational discipline, and customer-focused service delivery. The Group remains committed to strengthening its subsidiary operations through strategic investment, capable leadership, and synergistic collaboration, positioning them for sustained growth and enhanced contribution in the years ahead.

Risks and Concerns

UCB, like any other bank in Bangladesh, has faced risks and uncertainties, including but not limited to Credit Risk, Asset and Liability Risk, Foreign Exchange Risk, Internal Control & Compliance Risk, Money Laundering Risk, and ICT Risk. The Bank has already addressed the past governance failures since the post-August political transition and significantly improved the management of both internal & external risks related to its operations. Details of key risk factors and their determination are given in the Report on Risk Management Framework on page 163-170.

Margin Analysis

The gross profit margin and net interest margin for the Year 2025 were 39.74% & 0.39 respectively.

Extraordinary Events

No events of extraordinary gain or loss, which would require adjustment or disclosure in the financial statements, occurred during the reporting period.

Related Party Transactions

The Bank did not engage in any Related Party Transaction that could potentially conflict with the interests of the Bank. All transactions, contracts, or arrangements with related parties, as defined under IAS 24, that the Bank entered into during the year were conducted on a commercial basis on the principle of arm's length and in the ordinary course of business. Details of related party transactions, along with the rationale for such transactions, have been disclosed in note 49 of the Financial Statements.

Fund Raising through IPO/RPO/Right Offers/Other Instruments

The initial public offering (IPO) of the Bank was made in 1986, and later, right shares were issued on 4 (four) occasions in 1988, 1994, 1997, & 2011. Also, 6 (six) subordinated bonds were issued in 2012, 2015, 2017, 2018, 2022, & 2025 and 2 (two) perpetual bonds were issued in 2020 & 2023 for managing capital as per BASEL compliance requirements. All funds raised under IPO, right issue, and bonds have already been utilized and duly reported to the regulators. No deterioration of financial results was observed after utilizing proceeds from the said instruments.

Variance within the Financial Year

No significant variance was found between the quarterly & annual financial performances of the Bank for the year 2025. A comparative scenario has been disclosed in the Annexure – A: Statement of Quarterly & Annual Financial Performance.

Remuneration to Directors & Independent Directors

The Directors received a total of BDT 1,900,000 (exclusive of VAT) as an honorarium for attending meetings during 2025, while a total of BDT 1,800,000 (exclusive of VAT) has

been paid as monthly remuneration only to the Independent Directors during the same period. The payment details have been disclosed in the Annexure – B: Statement of Honorarium & Remuneration Payments.

Fairness of Financial Statements

The Financial Statements and accompanying Notes are prepared in accordance with the Companies Act, 1994 and the Securities and Exchange Rules, 2020. These statements accurately reflect the company's financial conditions, operating results, cash flow and changes in equity. As per the CG Code, the Managing Director & Chief Executive Officer and Chief Financial Officer have provided declarations affirming the accuracy and fairness of the Financial Statements and have been disclosed in the Annexure – E: Declaration by CEO and CFO.

Qualified Opinion, Emphasis, and Key Audit Matters

The Board is aware of the qualified opinion, emphasis, and key audit matters provided by the Statutory Auditor in its report and given necessary guidance to the Management to address the same.

Books of Accounts

Proper books of accounts were maintained at all times by the Bank.

Accounting Policies

Appropriate accounting policies in the preparation of the Financial Statements were consistently applied by the Bank and. that the accounting estimates are based on reasonable and prudent judgment.

Application of IAS and IFRS

The Bank followed International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS), as applicable in Bangladesh, in the preparation of the Financial Statements, and any departure there from has been disclosed in note 2.10.51 of the Financial Statements.

Internal Control

The system of internal controls was sound in design and was effectively implemented and monitored during the year. The Board, along with the Audit Committee, periodically review audit reports from internal/external auditors & Bangladesh Bank, and provides oversight to ensure the integrity of financial reporting, risk management, and compliance.

Shareholders' Rights & Minority Interest

UCB upholds the principle of equal shareholders' rights regardless of their shareholding and shall always act in a manner that is in the best long-term interest of the Bank. The Bank is committed to protecting the rights of minority shareholders, ensuring high standards of governance, and promoting trust, integrity, transparency, and accountability to all stakeholders.

Going Concern

The Board of Directors has no doubts about the Bank's ability to continue as a going concern and is satisfied that it has adequate resources to continue its operations in the foreseeable future. The Bank has neither the intention nor the need to liquidate or curtail the scale of its operations materially and is expected to generate stable returns, leveraging its strengths and striving for outperformance.

Deviations with the Last Year's Financial Results

No significant deviations were found between the annual financial performances of the Bank for the years 2024 & 2025, except for significant growth in the operating profit. A comparative scenario has been disclosed in the Annexure – A: Statement of Quarterly & Annual Financial Performance.

Events Subsequent to the Balance Sheet Date

There are no material events after the balance sheet date that require disclosure. The Board of Directors has not proposed any dividend for the year.

Historical Financial Performance

The key operating and financial data of the Bank in comparison with the preceding five years have been disclosed in the Five Year's Financial Summary on page 122-123.

Credit Rating

The Bank has been rated "AA" (long-term) and "ST-2" (short-term) by Emerging Credit Rating Limited (ECRL) with a validity period of up to 6 May 2026.

Financial Results and Appropriations

The Directors are pleased to report the financial results for the year 2025 and recommend the following appropriations:

Particulars (in BDT)	2025	2024
Profit before Taxation	2,035,027,268	2,145,389,848
Less: Provision for Tax	(1,399,229,241)	(1,537,585,596)
Profit after Tax	635,798,027	607,804,252
Add: Un-appropriated profit brought forward	6,307,661,613	7,769,983,871
Realization of Non-Bank Asset	550,000	-
Profit Available for Distribution	6,944,009,640	8,377,788,123
Less: Appropriations		

Particulars (in BDT)	2025	2024
Statutory Reserve	-	-
Start-Up Fund	-	(6,078,043)
CSR Fund	-	-
Dividend (Cash)	-	(738,274,238)
Dividend (Stock)	-	(738,274,230)
Coupon Payment for Perpetual Bond	(570,000,002)	(587,500,000)
Un-appropriated profit Carried Forward	6,374,009,638	6,307,661,613

Declaration and Payment of Dividends

As the conditions stipulated under DOS Circular Letter No. 01 dated 13 March 2025 have not been satisfied, the Board has resolved not to propose a dividend for 2025. Nevertheless, the Board is dedicated to re-establishing shareholder returns through the gradual recovery of earnings and strengthening of the Balance Sheet. Notably, no cash/stock dividend was declared as an interim dividend during 2025.

The year-wise dividend declaration & payments (including outstanding & unclaimed dividends) and dividend distribution policy of the Bank have been disclosed in Annexure – F: Statement of Dividend Declaration & Payment & page 157 respectively.

Board & Committee Meetings & Attendance

The Board of Directors comprises 5 (five) members of whom 3 (three) are Independent Directors. All directors, including the Chairman, are Non-Executive Directors. Brief profile of the directors have been disclosed on pages 32-36.

The Board has 3 (three) functional committees, namely the Executive Committee, the Audit Committee, and the Risk Management Committee. During 2025, the number of meetings of the Board of Directors, Executive Committee, Audit Committee, and Risk Management Committee were 23, 13, 10, and 4 respectively. All directors were present, and no leave of absence was granted to them. The attendance details have been disclosed in the Annexure – C: Statement of Attendance Record of the Directors.

Pattern of Shareholding

The pattern of shareholding of the Bank has been disclosed in the Annexure – D: Statement of Shareholding.

Appointment/Retirement/Re- Appointment/ Election/Re-election of Directors

No Director/ Independent Director was appointed/retired/ re-appointed during the year.

Notably, the primary regulator did not permit induction of members into the reconstituted Board of Directors following the dissolution of the previous Board.

Appointment/Re- Appointment of Statutory Auditor

As per Section 210 of the Companies Act 1994, the Bank's Statutory Auditors, M/s Aziz Halim Khair Choudhury, Chartered Accountants, shall retire at the 43rd Annual General Meeting as the Auditors of the Bank. Pursuant to the Bangladesh Securities and Exchange Commission (BSEC) order No. SEC/CMRRCD/2009-193/79 dated 12 June 2024, the retiring Auditor is eligible for reappointment as Statutory Auditors for the Year 2026 and has also shown their willingness to be reappointed as Statutory Auditor.

The Audit Committee has recommended appointing M/s M/s Aziz Halim Khair Choudhury, Chartered Accountants, as the Auditors of the Bank for the year 2026 at a remuneration of BDT 5,000,000.00 (exclusive of VAT) and the Board of Directors has endorsed the recommendation for appointing them, subject to the approval of the shareholders.

Appointment/Re- Appointment of Corporate Governance Compliance Auditor

As per the requirement of the Corporate Governance Code, M/s Hossain & Hossain, Chartered Accountants, is eligible for reappointment as Corporate Governance Compliance Auditor of the Company for 2026 and have shown their willingness to be reappointed as Corporate Governance Compliance Auditor.

The Audit Committee has recommended appointing M/s Hossain & Hossain, Chartered Accountants, as the Corporate Governance Compliance Auditor of the Bank for the year 2026 at a remuneration of BDT 100,000 (exclusive of VAT) and the Board of Directors has endorsed the recommendation for appointing them subject to the approval of the shareholders.

Management Discussion and Analysis

Management Discussion and Analysis, signed by the Managing Director & CEO, presents a detailed analysis of the Bank's operations along with a brief discussion of changes in the financial statements and other requirements of the Corporate Governance Code, has been disclosed on pages 72-75.

Declaration of the CEO and CFO on the Financial Statements

The Managing Director & CEO and the Chief Financial Officer have provided the required declaration under CG Code to the Board of Directors, as disclosed in the Annexure – E: Declaration by CEO and CFO.

Corporate Governance Code Compliance

UCB complied with the requirements of the CG Code to the extent permitted by the primary regulators, and the compliance status has been disclosed in the Certification on Compliance of the Corporate Governance Code on page 138.

Acknowledgement

The Board of Directors extends gratitude to the shareholders, clients, business partners, and stakeholders for their continued support, cooperation, valuable advice, and trust in the Bank. The Board also extends a special note of thanks to Bangladesh Bank, Bangladesh Securities and Exchange Commission, Dhaka Stock Exchange PLC, Chittagong Stock Exchange PLC, Registrar of Joint Stock Companies & Firms, National Board of Revenue, Ministry of Industries, Ministry of Finance, and other government agencies for their timely support and initiatives.

The Board express its deep appreciation for the dedicated services, unwavering contributions, and loyalty of the Management, employees at all levels, and the staff.

Lastly, the Board reassures its commitment to facing all headwinds and recovering from adversities that may come in the way of a sustainable journey of progress in the coming days.

For and on behalf of the Board of Directors,



Sharif Zahir
Chairman

Annexure – A

Statement of Quarterly & Annual Financial Performance

Quarterly Financial Performance

Particulars	Q1:2025	Q2:2025	Q3:2025
Loans & Advances (BDT Billion)	595.98	608.16	624.97
Deposits (BDT Billion)	589.70	632.04	655.24
Investments (BDT Billion)	93.28	117.24	135.32
Operating Profit (BDT Billion)	2.84	7.15	12.23
Earnings Per Share (BDT)	0.10	0.25	0.45
Net Asset Value per Share (BDT)	27.02	27.03	27.32

Annual Financial Performance

Particulars	2025	2024	Changes
Loans & Advances (BDT Billion)	617.89	572.83	7.87%
Deposits (BDT Billion)	683.94	554.22	23.41%
Investments (BDT Billion)	148.71	87.85	69.28%
Operating Profit (BDT Billion)	11.78	15.08	(21.87%)
Earnings Per Share (BDT)	0.41	0.39	4.61%
Net Asset Value per Share (BDT)	27.12	26.96	0.63%

Annexure – B

Statement of Honorarium & Remuneration Payments

Honorarium Paid for Attending Meetings

in BDT

Name of the Director	Board of Directors	Executive Committee	Audit Committee	Risk Management Committee	Total
Sharif Zahir	230,000	130,000	-	40,000	400,000
Md. Shazzad Hossoin	230,000	130,000	-	40,000	400,000
Md. Tanvir Khan	230,000	130,000	-	-	360,000
Md. Yusuf Ali	230,000	-	100,000	40,000	370,000
Obaidur Rahman, FCA	230,000	-	100,000	40,000	370,000
Total	**1,150,000**	**390,000**	**200,000**	**160,000**	**1,900,000**

Monthly Remuneration Paid to the Independent Directors

in BDT

Name of the Director	Q1:2025	Q2:2025	Q3:2025	Q4:2025	Total
Md. Shazzad Hossoin	150,000	150,000	150,000	150,000	600,000
Md. Yusuf Ali	150,000	150,000	150,000	150,000	600,000
Obaidur Rahman, FCA	150,000	150,000	150,000	150,000	600,000
Total	**450,000**	**450,000**	**450,000**	**450,000**	**1,800,000**

Annexure – C

Statement of Attendance Record of the Directors

Board of Directors

Name of the Director	Q1:2025	Q2:2025	Q3:2025	Q4:2025	Total
Sharif Zahir	04/04	06/06	07/07	06/06	23/23
Md. Shazzad Hossoin	04/04	06/06	07/07	06/06	23/23
Md. Tanvir Khan	04/04	06/06	07/07	06/06	23/23
Md. Yusuf Ali	04/04	06/06	07/07	06/06	23/23
Obaidur Rahman, FCA	04/04	06/06	07/07	06/06	23/23

Executive Committee

Name of the Director	Q1:2025	Q2:2025	Q3:2025	Q4:2025	Total
Sharif Zahir	02/02	04/04	04/04	03/03	13/13
Md. Shazzad Hossoin	02/02	04/04	04/04	03/03	13/13
Md. Tanvir Khan	02/02	04/04	04/04	03/03	13/13

Audit Committee

Name of the Director	Q1:2025	Q2:2025	Q3:2025	Q4:2025	Total
Md. Yusuf Ali	03/03	03/03	02/02	02/02	10/10
Obaidur Rahman, FCA	03/03	03/03	02/02	02/02	10/10

Risk Management Committee

Name of the Director	Q1:2025	Q2:2025	Q3:2025	Q4:2025	Total
Sharif Zahir	01/01	01/01	01/01	01/01	04/04
Md. Shazzad Hossoin	01/01	01/01	01/01	01/01	04/04
Md. Yusuf Ali	01/01	01/01	01/01	01/01	04/04
Obaidur Rahman, FCA	01/01	01/01	01/01	01/01	04/04

Annexure – D

Statement of Shareholding

Shareholding of the Parent or Subsidiary or Associated Companies and other related parties

Name of the Shareholders	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Parent	N/A	Nil	Nil	N/A
Subsidiary	N/A	Nil	Nil	N/A
Associated Companies	N/A	Nil	Nil	N/A
Other related parties	N/A	Nil	Nil	N/A

Shareholding of the Directors

Name of the Directors	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Sharif Zahir	Shareholder Director	31,217,326	31,217,326	No Changes
Md. Shazzad Hossoin	Independent Director	Nil	Nil	
Md. Tanvir Khan	Shareholder Director	31,100,000	31,100,000	No Changes
Md. Yusuf Ali	Independent Director	Nil	Nil	
Obaidur Rahman, FCA	Independent Director	Nil	Nil	

Note: The spouses of the above directors do not hold any share of the Bank.

Shareholding of the Managing Director & Chief Executive Officer (MD & CEO), Chief Financial Officer (CFO), Company Secretary (CS), and Head of Internal Audit and Compliance (HIAC)

Name of the Officials	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Mohammad Mamdudur Rashid	MD & CEO	Nil	Nil	
Faruk Ahammad, FCA	CFO	Nil	Nil	
Tanvir A Siddiqui, ACS	CS	Nil	Nil	
Mohammod Monwar Hossain	HIAC	Nil	Nil	

Note: The spouses of the above officials do not hold any share of the Bank.

Shareholding of the Top Executives (Other than MD & CEO, CFO, CS, and HIAC)

Name of the Officials	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Nabil Mustafizur Rahman	Additional Managing Director	Nil	Nil	
Abul Alam Ferdous	Do	Nil	Nil	
Adnan Masud	Do	Nil	Nil	
Md. Abdullah Al Mamoon	Deputy Managing Director	Nil	Nil	

Name of the Officials	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Md. Shah Alam Bhuiyan	Do	Nil	Nil	
Mohd. Muin Uddin Latif Hasan	Do	Nil	Nil	

Shareholding of the Shareholders holding 10% or more Voting Rights

Name of the Shareholders	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
No. shareholder holds 10% or more voting interest in the company	N/A	Nil	Nil	

Distribution of Shareholding based on Types of Shares

Types of Shareholders	Shares held on 31.12.2025	% of Total Shareholding	Shares held on 31.12.2024	% of Total Shareholding
Sponsor/Director	159,274,626	10.27	159,274,626	10.27
Government	12,555,635	0.81	12,555,635	0.81
Institutions	566,119,136	36.51	575,306,304	37.11
Foreign	7,911,602	0.51	9,824,732	0.63
Public	804,514,899	51.89	793,414,601	51.18
Total	**1,550,375,898**	**100.00**	**1,550,375,898**	**100.00**

Distribution of Shareholding based on Range of Shares

Range of Shareholdings	Shares held on 31.12.2025	Number of Shareholders as on 31.12.2025	Shares held on 31.12.2024	Number of Shareholders as on 31.12.2024
Less than 500	2,250,848	16,480	2,337,212	16,573
500-5,000	31,015,439	17,477	32,761,015	18,431
5,001-10,000	19,918,983	2,864	21,362,695	3,086
10,001-20,000	24,064,597	1,717	25,674,016	1,838
20,001-30,000	14,419,151	592	15,760,550	647
30,001-40,000	9,935,252	287	10,760,691	312
40,001-50,000	7,269,905	160	7,363,136	163
50,001-100,000	22,567,649	322	24,268,181	347
100,001-1,000,000	104,450,047	364	96,898,080	356
Over 1,000,000	1,314,484,027	163	1,313,190,322	155
Total	**1,550,375,898**	**40,426**	**1,550,375,898**	**41,908**

Holding of minimum 30% Shareholding by the Sponsors & the Directors

Name of the Shareholders	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Sharif Zahir	Director	31,217,326	31,217,326	No Changes
Md. Shazzad Hossoin	Independent Director	Nil	Nil	
Md. Tanvir Khan	Director	31,100,000	31,100,000	No Changes

Name of the Shareholders	Position/ Designation	Shares held on 31.12.2025	Shares held on 31.12.2024	Remarks
Md. Yusuf Ali	Independent Director	Nil	Nil	
Obaidur Rahman, FCA	Independent Director	Nil	Nil	
M. A. Sabur	Sponsor	33,671,008	33,671,008	No Changes
Hajee Yunus Ahmed	Sponsor	33,485,771	33,485,771	No Changes
Hajee M. A. Kalam	Sponsor	18,935,748	18,935,748	No Changes
Nur Nahar Zaman	Sponsor	9,109,453	9,109,453	No Changes
Sultana Hashem	Sponsor	1,755,320	1,755,320	No Changes
Total		**159,274,626**	**159,274,626**	

Free Float Shareholding

Particulars	Shares as on 31.12.2025	% of Total Shareholding	Shares as on 31.12.2024	% of Total Shareholding
A. Total Outstanding Securities	1,550,375,898	100.00%	1,550,375,898	100.00%
Less:				
a. Securities held by Sponsors/ Directors	159,274,626	10.27%	159,274,626	10.27%
b. Securities held by Government	12,574,769	0.81%	12,574,769	0.81%
c. Strategic stakes by private corporate bodies/individuals (any holding more than 5% held by an individual/ company be considered as strategic)	Nil	Nil	Nil	Nil
d. Securities held by associate companies (cross holdings)	Nil	Nil	Nil	Nil
e. Any other locked-in-securities	Nil	Nil	Nil	Nil
B. Sub-total of a to e	171,849,395	11.08%	171,849,395	11.08%
Total Free Float Securities (A-B)	**1,378,526,503**	**88.92%**	**1,378,526,503**	**88.92%**

Annexure – E

Declaration by CEO and CFO

The Board of Directors
United Commercial Bank PLC
Bulus Center, Plot - CWS- (A)-1
Road No - 34, Gulshan avenue
Dhaka-1212

Subject: Declaration on Financial Statements for the year ended on 31 December 2025.

Dear Sir(s),

Pursuant to the condition No. 1(5)(xxvi) imposed vide the Commission's Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated 3 June 2018 under section 2CC of the Securities and Exchange Ordinance, 1969, we do hereby declare that:

1. The Financial Statements of United Commercial Bank PLC for the year ended on 31 December 2025 have been prepared in compliance with International Accounting Standards (IASs) and International Financial Reporting Standards (IFRSs) 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 concerns 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.

Sincerely yours,



Faruk Ahammad
Deputy Managing Director and Group CFO



Mohammad Mamdudur Rashid
Managing Director and CEO

Annexure – F

Statement of Dividend Declaration & Payment

Dividend Payment

Year	AGM Ref.	Cash Dividend (%)	Stock Dividend (%)
2024	42	Nil	Nil
2023	41	5%	5%
2022	40	5%	5%
2021	39	0%	10%
2020	38	5%	5%
2019	37	5%	5%
2018	36	Nil	10%
2017	35	10%	Nil
2016	34	15%	Nil
2015	33	20%	5%
2014	32	10%	20%
2013	31	20%	Nil
2012	30	10%	Nil
2011	29	12%	15%
2010	28	Nil	25%
2009	27	Nil	299% and 143.75%
2008	26	Nil	Nil
2007	25	Nil	Nil
2006	24	Nil	30%
2005	23	Nil	Nil
2004	22	Nil	Nil
2003	21	Nil	Nil
2002	20	Nil	Nil
2001	19	Nil	Nil
2000	18	Nil	Nil
1999	17	Nil	Nil
1998	16	Nil	Nil
1997	15	Nil	Nil
1996	14	Nil	Nil
1995	13	Nil	15%
1994	12	Nil	10%

Year	AGM Ref.	Cash Dividend (%)	Stock Dividend (%)
1993	11	Nil	10%
1992	10	Nil	Nil
1991	9	Nil	Nil
1990	8	10%	Nil
1989	7	Nil	Nil
1988	6	Nil	Nil
1987	5	15%	Nil
1986	4	15%	Nil
1985	3	15%	Nil
1984	2	Nil	Nil
1983	1	Nil	Nil

Unpaid or Unclaimed Dividend

Name of the Shareholders	Balance on 31.12.2025	Balance on 31.12.2024	Dividend Paid during the Year	Remarks
Cash Dividend (in BDT)	78,240,502.47	86,343,057	8,102,554	No Changes
Stock Dividend (in Unit)	2,386,207	2,386,574	367	

Note: The Bank transferred BDT 55,586,267.34 as cash dividend to the Capital Market Stabilization Fund (CMSF).

Report of the Executive Committee



Mr. Md. Shazzad Hossoin
Member

Mr. Md. Tanvir Khan
Chairman

Mr. Sharif Zahir
Member

Mohammad Mamdudur Rashid
Managing Director & CEO

Dear Shareholders & General Investors,

The Executive Committee (EC) is pleased to submit its report for the activities carried out during the year ending 31 December 2025.

Roles and Responsibilities of the Committee

The roles and responsibilities of the Executive Committee are carried out in line with BRPD Circular No. 02 dated 11 February 2024.

Composition of the Executive Committee

The Committee comprises of 3 (three) members out of the 5 (five) members of the Board of Directors which was duly constituted by a special order of Bangladesh Bank on 27 August 2024. The brief credentials of the Committee members are as follows:

SI	Name	Role in the Committee	Role with the Bank	Educational & Professional Qualification	Field of Expertise
1	Mr. Md. Tanvir Khan	Chairman	Director	• Bachelor of Commerce, University of Toronto	Banking, Accounts & Finance, General Management & Administration, Corporate Governance, Textile, Ready-Made Garment, Spinning mill, and fisheries industries.

Sl	Name	Role in the Committee	Role with the Bank	Educational & Professional Qualification	Field of Expertise
2	Mr. Sharif Zahir	Member	Chairman of the Board	• Bachelor of Arts in Economics and Finance, University of Texas	Banking, RMG, Real Estate, IT/e-commerce, and Trading
3	Mr. Md. Shazzad Hossoin	Member	Independent Director	• MS (Geography) & MBA, Dhaka University. • MSS (Economics), National University. • Bachelor of Laws (LLB), National University • DAIBB, Institute of Bankers, Bangladesh.	Banking, Compliance, and General Management.

All members are non-executive directors with adequate knowledge on banking laws & regulations, banking business operations, and are eligible as per requirements set by the Bangladesh Bank.

The Company Secretary of the Bank served as the Secretary of the Executive Committee.

Meetings Held during 2025

The Committee met 13 (thirteen) times during the year of 2025 and reviewed 148 (one hundred forty-eight) memos at these meetings. A summary of their activities is briefly delineated below:

Particulars	Meeting References												
	476	477	478	479	480	481	482	483	484	485	486	487	488
Credit Proposals	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Procurement Approval for Selected Items	✓												
Sponsorship/Advertisement	✓	✓								✓			
EHBL Sanction for Selected Cases					✓		✓		✓		✓		
Disposal of Vehicle												✓	
Review of Financial Health Report								✓					

All the members of the Committee were present during all 13 (thirteen) meetings held during the year and their attendance summary is given below:

Sl.	Meeting Reference	Meeting Date	Mr. Md. Tanvir Khan	Mr. Sharif Zahir	Mr. Md. Shazzad Hossoin
1	476	09 February 2025	✓	✓	✓
2	477	16 March 2025	✓	✓	✓
3	478	17 April 2025	✓	✓	✓
4	479	28 April 2025	✓	✓	✓
5	480	19 May 2025	✓	✓	✓
6	481	04 June 2025	✓	✓	✓
7	482	07 July 2025	✓	✓	✓
8	483	28 July 2025	✓	✓	✓
9	484	18 August 2025	✓	✓	✓
10	485	16 September 2025	✓	✓	✓
11	486	16 October 2025	✓	✓	✓
12	487	18 November 2025	✓	✓	✓
13	488	14 December 2025	✓	✓	✓

The relevant officials attended the Executive Committee meetings upon invitation, ensuring management's representation and facilitating informed discussions.

Reporting to the Board of Directors

The minutes of the Committee, along with any suggestions & recommendations, are regularly submitted to the Board of Directors for ratification and information after each meeting.

Reporting to the Authorities

No reports were made to the authorities during the year.

Reporting to the Shareholders & General Investors

The report of the Committee is regularly published in the annual report of the Bank.

Acknowledgement

The Executive Committee expresses its sincere gratitude to the Board of Directors, management and the regulators for their sincere support and cooperation in fulfilling the Committee's duties and obligations during the year.

On behalf of the Executive Committee (EC),



Md. Tanvir Khan
Chairman, Executive Committee

Report of the Audit Committee



Mr. Md. Yusuf Ali
Member

Mr. Obaidur Rahman, FCA
Chairman

Dear Shareholders & General Investors,

The Audit Committee is pleased to submit its report for the activities carried out during the year ending 31 December 2025 in compliance with the requirements of the Corporate Governance Code 2018 (and amendments thereafter) issued by the Bangladesh Securities and Exchange Commission (BSEC).

Roles and Responsibilities of the Audit Committee

The Roles and responsibilities of the Audit Committee are carried out in line with BRPD Circular No. 02 dated 11 February 2024, BRPD Circular No. 03 dated 14 February 2024, BRPD Circular Letter No. 21 dated 12 May 2024, and Corporate Governance Code 2018 (and amendments thereafter).

Composition of the Audit Committee

The Audit Committee comprises of 2 (two) members out of the 5 (five) members of the Board of Directors duly constituted by a special order of Bangladesh Bank on 27 August 2024. The brief credentials of the Committee members are as follows:

SI	Name of the Member	Role in the Committee	Role with the Bank	Educational & Professional Qualification	Field of Expertise
1	Mr. Obaidur Rahman, FCA	Chairman	Independent Director	• Fellow Chartered Accountant (FCA), Institute of Chartered Accountants of Bangladesh (ICAB) • Masters of Business Administration (Accounting), University of Dhaka	Auditing, Finance, Accounts, Taxation, Company Matters, Internal Control & Compliance
2	Mr. Md. Yusuf Ali	Member	Independent Director	• Masters of Commerce, University of Dhaka • Fellow, National Defence College • DAIBB, Institute of Bankers, Bangladesh	Banking, Compliance, General Management, Foreign Exchange & Advance

All members are independent & non-executive directors, financially literate as per definition of the Corporate Governance Code 2018 (and amendments thereafter), and are eligible as per requirements set by the Bangladesh Bank.

The Company Secretary of the Bank served as the Secretary of the Audit Committee.

Meetings Held during 2025

The Committee met 10 (ten) times during the year of 2025 against the regulatory requirement of minimum 4 (four) time and reviewed 55 (fifty-five) memos at these meetings. A summary of their activities is briefly delineated below:

Particulars	Meeting References									
	143	144	145	146	147	148	149	150	151	152
Review of Statutory Audit Report					✓					
Approval of Risk Based Internal Audit (RBIA)-2025 & its amendment.	✓									✓
Approval of IT Audit Strategic Plan- 2025	✓									
Review of RBIA reports, high risk audit findings across branches, departments, and subsidiaries.	✓	✓			✓	✓	✓	✓	✓	✓
Review of Interest Waiver	✓	✓								
Review of Common & Pending Legal Cases	✓	✓								
Review of list of Willful Defaulters	✓				✓		✓	✓		
Review of Self-Assessment of Anti-Fraud Internal Controls.	✓						✓			
Approval of Organogram & Manpower requirement of the Audit Division		✓								
Review of Surprise Inspection Report		✓								
Review of the Forensic Audit Report			✓		✓	✓				
Review of the Appointment of Statutory Auditor				✓			✓			
Review of the Report of the Audit Committee 2024				✓						
Review of the Investigation Report					✓	✓				
Review of the Appointment of Interim Auditor						✓				
Review of Comprehensive Inspection Report from Bangladesh Bank								✓		✓
Approval of Annual Health Report -2024.										✓
Review of Loans over BDT 30 crore, Procurement & Expenditure										✓

Both members were present during all 10 (ten) meetings held during the year and their attendance summary is given below:

Sl.	Meeting Reference	Meeting Date	Mr. Obaidur Rahman, FCA	Mr. Md. Yusuf Ali
1	143	3 February 2025	✓	✓
2	144	24 February 2025	✓	✓
3	145	10 March 2025	✓	✓
4	146	30 April 2025	✓	✓
5	147	29 May 2025	✓	✓
6	148	18 June 2025	✓	✓
7	149	28 July 2025	✓	✓
8	150	22 September 2025	✓	✓
9	151	15 October 2025	✓	✓
10	152	3 December 2025	✓	✓

The relevant officials attended the Audit Committee meetings upon invitation, ensuring management's representation and facilitating informed discussions.

Independence of the Audit Division

The Head of Audit reports directly to the Chairman of Audit Committee, ensuring independence and accountability and has unrestricted access to the Committee on any matter requiring attention.

Activities related to Nomination & Remuneration Committee (NRC)

The Committee did not undertake any NRC-related activities during the year.

Reporting to the Board of Directors

The minutes of the Committee, along with any suggestions & recommendations, are regularly submitted to the Board of Directors for information after each meeting.

Reporting to the Authorities

No reports were made to the authorities during the year.

Reporting to the Shareholders & General Investors

The report of the Committee is regularly published in the annual report of the Bank.

Assurance of the Audit Committee

The Audit Committee affirmed that:

- The rules and regulations of Bangladesh Bank and all other regulatory authorities and the Bank's own policy guidelines approved by the Board are duly complied.
- Adequate internal control and security measures, including the creation of a compliance culture, have been taken by the Bank.
- Efforts have been made to keep the assets of the Bank safe along with liabilities and commitments being transparent.
- The Financial Statements of the Bank have been prepared in accordance with International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) which contained full disclosure.
- The good governance is in place in the Bank.

Acknowledgement

The Audit Committee expresses its sincere gratitude to the Board of Directors, management, auditors, and the regulators for their sincere support and cooperation in fulfilling the Committee's duties and obligations during the year.

On behalf of the Audit Committee,



Obaidur Rahman, FCA
Chairman Audit Committee

Report of the Risk Management Committee



Mr. Md. Shazzad Hossoin
Member

Mr. Obaidur Rahman, FCA
Member

Mr. Md. Yusuf Ali
Chairman

Mr. Sharif Zahir
Member

Mohammad Mamdudur Rashid
Managing Director & CEO

Dear Shareholders & General Investors,

The Risk Management Committee (RMC) is pleased to submit its report for the activities carried out during the year ending 31 December 2025.

Roles and Responsibilities of the Committee

The roles and responsibilities of the Risk Management Committee are carried out in line with BRPD Circular No. 02 dated 11 February 2024 and industry best practices.

Composition of the Risk Management Committee

The Committee comprises of 4 (Four) members out of the 5 (five) members of the Board of Directors duly constituted by a special order of Bangladesh Bank on 27 August 2024. The brief credentials of the Committee members are as follows:

SI	Name	Role in the Committee	Role with the Bank	Educational & Professional Qualification	Field of Expertise
1	Mr. Md. Yusuf Ali	Chairman	Independent Director	• Masters of Commerce, University of Dhaka • Fellow, National Defence College • DAIBB, Institute of Bankers, Bangladesh	Banking, Compliance, General Management, Foreign Exchange & Advance
2	Mr. Sharif Zahir	Member	Chairman of the Board	• Bachelor of Arts in Economics and Finance, University of Texas	Banking, RMG, Real Estate, IT/e-commerce, and Trading

Sl	Name	Role in the Committee	Role with the Bank	Educational & Professional Qualification	Field of Expertise
3	Mr. Md. Shazzad Hossoin	Member	Director	• MS (Geography) & MBA, Dhaka University. • MSS (Economics), National University. • Bachelor of Laws (LLB), National University • DAIBB, Institute of Bankers, Bangladesh.	Banking, Compliance, and General Management.
4	Mr. Obaidur Rahman, FCA	Member	Independent Director	• Fellow Chartered Accountant (FCA), Institute of Chartered Accountants of Bangladesh (ICAB) • Masters of Business Administration (Accounting), University of Dhaka	Auditing, Finance, Accounts, Taxation, Company Matters, Internal Control & Compliance

All members are non-executive directors with adequate knowledge on banking laws & regulations, banking business operations and different risk associated with the bank, and are eligible as per requirements set by the Bangladesh Bank.

The Company Secretary of the Bank served as the Secretary of the Risk Management Committee.

Meetings Held during 2025

The Committee met 04 (four) times during the year of 2025 against the regulatory requirement of minimum 4 (four) time and reviewed 49 (forty-nine) memos at these meetings. A summary of their activities is briefly delineated below:

Particulars	Meeting References			
	46	47	48	49
Review of Risk Appetite Statement (RAS)-2025	✓	✓	✓	✓
Review of Quarterly Stress Test Report	✓		✓	✓
Review of Quarterly Report on PIF	✓			
Half-Yearly /Quarterly /Monthly Comprehensive Risk Management Report	✓		✓	✓
Review of Liquidity Status	✓	✓	✓	✓
Review of Single Borrower Limit Breach	✓	✓	✓	✓
Review of Forced Loans and Unsettled Nostro Account	✓	✓	✓	✓
Review of Management Action Trigger (MAT)	✓			
Review of Sustainable Finance Performance	✓	✓	✓	✓
Review of Prompt Corrective Action (PCA) Framework Implementation	✓	✓	✓	✓
Review of Information Security Status of the Bank	✓	✓	✓	✓
Approval of the Report of the Risk Management Committee	✓			
Review of Macro-Economic Risk Outlook		✓	✓	✓
Review of Monthly/Quarterly Risk Management Report		✓		
Review of ICAAP Report - 2024		✓		
Review of Implementation Status of Risk-Based Supervision (RBS)			✓	✓
Review of Implementation Status of IFRS-9			✓	✓
Review of Comprehensive Risk Management Rating			✓	
Review of Incident Reports on Fraud and Forgeries				✓

Both members were present during all 10 (ten) meetings held during the year and their attendance summary is given below:

Sl.	Meeting Reference	Meeting Date	Mr. Md. Yusuf Ali	Mr. Sharif Zahir	Mr. Md. Shazzad Hossoin	Mr. Obaidur Rahman, FCA
1	46	12 March 2025	✓	✓	✓	✓
2	47	16 June 2025	✓	✓	✓	✓
3	48	22 September 2025	✓	✓	✓	✓
4	49	03 December 2025	✓	✓	✓	✓

The relevant officials attended the Risk Management Committee meetings upon invitation, ensuring management's representation and facilitating informed discussions.

Reporting to the Board of Directors

The minutes of the Committee, along with any suggestions & recommendations, are regularly submitted to the Board of Directors for information after each meeting.

Reporting to the Authorities

No reports were made to the authorities during the year.

Reporting to the Shareholders & General Investors

The report of the Committee is regularly published in the annual report of the Bank.

Acknowledgement

The Risk Management Committee expresses its sincere gratitude to the Board of Directors, management, auditors, and the regulators for their sincere support and cooperation in fulfilling the Committee's duties and obligations during the year.

On behalf of the Risk Management Committee (RMC),



Md. Yusuf Ali
Chairman, Risk Management Committee



EXECUTIVE REVIEW AND ANALYSIS

Management Discussion and Analysis

Dear Shareholders,

The Management of United Commercial Bank PLC. (hereinafter referred to as the "Bank" or "UCB") is pleased to present the Management's Discussion and Analysis, offering a comprehensive review of the Bank's financial position, operational performance, and key changes in the financial statements for the year 2025.

This report has been prepared in accordance with condition 1(5)(xxv) of the Corporate Governance Code 2018, issued on 03 June 2018, and its subsequent amendments (hereinafter referred to as the "CG Code").

International Economic Landscape

The global economy in 2025 continued to navigate a complex and evolving landscape, shaped by persistent geopolitical tensions, monetary policy transitions, and structural shifts in international trade. According to the International Monetary Fund (IMF), global economic growth is projected to remain moderate, reflecting a delicate balance between resilience in advanced economies and mounting vulnerabilities in emerging markets and developing nations.

The Asian Development Bank (ADB), however, had adopted a cautiously optimistic outlook for Asia and the Pacific region, expecting the region to demonstrate commendable economic resilience and emerge as a key driver of global growth amid persistent uncertainties in advanced economies and ongoing geopolitical disruptions worldwide.

Economic Indicators	IMF	ADB
Global GDP Growth	3.2%	-
South Asia GDP Growth	-	6.5%
Global Inflation	4.2%	-
South Asia Inflation	-	3.3%
Outlook	Global economy in flux, prospects remain dim	Growth steadies but uncertainty lingers

Source: World Economic Outlook 2025 and Asian Development Outlook 2025

The IMF had emphasized that while inflationary pressures have gradually eased across major economies, central banks remain cautious in their approach to monetary easing, thereby influencing global liquidity and capital-flow dynamics. Simultaneously, elevated public debt levels in several economies continue to pose significant fiscal challenges, constraining governments' capacity to respond to potential economic downturns. Similarly, ADB also underscored the importance of structural reforms, green transition investments, and financial sector resilience as critical pillars for sustaining long-term economic momentum across the South Asian region.

Emerging markets, including Bangladesh, face heightened external pressures stemming from currency volatility, rising import costs, and subdued export demand. However, the IMF acknowledges the remarkable resilience demonstrated by frontier economies through structural reforms and prudent fiscal management. ADB also recognized that the South Asian economies, including Bangladesh, have growth potential, driven by demographic dividends, export diversification, and expanding financial inclusion.

Domestic Economic Landscape

IMF provides a cautiously optimistic yet measured assessment of Bangladesh's economic recovery, noting ongoing production disruptions, a restrictive policy environment, and increased uncertainty following the 2024 popular uprising.

ADB offered a similarly measured yet cautiously optimistic perspective on Bangladesh's economic outlook. They recognized slower near-term growth to subdued domestic demand amid political transition, as well as risks associated with natural disasters, industrial unrest, and persistent inflation. ADB projects that easing global commodity prices, combined with tighter monetary and fiscal policies and favorable weather conditions, will help reduce inflationary pressures in the upcoming fiscal year.

Economic Indicators	IMF	ADB
GDP Growth	3.7%	3.9%
Inflation	8.2%	10.2%

Economic Indicators	IMF	ADB
Current Account	Broadly balanced	Deficit
Forex Reserves	3.8 months	Improving
Tax Revenue/GDP	6.9%	7.9%
Fiscal Deficit/GDP	Contained	~4.0%
FY2026 Growth Projection	4.7%	4.7%
FY2026 Inflation Projection	8.8~8.9%	8.0%
Private Credit Growth	Historically low	Subdued
Risk Assessment	Downside	Downside
Outlook	Cautiously concerned	Cautiously optimistic

Source: World Economic Outlook 2025, IMF Staff Report 2026, and Asian Development Outlook 2025

IMF underscored the need to maintain a tight monetary policy until inflation stabilizes within target range, fully implement a market-determined exchange rate framework, and pursue structural reforms aimed at strengthening governance, promoting export diversification, and supporting youth employment. Nevertheless, the outlook remains vulnerable to downside risks, particularly those arising from delayed policy implementation and potential reversals in exchange rate reform and fiscal discipline.

Consistent with IMF's analysis, ADB highlights the need for economic diversification beyond the ready-made garments sector, strengthening private sector development, and advancing structural reforms to support Bangladesh's long-term growth.

Year in Review: Business 2025

Notwithstanding the headwinds faced across multiple fronts, the Bank delivered a resilient performance in 2025, marked by the following key achievements:

Deposit Growth and Portfolio Stability	• The Bank achieved a substantial net deposit growth of BDT 12,973 crore, underpinned by the successful acquisition of approximately 678,000 new accounts. • Low-cost deposits yielded exceptional results, with approximately 370,000 new CASA accounts opened during the year. • Retail deposits constitute 59% of total deposit portfolio, significantly enhancing the stability and diversification of funding structure.
Financial Prudence and Efficiency	• Through disciplined balance sheet management, the Advance-to-Deposit Ratio (ADR) was successfully optimized, reducing from 91.3% to 83.0%. • Strategic cost-rationalization initiatives led to a reduction in operating expenses (others) by approximately BDT 97 crore. • Islamic Banking window witnessed exponential growth, with deposits surging by 163% and investments increasing by 145%.
Asset Quality and Recovery	• The Bank intensified its recovery efforts, filing over 1,000 new legal cases to safeguard asset quality. This proactive stance resulted in a remarkable 208% year-on-year growth in written-off loan recoveries.
Digital Transformation and Financial Inclusion	• In line with national digitalization goals, approximately 65% of the Bank's total transactions are now processed via digital channels, reflecting a shift toward a seamless, "cashless" banking experience. • Agent Banking division reached a significant milestone by achieving overall cumulative profitability, proving the viability of Bank's financial inclusion model without the need for external incentives.

A summary of key financial indicators in comparison with the last year is given below:

Key Financial Indicators	2024	2025	Changes
Total Assets (BDT in Million)	768,779	884,056	15%
Shareholders' Equity (BDT in Million)	41,791	42,054	1%
Deposits (BDT in Million)	554,215	683,942	23%
Loans and Advances (BDT in Million)	572,829	617,890	8%
Investments (BDT in Million)	87,851	148,715	69%
Net profit after tax (BDT in Million)	608	636	5%
Earnings per share (EPS) in BDT (Restated)	0.39	0.41	5%
Price Earnings Ratio (times)	23.47	25.36	8%
Return on Equity (ROE) in percentage	1.44	1.52	6%

Financial and Operational Performance: A Comparative Analysis

The key operating and financial data of the Bank in comparison with the preceding five years have been disclosed in the Five-Year Financial Trend on page 122-123.

Financial Performance Evaluation: A Peer Industry Perspective

BRAC Bank PLC, Pubali Bank PLC, Eastern Bank PLC, Prime Bank PLC and The City Bank PLC are usually considered peers of United Commercial Bank PLC in the banking industry of Bangladesh considering the similar size of the portfolio. The following table shows a comparative benchmark for the year 2025 amongst the peers:

Key Indicators	UCB	City	Prime	EBL	Pubali	BRAC
Loans & Advances (BDT in million)	617,890	506,201	353,255	477,040	711,406	730,659
Deposits (BDT in million)	683,942	631,642	444,943	556,454	895,195	889,517
Investments (BDT in million)	148,715	201,211	195,384	211,473	300,433	326,256
Import (BDT in million)	403,241	482,150	326,362	66,715	98,481	69,595
Export (BDT in million)	402,993	420,097	254,280	22,863	64,942	38,557
Operating Profit (BDT in million)	11,781	26,953	14,242	18,473	28,686	31,886
NPL %	15.50%	2.50%	2.73%	2.24%	4.36%	2.27%
CRAR %	8.42%	15.70%	18.07%	15.49%	15.47%	14.95%

Financial Statement Preparation: Accounting Policies and Key Estimates

The financial statements have been prepared in compliance with the applicable International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) as adopted in Bangladesh, and in conformity with the provisions of all other relevant laws and regulations prevailing in Bangladesh.

The financial statements have been prepared under the historical cost convention, except for financial instruments and contingent consideration, which have been measured and recognized at fair value in accordance with the applicable standards.

Comparative financial information for the preceding period has been presented in the financial statements to facilitate year-on-year analysis and informed decision-making by stakeholders.

A detailed description of the significant accounting policies adopted in the preparation of these financial statements is provided in Note 2 on page 279.

Changes in Accounting Policies, Estimates and Assumptions

There was no major change in accounting policies and estimations except for some amendments and interpretations applied. However, this does not have any material impact on the financial statements of the Company.

Risk Factors and Concerns Affecting Financial Statements

The Company maintains a comprehensive framework of policies, practices, and controls governing its financial reporting and consolidation processes. This framework is designed to address key financial reporting risks, including those arising from changes in business operations or accounting standards. All information relevant to the Bank's

audit has been fully disclosed and reasonable measures have been taken to ensure complete and transparent responses to all information requests from the external auditor. The integrity of the Bank's public financial reporting is further reinforced by multiple processes and controls that provide assurance over the completeness and accuracy of reported information. These include a thorough review and recommendation by the Audit Committee, followed by review and final approval by the Board of Directors.

Banking Operations, Performance and Financial Position: Future Projections

The Bank remains firmly focused on maintaining a sound capital base in compliance with regulatory requirements. To further strengthen its capital position, the Bank has pursued a multi-pronged capital augmentation strategy, brief of which is given below:

- **Tier-II Capital:** The Bank has initiated the issuance of its 6th Subordinated Bond, with a total programme size of BDT 800 crore. Of this, BDT 100 crore has been subscribed to date, with the remaining BDT 700 crore expected to be fully subscribed by this year.
- **Rights Issue:** An application for the issuance of Rights Shares amounting to BDT 775 crore to existing shareholders is currently pending approval from the Bangladesh Securities and Exchange Commission (BSEC). Upon successful completion, this capital infusion is projected to elevate the Bank's CRAR to above 12.50%.
- **Strategic Investment:** A proposal to engage in the process of identifying strategic investors for the issuance of additional shares amounting to BDT 775 crore was duly approved at the Bank's last Annual General Meeting. Engagement with prospective investors and related feasibility assessments are actively underway; however, final execution remains subject to obtaining the requisite regulatory approvals.

The Bank has also undertaken a comprehensive set of measures to address the provision shortfall and restore asset quality to a sound footing, which includes but is not limited to:

- **Credit Quality & Portfolio Discipline:** Under the close supervision of the Board of Directors and Senior Management, a systematic rating exercise is being conducted across all rateable loan accounts, with the dual objective of improving asset quality and optimising risk-weighted assets. Loan approval processes have been substantially tightened, with all new credit facilities subject to strict policy compliance and a deliberate preference for fundamentally strong and creditworthy borrowers.
- **Intensified Recovery Efforts:** The Special Asset Management Division and the dedicated Recovery Task Force are actively driving cash recoveries from non-performing and written-off loan accounts, with recoveries having increased significantly under their oversight. The NPL portfolio has been systematically segmented by loan size, sector, and nature, enabling targeted recovery strategies and the deployment of dedicated recovery teams against each identified segment.
- **Early Warning & Loan Restructuring:** A robust Early Warning System is operational to enable the proactive identification of accounts at risk of classification, allowing timely intervention before deterioration occurs. Concurrently, structured loan restructuring programmes are being extended to financially stressed but commercially viable borrowers, with a view to preserving recoverable value and supporting business continuity.

The Bank is confident that the concerted implementation of these measures will enable it to elevate its CRAR to the minimum regulatory limit and achieve a meaningful reduction in the classified loan ratio reinforcing the foundations for sustainable performance in the periods ahead.

Closing Note

On behalf of the Management, I extend my sincere gratitude to the members of the Board for their invaluable counsel and strategic foresight throughout the year. I would also like to thank our shareholders, customers, and stakeholders for their unwavering trust and confidence in our vision. We further acknowledge the constructive oversight provided by our regulatory authorities, whose guidance has been instrumental in navigating an evolving landscape. Finally, I wish to place on record my deepest appreciation for our entire work family, whose steadfast dedication and resilience have been the bedrock of the Bank's performance during exceptionally challenging times.

Yours Sincerely,



Mohammad Mamdudur Rashid
Managing Director & CEO

Divisional Overview

UCB's operations are organized into two broad categories: business divisions and support/control divisions, each playing a distinct role in delivering the bank's services and safeguarding its institutional integrity.

The business side of UCB is segmented to serve diverse customer segments and market needs. The Ready-Made Garments (RMG) Division and the Large Corporate, Mid & Emerging Corporate Division cater to large industrial clients, trade finance, and structured financing. The Transaction Banking Division manages corporate cash management, payment processing, and liquidity solutions, while the Treasury Division handles foreign exchange operations, international trade, correspondent banking across global partners, and the Offshore Banking Unit (OBU).

The Islamic Banking Division (UCB Islamic) operates as a standalone Shariah-compliant unit under its own Supervisory Committee, offering a full suite of Mudaraba, Murabaha, and Ijarah products across 100 windows nationwide. The Retail Banking Division serves individual customers through deposit mobilization, personal lending, cards, and digital products. It is complemented by the SME & Agri Banking Division, which focuses on small and medium enterprises, agricultural lending, and financial inclusion for underserved communities.

Extending the bank's physical reach, the Distribution & Strategy Division governs the nationwide network of branches, sub-branches, and ATM/CRM machines, while the Agent Banking Division independently manages agent outlets across all 64 districts. The Digital Banking & Transformation Division drives the bank's digital ecosystem, including the UCB One platform and mobile banking services.

UCB's support structure is equally comprehensive. The Finance Division oversees financial planning, regulatory capital management (Basel III), IFRS-compliant reporting, and contributions to the national exchequer. The Business Operations Division underpins all transactional processing from loan disbursement and trade finance operations to card issuance and payment services across five specialized departments.

The Human Resource Management Division handles talent acquisition, learning and development, and employee welfare, while the Information Technology Operations Division manages core banking systems, digital infrastructure, and cybersecurity certifications including ISO 27001, PCI DSS, and SWIFT CSP. The Information Security Division maintains a 24×7 Security Operations Center and AI-enabled threat monitoring.

The Credit Risk Management Division and Credit Administration Division jointly govern the bank's credit lifecycle from appraisal and approval to documentation, custody, and post-disbursement monitoring. The Special Asset Management Division leads NPL recovery, while the Internal Control & Compliance Division provides independent audit assurance. The Anti-Money Laundering Division enforces AML/CFT compliance, and the Service Quality Department, General Services Division, and Procurement Division round out the bank's operational support ecosystem.

This layered structure combining robust governance at the top with specialized business divisions and strong control functions enables UCB to deliver diversified, compliant, and customer-centric banking across Bangladesh's diverse economic landscape.

Ready Made Garments Division

The Ready-Made Garments (RMG) sector remains the backbone of Bangladesh's economy, contributing over 80% of total export earnings and playing a critical role in employment and foreign exchange generation. Despite global economic headwinds in 2025-2026, the sector has shown resilience with moderate growth and market diversification efforts.

For United Commercial Bank PLC, the RMG sector represents a strategic priority portfolio, requiring structured financing, risk mitigation, and sustainable banking initiatives.

RMG Contribution to Country Economy

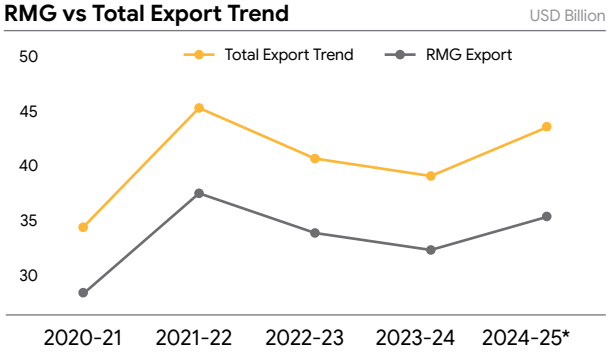
- RMG contributes 81–85% of country export earnings
- Fiscal Year 2024–25: Total exports were valued at $39.35 billion, a 8.84% growth from the previous year.
- Total national exports: around USD 48.28 billion (2024–2025)
- Bangladesh is the 2nd largest global exporter of garments
- The sector employs over 4 million workers directly out of which women contribution is almost 80%.

Country Export Performance (2025–2026)

During FY 2025–26 (YTD), Bangladesh's export earnings recorded a growth of around 12%, indicating early recovery. RMG exports to the United States increased by approximately 11–12% to around USD 8.2 billion. However, mixed trends persist, with exports to the European Union declining by about 5.5% and non-traditional markets contracting by around 6%. The sector is experiencing market-specific volatility; though overall demand remains stable.

The following chart illustrates recent export performance:

RMG vs Total Export Trend



LEED-Certified Garment Factories in Bangladesh

- 9 of the world's top 10
- 18 of the world's top 20
- Total 273 nos of Leed certified factories in Bangladesh. Out of which 69 nos of factories among the global top 100 LEED-rated green garment factories.

UCB PLC hosts

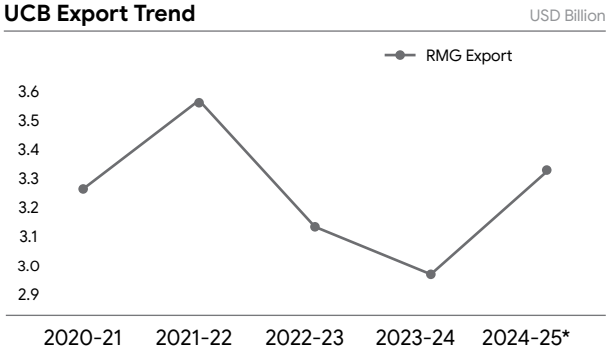
- Total LEED-certified factories: 27 nos
- Platinum: 12 nos
- Gold: 13 nos
- Silver: 1 nos
- Certified: 1 nos

Strategic Contribution of UCB PLC in the RMG Sector

United Commercial Bank PLC (UCB), a leading first-generation private commercial bank, has played a transformational role in financing and facilitating Bangladesh's RMG growth.

- Exports facilitated by UCB in FY 2024–25: over USD 3.00 billion.
- Equivalent to approximately 8.3% of national RMG exports.
- Strategic target: USD 4.00 billion in export facilitation by 2026.

UCB Export Trend



Sectoral Breakdown of UCB Export Portfolio:

- RMG (Knit & Woven): 64%
- Textile & Spinning: 27%
- Sweater: 4%
- Accessories & Others: 5%

UCB's strategic focus on the RMG industry has enabled numerous garment manufacturers to scale their operations, adopt advanced technologies, and meet stringent international compliance standards. With a fixed customer-base since its inception in 1983 to till date, UCB has delivered optimum customer retention performance, which is exemplary in the market. It's of no surprise that, there are more than 300 customers who route their businesses with UCB due to financial solutions and service-oriented comfort. Notably, several customers route exports amounting to over USD 350 million per annum through UCB PLC.

Trade Finance Automation & Operational Excellence

UCB's specialized RMG & Trade Finance Team ensures seamless handling of complex cross-border transactions. Key features include:

- End-to-end Letter of Credit (LC) management
- Real-time SMS & email alerts for:
- LC opening and amendments
- Export proceeds realization
- Loan disbursement and adjustment
- Robust Core Banking System, ensuring uninterrupted trade flows

Digital Transformation for RMG Businesses

UCB remains at the forefront of digital banking solutions tailored to the garment industry:

- U-Net Enterprise (Corporate Internet Banking)
- The introduction of API technology acts as a bridge, enabling clients to request data or services directly from their end and receive immediate responses.
- One-stop solutions for:
    a) Export proceeds monitoring
    b) Vendor and supplier payments
    c) Salary disbursement via MFS (Upay) for workers
    d) ATM- and account-based payroll for staff and executives

This ecosystem enhances transparency, control, and operational efficiency for exporters.

Green Finance Leadership

UCB actively promotes sustainability through cost-efficient green financing structures, including:

- Bangladesh Bank Refinancing Schemes:
- Green Transformation Fund (GTF)
- Long-Term Financing Facility (LTFF)
- JICA
- SREUP
- Re-Finance under EFPF
- OBU Finance & ECA-backed facilities

Key Advantage:

Refinanced borrowing costs are typically one-third of conventional financing, significantly improving customer profitability and sustainability compliance.

Strategic Priorities of UCB PLC

The RMG sector of Bangladesh remains robust but evolving, facing short-term challenges amid long-term growth prospects. With global supply chain shifts and increasing sustainability demands, the sector is moving toward higher value and compliance-driven production.

For UCB PLC, this presents a strong opportunity to:

- Expand a profitable and diversified RMG portfolio
- Supporting green factories, renewable energy adoption, and responsible labor practices—particularly for the cooperative and emerging RMG segments.
- Strengthen trade finance leadership
- Development of industry-specific products aligned with evolving buyer and compliance requirements.
- Expanding access to structured finance for small and mid-sized garment exporters.

A balanced approach combining growth, risk management, and innovation will enable UCB PLC to position itself as a leading bank in the RMG financing segment.

Large Corporate and Mid & Emerging Corporate Division

In 2025, Corporate Banking under the Wholesale Banking Division played a pivotal role in driving growth by expanding its portfolio and strengthening relationships with large corporate clients. It successfully executed value-driven bilateral transactions across diverse sectors, including Manufacturing, Food & Beverages, Pharmaceuticals, Infrastructure and Power. Through strategic solutions and a strong commitment to ethical banking, governance, and sustainability supported by prudent risk management, it reinforced UCB's position as a trusted corporate banking partner for its stakeholders.

- **Deposits:**

  Increased to BDT 9,840 crore in 2025 from BDT 6,843 crore in 2024, reflecting a robust growth of 44%
- **Assets:**

  Expanded to BDT 14,687 crore in 2025, up from BDT 13,390 crore in 2024, registering a 10% growth
- **Trade Volume:**

  Reached USD 1.14 billion in 2025 compared to USD 0.92 billion in 2024, marking a 24% increase
- **Interest Earnings:**

  Rose to BDT 2,142 crore in 2025 from BDT 1,700 crore in 2024, demonstrating a 26% growth
- **Fees & Commission Income:**

  Grew to BDT 175 crore in 2025 from BDT 155 crore in 2024, achieving a 13% increase

In 2025, Corporate Banking solidified its position as a cornerstone of UCB's financial ecosystem, delivering strong performance through disciplined, client-centric execution and robust risk governance. It managed a portfolio of 372 corporate and emerging corporate groups, including 18 new-to-bank relationships added during the year. It contributed approximately 57% of UCB's revenue and 19% to UCB's total Fund Under Management (FUM) underscoring its strategic importance to the Bank's overall growth.

Zero non-compliance within Corporate Banking underscores its strong commitment to sustainability and regulatory adherence. It continues to develop strategies and build relationships in alignment with Bangladesh Bank guidelines, environmental standards, and internal risk thresholds, thereby reinforcing its forward-looking vision.

UCB remains committed to enhancing value for customers, stakeholders, and the broader community through responsible, value-based financing. The division continues to play a pivotal role in advancing UCB's vision of becoming "more than a bank."

In 2026, Corporate Banking will focus on accelerating portfolio quality and sustainable growth through targeted client acquisition, deeper wallet share penetration, and sector diversification. The division will prioritize high-quality assets, optimize risk-adjusted returns, and strengthen early warning and monitoring frameworks. Emphasis will be placed on expanding trade and cash management solutions, enhancing fee-based income streams, and leveraging digital capabilities to improve client experience and operational efficiency. Continued alignment with Bangladesh Bank guidelines, ESG principles, and internal risk thresholds will remain central to strategy execution. Additionally, it aims to deepen relationships with existing clients while on boarding new-to-bank corporates, ensuring a balanced and resilient portfolio to support long-term, sustainable growth.

Transaction Banking Division

The Transaction Banking Division of United Commercial Bank PLC (UCB) continued its strong growth trajectory in 2025, reinforcing its position as a leading provider of innovative, technology-driven financial solutions for corporate and institutional clients. The Division remained focused on delivering efficient cash management, seamless payment processing, and optimized liquidity solutions while ensuring consistency, security, and reliability.

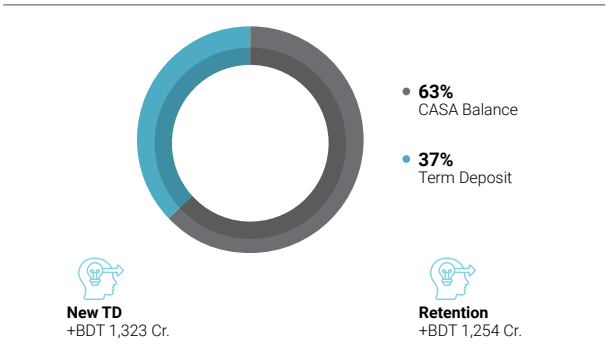
With a customer-centric approach, UCB Transaction Banking continues to build long-term relationships by offering tailored financial solutions supported by dedicated relationship managers. Our commitment to operational excellence and digital transformation has enabled clients to manage their financial operations more efficiently in an increasingly dynamic business environment.



Agreement Signing — UCB PLC and National Pension Scheme

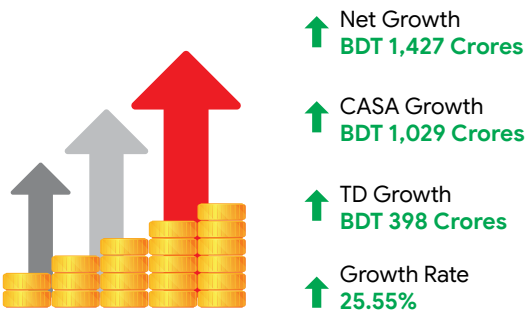
Portfolio Overview

In 2025, the Division maintained a well-diversified portfolio with a strategic balance between CASA deposits and Term Deposits. The product mix reflects a deliberate effort to sustain low-cost funding while meeting the varied financial needs of corporate clients.

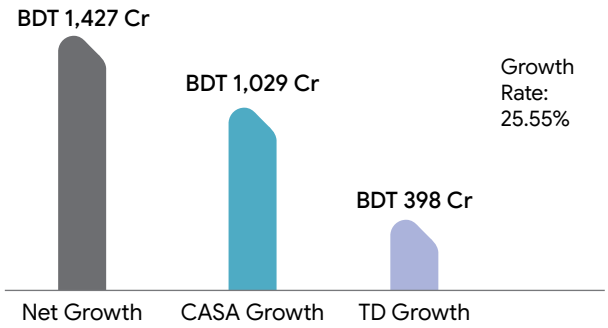


Key Metrics

The Division demonstrated remarkable performance across key indicators, reflecting its ability to sustain balanced growth across low-cost and high-value deposit segments.



Deposit Growth Breakdown - 2025 Amount (BDT in Crore)



Financial & Operational Achievements

The year 2025 was marked by strong operational performance and strategic accomplishments:

- **Deposit Growth:** Achieved approximately BDT 3,000 Crore in net corporate deposit growth, signaling robust market confidence driven by a direct growth of BDT 1,427 crore from Transaction Banking.
- **Cost Optimization:** Improved the no-cost deposit ratio, maintaining a balanced and efficient funding mix.
- **Collection Growth:** Increased corporate collection volume by 16.75% compared to 2024, demonstrating enhanced throughput.
- **Challan Revenue:** Achieved 150% higher revenue from Automated Challan (A-Challan) services compared to the previous year.
- **Transaction Volume:** Processed 25 million A-Challan transactions through automation, significantly reducing manual errors.
- **Capacity Building:** Successfully trained branch and sub-branch RMOs on ACS and EMS collection systems.

These achievements highlight UCB's operational strength, scalability, and commitment to excellence.





Agreement Signing on automated cash management solution with Trade International Industries Ltd. & bKash Limited.

Operational Performance Highlights - 2025



- **25 Million**
  A-Challan Txns
- **Volume 116.75%**
  Corporate Collection
- **150% YoY**
  A-Challan Revenue

Digital Banking & Service Excellence

UCB continued to strengthen its digital capabilities, ensuring seamless and secure transaction processing for corporate clients. The Division emphasized automation, real-time reporting, and digital integration to enhance client convenience and operational efficiency.

- **Real-Time Reporting:** Expanded transaction monitoring and reporting dashboards for corporate clients.
- **System Enhancement:** Upgraded the Automated Challan System (ACS) to handle increased volumes with greater reliability.
- **Digital Onboarding:** Streamlined onboarding processes for new corporate accounts, reducing turnaround time.
- **Security & Compliance:** Integrated advanced security protocols to safeguard transaction data and ensure regulatory compliance.



Cashless Campus MOU — UCB PLC and Noakhali Science & Technology University

Commitment to Excellence

The Transaction Banking Division remains committed to delivering innovative, reliable, and customer-focused financial solutions. By leveraging technology, strengthening client relationships, and expanding service capabilities, UCB continues to play a pivotal role in supporting businesses and institutions across Bangladesh. As we look ahead, the Division will continue to invest in digital infrastructure, talent development, and client-centric innovation to drive sustainable growth and create lasting value for all stakeholders.

Financial Institution and OBU

In 2025, the Financial Institution and OBU of United Commercial Bank PLC (UCB) demonstrated resilience and strategic agility in managing international trade and foreign exchange operations. Supported by a robust network of 611 foreign correspondents and 32 Nostro accounts across major currencies, the division effectively facilitated USD 3,297.13 million in imports and USD 3,295.09 million in exports. Through prudent risk governance, diversified settlement arrangements, and a dedicated Offshore Banking Unit, it continues to strengthen UCB's global operational capability and support institutional earnings amidst a dynamic external environment.

International Trade

International trade remains one of the most sophisticated and value-accretive areas of modern banking, with a direct contribution to institutional earnings, client confidence and the Bank's cross-border franchise. In 2025, United Commercial Bank PLC continued to strengthen its trade finance platform by combining prudent risk governance, foreign exchange execution capability and relationship-driven client service. Against a backdrop of changing global trade patterns, tighter compliance expectations and market volatility, the Bank sustained its role as a trusted facilitator of international commerce for importers, exporters and institutional counterparties.

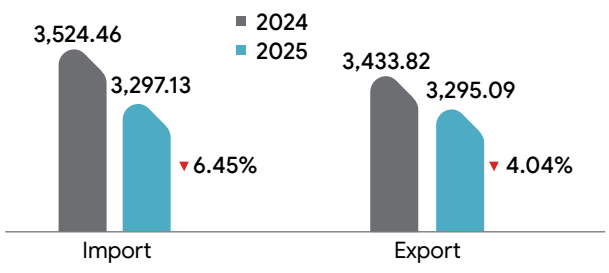
The Bank's integrated trade proposition is supported by an extensive international network, diversified settlement arrangements and disciplined oversight. This enables UCB to deliver responsive, compliant and commercially viable solutions while preserving asset quality, operational integrity and regulatory alignment.

Foreign Trade

During 2025, the Bank's import portfolio stood at USD 3,297.13 million, reflecting a moderate year-on-year decline of 6.45%. Export performance also remained resilient, with total export volume of USD 3,295.09 million, notwithstanding a 4.04% contraction compared with the previous year. The movement in both portfolios reflects the broader external trade environment, while also demonstrating the Bank's continued ability to support clients across key trade corridors.

- Import business in 2025: USD 3,297.13 million.
- Export business in 2025: USD 3,295.09 million.
- Back-calculated 2024 comparative base: import approximately USD 3,524.46 million and export approximately USD 3,433.82 million, based on the disclosed decline percentages.

Foreign Trade Performance: 2024 vs 2025 USD in Million



Foreign Correspondents

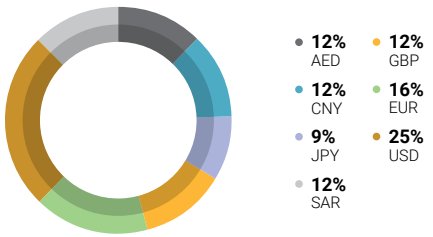
As of 2025, UCB maintained 611 correspondent banking relationships through Relationship Management Application arrangements across diverse geographies. The strength of this network reflects the confidence placed in the Bank by leading international financial institutions and supports efficient execution of cross-border payments, trade settlements and foreign currency transactions.

The Bank continues to benefit from both funded and non-funded credit lines extended by renowned development finance and global banking partners, including the Asian Development Bank and the International Finance Corporation, the private sector arm of the World Bank Group, along with other distinguished international banks.

Nostro Accounts

The Bank currently operates 32 Nostro accounts across major international currencies, including US Dollar, Pound Sterling, Euro, Japanese Yen, Chinese Yuan, UAE Dirham and Saudi Riyal, along with designated Dollar accounts under the Asian Clearing Union arrangement. This diversified currency infrastructure enables timely settlement, supports client trade transactions and enhances the Bank's global operational capability.

Nostro Accounts - Currency Mix (32 Accounts)



Offshore Banking Unit (OBU)

The Offshore Banking Unit of United Commercial Bank PLC operates as a dedicated and specialized division within a defined regulatory framework. The Unit was established pursuant to Bangladesh Bank approval vide letter no. BRPD (P-3) 744 (117)/2010-2577 dated June 9, 2010, and commenced operations on November 10, 2010. Its activities are governed by the Offshore Banking Act, 2024 (Act No. 2 of 2024), FE Circular No. 11 dated January 30, 2025, and subsequent directives and guidelines issued by Bangladesh Bank.

Based in Dhaka and operating under the supervision of Bangladesh Bank, the OBU provides foreign currency-denominated services including trade finance, offshore lending and deposit facilities. The Unit maintains clear demarcation from domestic banking operations through independent financial reporting, thereby reinforcing transparency, regulatory compliance and sound governance. Guided by prudent management practices and strict adherence to applicable regulatory norms, the OBU continues to strengthen UCB's strategic positioning in the global banking landscape.

Islamic Banking Division

United Commercial Bank PLC (UCB), established in 1983, is one of the leading private commercial banks in Bangladesh with a legacy of over four decades of trusted banking services. Recognizing the growing demand for Shariah-compliant financial solutions among its diverse customer base, UCB launched its Islamic Banking operations in September 2020 under the brand 'UCB Taqwa.' Starting with just 10 dedicated Islamic Banking windows, the division embarked on a mission to provide ethical, transparent, and inclusive financial services rooted in the principles of Islamic Shariah. A team of dedicated and professionally qualified Islamic Banking personnel is engaged in conducting and overseeing the operational activities of the Islamic Banking business.

In a significant step towards strengthening its Islamic banking identity, the division was rebranded from 'UCB Taqwa' to 'UCB Islamic'—reflecting a deeper commitment to Shariah-compliant banking and a more recognizable brand presence in the market. With the approval of Bangladesh Bank, the division has expanded its network to 100 Islamic Banking windows by 2025, making Shariah-compliant banking accessible to customers across the country. This tenfold expansion in just five years stands as a testament to the Bank's strategic vision and the market's overwhelming response to its ethical banking model.

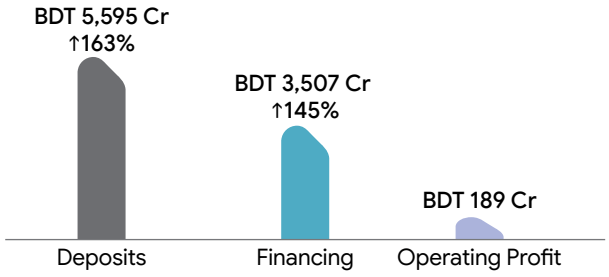
Financial Performance & Portfolio Growth

The Islamic Banking Division has delivered exceptional financial performance in 2025, significantly outpacing market expectations despite a broader economic slowdown. Total deposits surged to BDT 5,595 crore, registering a remarkable year-on-year growth of 163%, reflecting strong customer confidence in the Bank's Shariah-compliant deposit products. On the asset side, total financing reached BDT 3,507 crore, recording an impressive growth of 145%, driven by robust demand across retail, SME, and corporate financing segments. The division posted an operating profit of BDT 188.90 crore, firmly establishing itself as a significant profit center within the Bank's overall business portfolio.

This consistent upward trajectory in both deposit mobilization and financing disbursement underscores the division's ability to attract and retain a growing customer base. The strong financial results also validate the Bank's strategic decision to invest in Islamic banking as a core growth engine alongside its conventional banking operations.

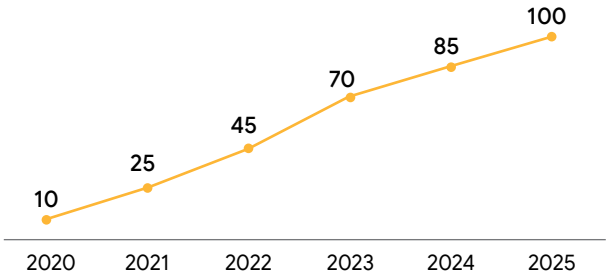
Key Financial Highlights 2025

BDT in Crore



Islamic Banking Windows Expansion (2020-2025)

Number of windows



Product Suite & Digital Innovation

UCB Islamic offers a comprehensive range of Shariah-compliant financial products designed to serve the diverse needs of individual, SME, and corporate customers. The deposit portfolio features Mudaraba-based savings and term deposit products that provide competitive profit-sharing returns to depositors. On the financing side, the division offers Murabaha (cost-plus financing), Bai Salam (advance purchase financing), Ijarah (lease-based financing), and Musharaka (partnership-based financing), catering to a wide range of requirements including personal finance, auto finance, home finance, working capital, and project financing.

In line with the Bank's broader digital transformation agenda, UCB Islamic has integrated its services with the UClick mobile banking application, enabling customers to open accounts remotely, conduct real-time transactions, and access a full suite of Shariah-compliant banking services from anywhere. This digital-first approach has been instrumental in expanding the division's reach, particularly among tech-savvy younger demographics and customers in underserved areas.

Shariah Governance & Compliance

The Islamic Banking Division operates under the guidance of a dedicated Shariah Supervisory Committee composed of eminent Islamic scholars and banking professionals. The Committee plays a pivotal role in ensuring that all products, services, and operational processes are fully compliant with the principles of Islamic Shariah and the regulatory guidelines issued by Bangladesh Bank. Key functions of the Committee include product approval and review, periodic Shariah audits, issuance of Shariah guidance and rulings, monitoring of profit distribution mechanisms, and oversight of the division's corporate social responsibility initiatives. This robust governance framework ensures the highest standards of transparency, ethical conduct, and regulatory compliance in all aspects of Islamic banking operations.

Portfolio Composition 2025



Corporate Social Responsibility & Sustainability

UCB Islamic is deeply committed to social development and environmental sustainability. The division actively participates in Zakat collection and distribution, supports community welfare programs, and contributes to green financing initiatives aligned with national environmental policies and the United Nations Sustainable Development Goals (SDGs). By channeling resources towards socially responsible projects and promoting environmentally conscious banking practices, UCB Islamic fulfils its obligation to serve not only its customers but also the broader community and the nation.

Future Outlook

Looking ahead, UCB Islamic Banking is poised for continued growth and expansion. The division's strategic roadmap includes further expansion of Islamic banking branches and windows across the country, introduction of innovative Shariah-compliant financial products, deeper integration of fintech solutions, and significant growth in SME and retail financing portfolios. With a strong foundation built on trust, transparency, and adherence to Islamic principles, UCB Islamic Banking is well-positioned to emerge as one of the leading Islamic banking brands in Bangladesh, contributing to the Bank's vision of sustainable and inclusive growth.

Treasury Division

UCB Treasury is a well-structured and fully organized division with dynamic capabilities to serve diverse customer segments. It offers a comprehensive range of treasury solutions, including both vanilla products and tailored financial solutions across local currency, foreign currency, government securities, debt instruments, Islamic instruments, and hedging tools. With seasoned and well-trained professionals supported by modern tools and technology, UCB Treasury is well positioned to effectively manage liquidity and market risks while maintaining financial stability and adding value to stakeholders.

Key Functional Areas



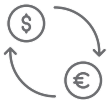
Money Market

The Money Market desk actively manages short-term liquidity through interbank borrowing and lending in different instruments, optimizing funding costs while ensuring adequate market presence. It is also responsible for proper maintenance of CRR as per regulatory requirements.



Corporate Sales

The Treasury Corporate Sales team engages with corporate clients to provide customized treasury solutions including FX, hedging, and investment opportunities.



Foreign Exchange

The FX desk delivers competitive foreign exchange pricing to customers while actively managing foreign currency liquidity and participating in inter-bank market transactions and ensuring compliance regarding maintenance of Net Open Position (NOP) as per regulatory requirement.



Clientele Services

Treasury provides dedicated client support and advisory services to facilitate investments in government securities, in response to evolving financial needs.



Asset-Liability Management

The Asset Liability Management desk is responsible for strategizing balance sheet structure, risk-based pricing of deposit and loan products, implementing effective pricing of internal-fund transfers and active management of maturity mismatches to optimize profitability while maintaining financial stability and ensuring regulatory compliance of risk parameters on balance-sheet level.



Government Securities

The Government Securities desk actively participates in primary auctions and secondary market trading of treasury bills and bonds while managing the bank's SLR portfolio. The investment decisions are governed by the competent investment committee of the bank where all kinds of investment decisions are assessed based on detailed analysis.

Liquidity and Market Risk Management

Liquidity risk function involves continuously monitoring cash flow positions and funding gaps to ensure the bank maintains adequate liquidity under both normal and stressed conditions. The market risk function manages risk exposures arising from interest rate movement & foreign exchange fluctuations on investment portfolios, ensuring they remain within approved risk appetite and regulatory limits.

Capital Market Investments

Treasury looks after investments in ordinary shares, and other capital market instruments to enhance portfolio returns while maintaining prudent risk management under the guidance of Investment committee.

Islamic Treasury

The desk manages Shariah-compliant liquidity, transacts in Islamic money market instruments, invests in Islamic government securities and other approved instruments, and manages Islamic asset-liability positions.

Remittances

Treasury supports and promotes inward remittance inflows by offering competitive pricing at appropriate market timings to encourage higher remittance volumes.

Steering through 2025

The year 2025 marked a period of reform and resilience-building for the banking industry in Bangladesh, following significant political and economic transitions. In this evolving landscape, UCB remained focused on reinforcing customer confidence and strengthening its balance sheet to withstand potential shocks, thereby consolidating its position as a leading bank in the industry.



On 27th November, 2025, UCB Treasury arranged "Treasury Partners Appreciation Night" with interbank treasury stakeholders to build towards a long-lasting business relationship with our valued partners.

Balance-Sheet Planning and Growth

During the year, UCB Treasury emphasized disciplined and risk-based pricing of funds to support a sustainable balance sheet expansion. As a result, UCB ended the year by achieving a milestone of an aggregate deposit portfolio of 3% of total industry deposits.

In 2025, Total deposits grew by BDT 13,000+ crore, representing a robust annual growth of 23.41%, significantly outperforming the industry growth rate of 11.51%. Concurrently, the loan portfolio expanded by BDT 4,500 crore, registering a steady growth of 7.87%, compared to the industry average of 5.61%. The goal was to re-establish UCB as one of most reliable places to bank with among depositors while ensuring superior security and returns to their fund through selective asset portfolio growth. This strategic approach to balance-sheet growth led to an AD ratio of 83.03% compared to 91.31% in 2024, re-enforcing our commitment to ensuring superior liquidity and security of customer deposits.

Liquidity Risk Management

Amid a volatile macroeconomic environment, maintaining adequate liquidity remained a top priority for UCB Treasury. The Bank adopted a dual-focused strategy encompassing both cash counter liquidity and overall balance sheet liquidity management.

Cash Counter Liquidity Management

UCB maintained an impeccable record in honouring all inward cheques and customer withdrawal requests in any form throughout 2025. This operational excellence significantly enhanced customer confidence and reinforced the Bank's reputation for reliability.

Balance sheet Liquidity Management

UCB continued to strengthen its balance sheet with a strategic focus on liquidity and Sustainability. Key liquidity indicators improved markedly and remained well within regulatory thresholds: -

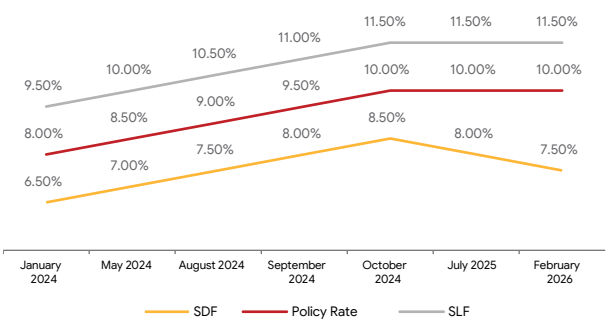
Year	ADR	LCR	NSFR	MCO	CRR	SLR
2024	91.31%	118.72%	108.61%	15.94%	4.48%	13.65%
2025	**83.03%**	**196.27%**	**156.21%**	**15.80%**	**4.07%**	**17.95%**
BB Limit	<87.00%	>100%	>100%	<16.00%	>4.00%	13.00%

Market Risk Management

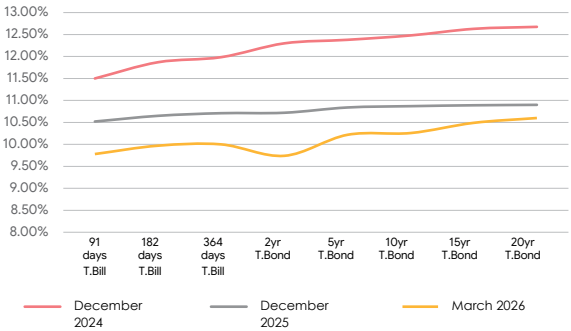
Interest Rate Dynamics

The government securities yield curve experienced a parallel downward shift between 2024 and 2026. In 2024, the banking industry was in a vulnerable position amidst rising NPL and cross-border money laundering which created a void in market liquidity and sharp drop in market CRAR. The situation was expedited by rising cost-push inflation and heavy reliance of government in banking sector for financing budget deficit which pushed government treasury yields upward. Post regime change yields were driven downward by Banking sector reform, contractionary monetary policy stance, subdued public and private sector credit growth, and downward revisions in GDP growth expectations. Additionally, excess liquidity—growth in Net Foreign Assets (NFA) and subsequent money supply in market in from of FCY purchase by BB—contributed to the declining interest rate environment.

Policy Rates



Govt. Securities Yield Curve



The Asset Liability Management (ALM) desk under UCB treasury is responsible for prudent interest-rate projection, balance-sheet planning and risk management under dynamic market interest rate scenarios. The ALM and Fixed income desk based on forward looking interest rate projections, positioned the banking and trading book position of the balance-sheet to take advantage of expected downward shift in yield curve. The key steps taken are highlighted thereof-

Asset Liability Management (ALM) Desk Achievements

- Structured balance-sheet with targeted duration gaps in different maturity buckets to enhance NIM.
- Structured Balance-Sheet Assets to enhance liquidity by emphasizing heavier focus Fixed-Income portfolio growth.
- Expanded Treasury Balance-sheet to further enhance profitability.
- Focused on expanding CASA deposit portfolio to lower cost of deposit through efficient internal fund transfer pricing.
- Implemented effective risk-based and market driven pricing of asset and liabilities to strengthen balance-sheet.

Fixed-Income Desk achievements

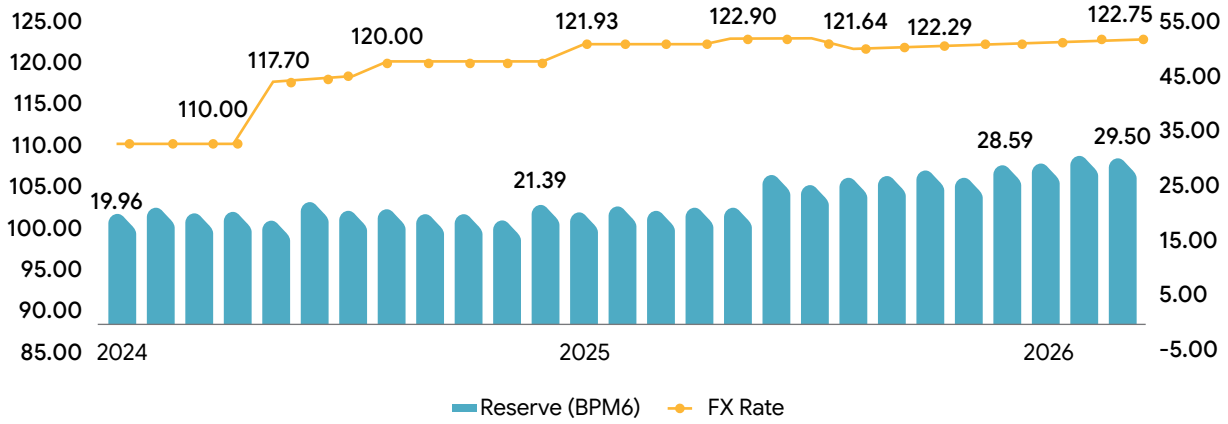
- Increased portfolio duration to take advantage of the expected downward movement of the yield curve.
- Enhanced portfolio return by 120 bps from 2024 to 2025.
- Achieved unprecedented growth in secondary trading volume of G-sec and attained 1st position, beating competitors by a large margin representing 20.98% of total market trades, in Q2 2025-26.

Foreign Exchange Dynamics

During 2025, the foreign exchange market exhibited a gradual depreciation trend in the local currency, primarily due to global supply disruptions and widening inflation differentials. This, coupled with an economic slowdown, led to reduced import LC openings and a widening current account surplus.

Amid rising foreign currency liquidity, Bangladesh Bank intervened in the market to maintain exchange rate stability. The central bank purchased approximately USD 5.49 billion from the interbank market, resulting in a significant increase in foreign exchange reserves—from USD 19.96 billion in December 2024 to USD 29.50 billion by March 2026. UCB focused on meeting the payment obligations in timely manner amidst severe FX market liquidity crisis. UCB also facilitated 7% of the country's total international trade transactions.

Foreign Exchange Rate & Reserve (BPM6)



UCB treasury excels in prudent FX risk management and based on the market movements. Despite volatile FX market Situations UCB achieved exceptional growth in acquiring wage-earners remittance, interbank FX trade & a staggering 1722% growth in corporate sales.

Treasury Priorities for 2026:

Prudent Balance Sheet Management

Our core focus will remain on reshaping the balance-sheet to build an embedded resilience to volatile global and local market macro-economic scenarios through active management of interest rate risk and liquidity risk. Our focus also relies on enhancing NIM and improving deposit mix of the bank through efficient risk-based asset and liability pricing and management.

Strategic Investment in Government Securities

Amongst volatile interest rate scenario, efficient management of government securities portfolio remains a top priority. Being an investment vehicle, which plays pivotal role in enhancing balance-sheet liquidity and overall portfolio return, we will focus on implementing internally developed state of the art curve strategies to take advantage of yield curve movements, maintain our position as a top player in primary and secondary trading and build towards a strong investment portfolio to exceed shareholder expectations.

Enhanced Focus on Money market operations

Our focus on Money market operations is to transition from a traditional funding hub for local currency balance-sheet management to a revamped hub for liquidity management, active positioning and a hub for tactical asset allocation hub for balance-sheet expansion and turn it into a profit centre for treasury. Our core goals for 2026, is to on-board electronic dealing system to increase efficiency, enhance trade volumes to increase arbitrage profits and overall enhance the profitability contribution from this desk.

Expanded Foreign Exchange Trading

Our aspiration for FX desk is to Drive higher FX trading volumes, leveraging growth in import, export, and remittances. We remain focused on efficiently projecting the FX rate movements and undertaking strategies to maximize profits while remaining within our desired risk appetite.

Strengthened Corporate Sales

We aim to expand our corporate sales activities through superior market presence by expanding our business horizon. Our core focus will remain on providing customers with tailored solutions leveraging different array of products and services including, LCY and FCY structured products and customer advisory.

Distribution & Strategy Division

The Distribution and Strategy Division of United Commercial Bank PLC (UCB) plays a cardinal role in advancing the Bank's strategic objective of inclusive, sustainable, and digitally enabled growth. Through a disciplined approach to strategic network expansion, service excellence, and operational optimization, the Division continues to strengthen UCB's nationwide presence while ensuring efficiency, compliance, and long-term value creation.

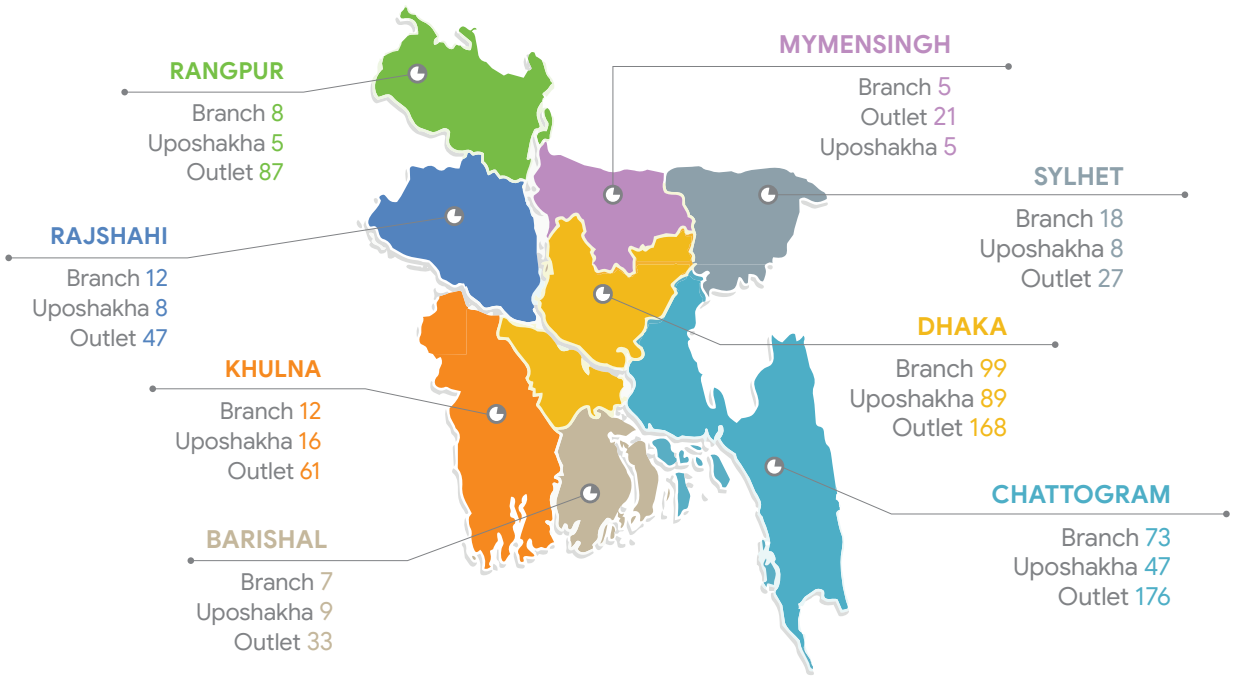
During the year under review, the Division focused on consolidating its extensive distribution footprint, enhancing productivity across channels, and reinforcing customer-centric banking, in alignment with the Bank's overall strategic direction.

Distribution Network and Outreach

As of 2025, UCB operated one of the most comprehensive distribution networks in the country, comprising:

- 234 full-fledged branches, including SME and Islamic banking branches
- 188 sub-branches
- 620 agent banking outlets
- 709 ATM & CRM

The Bank's network spans all 8 administrative divisions, 64 districts, and 495 upazilas, representing approximately 62% nationwide upazila coverage. This extensive footprint reflects UCB's sustained commitment to improving access to formal banking services, particularly in underserved and rural areas, thereby supporting national financial inclusion objectives.



Network Expansion and Optimization

During the reporting period, UCB pursued a balanced approach to network growth, combining selective expansion with operational rationalization. The following outlets were added:

- 3 new full-fledged branches
- 11 new sub-branches
- 23 new agent banking outlets

Agent Banking Division has plans to open 200 new outlets nationwide to achieve 100% upazila coverage by 2026. This approach demonstrates a strategic shift from expansion-led growth to a more disciplined, productivity-focused distribution model, prioritizing sustainable business outcomes over numerical scale.

Regional Distribution Strategy

UCB's distribution footprint reflects regional diversity in economic activity, customer behaviour, and business potential. The Bank maintains a strong presence in major commercial centres, including Dhaka and Chattogram, while continuing to expand and recalibrate coverage in emerging and semi-urban regions such as Rangpur, Mymensingh, Barishal, Rajshahi, Khulna, and Sylhet.

This geographically balanced network enables the Bank to:

- Support inclusive regional development
- Reduce concentration risk
- Align distribution capacity with local economic dynamics

Strategic and Cultural Enablers

In addition to physical expansion, the Distribution and Strategy Division emphasized institutional strengthening through a range of strategic and cultural initiatives, including:

- Annual Business Conclave and quarterly Town Hall meetings
- Daily Morning Huddles to reinforce performance discipline
- Role-based Key Performance Indicators (KPIs)
- Relationship Manager (RM) based business model
- Service Ambassador initiative to enhance over-the-counter and assisted digital customer service
- Branch ambiance improvement and service excellence programs
- Integration of artificial intelligence-enabled systems

These initiatives are designed to institutionalize performance culture, strengthen accountability, and enhance overall customer experience across the distribution network.

Strategic Priorities Going Forward

Looking ahead, UCB will continue to strengthen its distribution capabilities through:

- Further optimization of branch, sub-branch, alternative delivery channel and agent banking outlets
- Targeted expansion in high-potential and underserved areas
- Enhanced integration of digital platforms with physical distribution channels
- Continued focus on service quality, compliance, and risk governance
- Achieving cost efficiencies through optimal resource utilization

These priorities are fully aligned with the Bank's long-term vision of inclusive growth, digital transformation, and sustainable value creation.

Agent Banking Division

The Agent Banking Division continued to play a pivotal role in advancing financial inclusion and expanding the Bank's footprint beyond traditional branch networks. By leveraging a strong network of agent outlets, the division ensured seamless delivery of banking services to underserved and remote communities across the country.

During the year, the division focused on strengthening operational efficiency, business growth, and compliance through the following initiatives:

- **Network Expansion:** Significant growth in agent outlets across new and existing upazilas, ensuring deeper market penetration and accessibility. In 2025, UCB Agent Outlet was 620, and UCB Agent network reaches to all 64 Districts & 259 Upazila's of the country.
- **CASA Deposit Mobilization:** Strong emphasis on Current Account and Savings Account (CASA) growth through targeted campaigns and field engagement.
- **Loan Portfolio Growth:** In 2025, UCB agent banking disbursed approx. 13 crore SOD (secured overdraft) loan through agent outlets. UCB ABD is working to expand of small-ticket retail and CMSME loans, including products such as home loans, agri-loans, and microfinance facilities through agent channels.
- **Digital Integration:** Enhanced integration with digital platforms (mobile financial services, apps, and online on boarding) to improve customer experience and transaction efficiency. UCB Agent Outlets are already expanding their digital platform through uPay agent business.
- **Agent Capacity Building:** Regular training, workshops, and business review meetings conducted to enhance agent productivity, compliance awareness, and service quality.
- **Compliance & Monitoring:** Strengthened audit and monitoring mechanisms to ensure regulatory compliance, AML/CFT adherence, and risk mitigation across all agent outlets.

The Agent Banking Division achieved remarkable progress in 2025, contributing significantly to the Bank's overall growth:

- Achieved strong growth in CASA deposits, positioning agent banking as a key contributor to low-cost fund mobilization. Total deposit 1570 Crore & total accounts 3.08 Lacs. Increased number of active agent outlets, ensuring wider geographic coverage and improved customer reach. Total Outlet 620 covering all 64 districts & 259 upazila's of the country.
- Notable growth in transaction volume and value, reflecting increased customer trust and usage.

Several strategic developments were undertaken to strengthen the agent banking ecosystem:

- **Introduction of New Products:** Launch of customer-centric products tailored for rural and semi-urban segments.
- **Technology Upgradation:** Deployment of improved systems (ABS) for real-time transaction processing, agent monitoring, and reporting.
- **Upay / MFS Integration:** Expansion of Mobile Financial Services integration across agent points, increasing transaction convenience and service diversity.
- **Geographical Expansion:** Entry into previously unserved or underbanked regions, supporting the national agenda of inclusive banking.

Despite strong growth, the division encountered certain challenges:

- Agent Quality & Compliance Risks: Addressed through enhanced training and strict monitoring frameworks.
- Customer Awareness Gaps: Mitigated via awareness campaigns and field-level engagement.
- Operational Risks in Remote Areas: Managed through improved supervision, digital tools, and regular audits.

The Agent Banking Division remains committed to sustaining growth momentum with a focus on:

- Accelerating CASA growth and deposit mobilization
- Expanding agent network in untapped regions/areas
- Driving digital transformation and paperless banking
- Enhancing loan portfolio through agent channels
- Strengthening compliance culture and governance standards

In 2025, the Agent Banking Division reaffirmed its role as a cornerstone of inclusive banking and sustainable growth. With continued innovation, strategic expansion, and a strong focus on compliance and customer service, the division is well-positioned to contribute even more significantly to the Bank's vision in the coming years.

SME & Agri-Banking Division

In the year 2025, UCB continued to position its SME & Agri Banking Division as a strategic growth engine and a pivotal contributor to Bangladesh's inclusive economic development agenda. Recognizing that Small and Medium Enterprises ("SMEs") and the agriculture sector constitute the backbone of the national economy—driving employment generation, fostering innovation, and sustaining rural prosperity—the Bank remained steadfastly committed to delivering responsible credit, digital enablement, and sustainable financing solutions, even amid a challenging and evolving macroeconomic environment.

Building upon the strong foundations laid in preceding years, the Division adopted a more risk-sensitive, technology-enabled, and refinance-driven approach to SME & Agri Banking during the year under review. This recalibrated strategy was designed to ensure portfolio resilience while continuing to extend meaningful support to viable enterprises across the length and breadth of the country.

Portfolio Consolidation with Quality Focus

In consonance with the prevailing contractionary monetary policy stance and a heightened awareness of credit risk across the banking industry, the Bank's SME & Agri Banking strategy in 2025 placed a pronounced emphasis on portfolio consolidation and qualitative improvement. Rather than pursuing aggressive balance sheet expansion, the Division prioritized the strengthening of existing customer relationships, fostering deeper engagement with borrowers of proven creditworthiness and sustainable business models. Key areas of strategic focus included:

- Strengthening existing customer relationships rather than aggressive balance sheet expansion;
- Improving portfolio quality through enhanced credit screening, early warning signals, and structured renewals; and
- Gradual migration toward self-funded SME banking, reducing dependency on high-cost liabilities.

This disciplined and calibrated approach ensured sustainable growth while safeguarding the overall asset quality of the Bank's SME & Agri portfolio.

Digital Transformation in SME & Agri Banking

Aligned with the Bank's broader digital transformation agenda, the SME & Agri Banking Division in 2025 embraced an increasingly data-driven and paper-light operational model. Significant strides were made toward modernizing operations, with emphasis on:

- Journey toward digital credit scoring and simplified onboarding;
- Laying the foundational groundwork for paperless documentation and workflow optimization across branches and Head Office; and
- Integration with alternative delivery channels, including Agent Banking and sub-branches.

These digital initiatives collectively contributed to greater transparency, improved turnaround time, and enhanced customer experience—particularly benefiting small and rural borrowers who have historically faced barriers to formal financial services.

Financial Inclusion — Women, Rural, and Agri-Entrepreneur Focus

The Bank continued to place considerable emphasis on advancing financial inclusion as a core strategic priority. The Division proactively directed its lending and outreach efforts toward:

- Women-led enterprises;
- Small agro-entrepreneurs and farmers; and
- Rural and semi-urban clusters.

Through the deployment of targeted product offerings, optimal utilization of refinance facilities from Bangladesh Bank and other development finance institutions, and the implementation of capacity-building initiatives, UCB actively supported entrepreneurship beyond metropolitan centres. This inclusive approach reinforced the Bank's role as a catalyst for balanced regional development, contributing to the socio-economic empowerment of historically underserved communities and ensuring that the benefits of formal financial intermediation extend to the grassroots level of the economy.

Navigating Challenges in a Volatile Environment

The SME & Agri Banking landscape in 2025 remained shaped by a confluence of macroeconomic headwinds, including:

- Tight liquidity conditions and elevated cost of funds;
- Moderated private sector credit growth;
- Persistent inflationary pressures; and
- Heightened borrower sensitivity to interest rate movements.

In response to these challenges, the Bank adopted a cautious yet supportive posture, combining prudent credit judgment with flexible deal structuring, strategic refinance optimization, and close, proactive customer engagement.

Risk Alignment and Treasury Coordination

Consistent with the Bank's overarching balance sheet strategy, SME & Agri Banking operations in 2025 remained closely aligned with:

- Liquidity and funding availability;
- Asset-liability maturity considerations;
- Cost-of-fund and pricing discipline; and
- Capital adequacy and risk-weighted asset optimization.

This coordinated and integrated approach ensured that the growth trajectory of the SME & Agri Banking portfolio remained financially sustainable, risk-aligned, and compliant with the prudential norms prescribed by the regulators.

Looking Ahead

As the Bank looks to the future, the SME & Agri Banking Division remains firmly committed to advancing its strategic agenda. In 2025 and beyond, the Division aims to:

- Deepen relationships with quality borrowers;
- Expand refinance-based and priority-sector lending;
- Strengthen digital and analytics capabilities;
- Support sustainable, green, and inclusive growth; and
- Facilitation of overall business ecosystem rather than isolated lending or deposit services.

Through disciplined execution, customer-centric innovation, and robust risk governance, United Commercial Bank PLC reaffirms its unwavering commitment to empowering Small and Medium Enterprises and the agricultural sector—thereby contributing meaningfully to Bangladesh's long-term economic resilience, prosperity, and sustainable development.

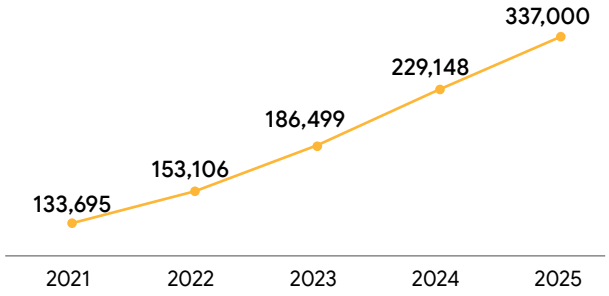
Retail Banking Division

In 2025, the Retail Banking Division of United Commercial Bank PLC (UCB) achieved remarkable growth driven by customer-centric innovation and digital transformation. The division reached landmark financial milestones, including a 28% surge in retail deposits to BDT 39,765 crore and a 13% expansion in the lending portfolio to BDT 3,159 crore. Complemented by strong momentum in the Cards business, highlighted by an 18.12% growth in credit cards and significantly improved asset quality, UCB continues to expand financial inclusion and elevate the everyday banking experience through new digital solutions like the UCB E-Loan.

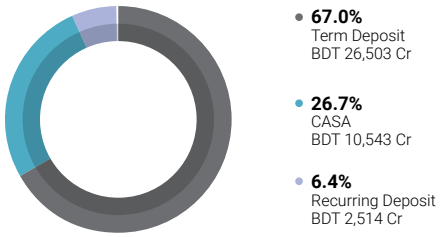
Deposit Mobilization & Retail Growth

UCB achieved a landmark milestone in deposit mobilization in 2025, recording an exceptional growth of BDT 13,000 crore. Retail Deposits remained the primary driver, contributing BDT 7,463 crore—57.53% of total deposit growth. Total retail deposits rose significantly to BDT 39,765 crore from BDT 31,013 crore in 2024, representing a growth of approximately 28%. The CASA portfolio expanded to BDT 10,543 crore, while the Term Deposit portfolio increased substantially from BDT 19,483 crore to BDT 26,503 crore. The Recurring Deposit portfolio also registered steady growth, reaching BDT 2,514 crore.

New CASA Account Acquisitions (2021-2025)



Retail Deposit Composition 2025

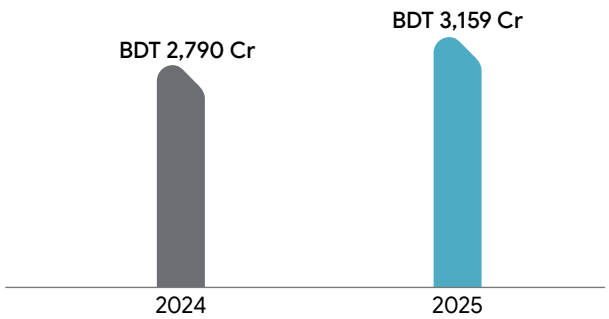


New CASA account acquisitions demonstrated a consistent upward trajectory, increasing from 133,695 in 2021 to 337,000 in 2025. The Imperial segment also exhibited strong momentum, with the priority deposit portfolio rising to BDT 6,704 crore, supported by 20,821 Imperial customers. Additionally, the Bank introduced the UCB Sailor's FC Account, a specialized product designed for seafarers and maritime professionals, contributing positively to retail deposit mobilization and financial inclusion.

Retail Asset & Digital Lending Initiatives

The Bank's retail lending portfolio expanded to BDT 3,159 crore in 2025, marking a solid year-on-year growth of approximately 13% from BDT 2,790 crore in 2024. UCB offers a comprehensive range of retail asset products, including Personal Loans, Auto Loans, Home Loans, Secured Overdrafts, and Cash Secured Loans.

Retail Asset Portfolio BDT in Crore

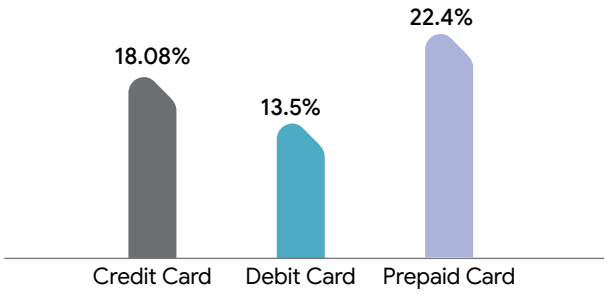


As part of its commitment to financial inclusion, the Bank launched UCB E-Loan—a fully digital, instant loan solution enabling end-to-end automated processing from application to disbursement. Initially rolled out for UCB employees and payroll-partner organizations, the product is gradually being positioned to serve a wider customer base, particularly lower-income individuals with limited documentation. This initiative represents a significant step towards strengthening the Bank's digital lending capabilities and expanding access to formal credit channels.

Cards Business Performance & Outlook

In 2025, United Commercial Bank PLC (UCB) demonstrated strong momentum in its Cards Business, driven by strategic innovation, portfolio expansion, and enhanced customer value propositions. The Credit Card portfolio grew by 18.12%, with the active card base expanding by 18.08% and new card issuance rising by 6.44% year-on-year. The Debit Card base expanded by approximately 13.5%, while the Prepaid Card segment registered a notable growth of around 22.4%, reflecting the Bank's sustained focus on digital payment adoption and financial inclusion.

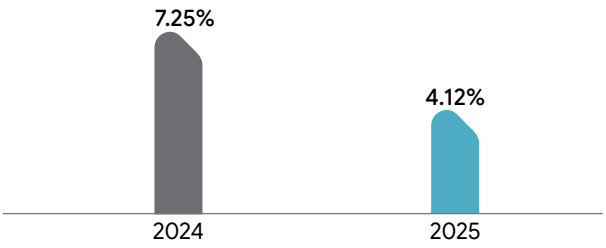
Card Base Growth in 2025 (%)



Asset quality improved substantially, with the NPL ratio declining from 7.25% in 2024 to 4.12% in 2025, underscoring strengthened risk management practices and improved portfolio health.

A key milestone during the year was the signing of a long-term strategic incentive agreement with Visa Inc. The Bank introduced several customer-centric initiatives, including reduction of minimum payment requirements from 5% to 3%, launch of Quick Credit, bundled credit card offerings, and the innovative Sticker Card in collaboration with Upay. UCB's performance was recognized internationally through the Visa Excellence Award 2025 and multiple Mastercard accolades, including Excellence in Debit (Cross-Border), POS Acquiring Business, and Issuing Business Growth.

NPL Ratio Improvement (%)



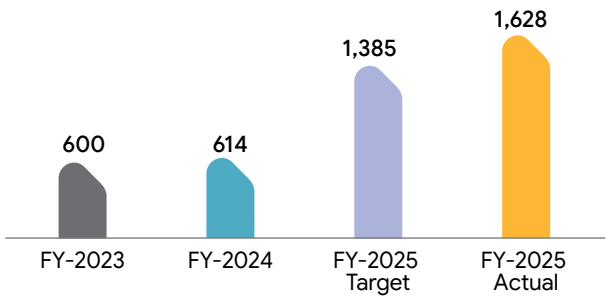
Looking Ahead

The Bank plans to introduce premium and segment-based products such as Visa Infinite and Mastercard World Elite Metal Cards, Student, Travel, Health, and Women-focused Credit Cards, alongside the country's first Wholesale Business Credit Card and Insurance-backed prepaid solutions. Strategic digital integrations with Google Pay, Visa Accept for micro-merchant acquiring, and card application digitalization are expected to significantly enhance market reach.

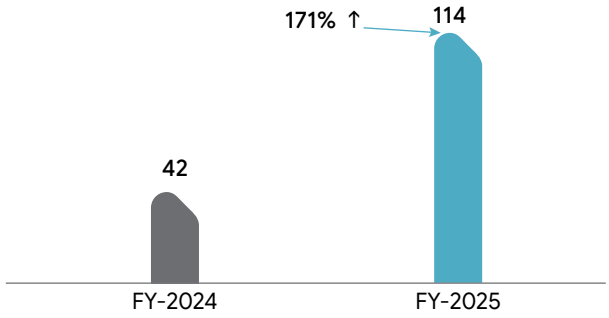
Special Asset Management Division

In FY-2025, United Commercial Bank PLC (UCB) reaffirmed its strong commitment to maintaining asset quality through a disciplined and proactive Non-Performing Loan (NPL) management framework led by the Special Asset Management Division (SAMD). The UCB Recovery Task Force (URTF)—comprising senior management members—served as the primary driver of NPL resolution across Corporate, SME, and Retail portfolios through an account-specific recovery approach combining field engagement, legal enforcement, and data-driven planning. Total recovery reached BDT 1,628 crore against a target of BDT 1,385 crore, achieving 118% of the annual target and a remarkable 165% year-on-year improvement. Recovery from Written-Off accounts amounted to BDT 114 crore, representing an increase of approximately 171% compared to the previous year. These results underscore UCB's ability to deliver sustainable improvements in asset quality through structured governance and strong field-level coordination.

Recovery Performance BDT in Crore



Written-Off Account Recovery BDT in Crore



Key Strategic Initiatives for 2026

- Systematic borrower identification through field visits, borrower verification, and collateral inspections supported by documented reports and photographic evidence.
- Segmented recovery approach categorizing borrowers into four groups for targeted negotiation, repayment arrangements, and legal action where required.
- Dedicated unit established to identify unencumbered assets, strengthen legal enforcement, trace absconding borrowers, and verify mortgaged properties.
- Reorganization of SME recovery into two specialized units based on outstanding volume to enhance focus, efficiency, and accountability.
- Development of a centralized data platform enabling 360-degree borrower profiling and data-driven monitoring of exposures, collateral, and legal status.
- Specialized legal cell for managing auction proceedings, supported by a court monitoring dashboard and a database of potential buyers.
- Reinforced governance with standardized procedures, structured training programs, performance-based incentives, and KPIs to strengthen staff capability and accountability.

FY-2025 stands as a defining year for UCB's recovery operations. Through disciplined governance, strong field engagement, legal enforcement, and technology-enabled processes, the Bank achieved outstanding recovery results that reflect the effectiveness of its ethically driven recovery framework. Looking ahead, SAMD remains committed to delivering sustainable improvements in asset quality, even amid challenging economic conditions.

Finance Division

The Finance Division of United Commercial Bank PLC (UCB) plays a pivotal role in ensuring the Bank's financial stability, regulatory compliance, and alignment with its strategic objectives. The Division is entrusted with a broad spectrum of responsibilities, including financial planning, budgeting, forecasting, reporting, and regulatory compliance. Through these functions, it ensures optimal utilization of capital, prudent risk management, and sustained profitability in a highly competitive and regulated banking environment.

Key responsibilities of the Finance Division include:

- Monitoring and optimizing cash flows, and managing the Bank's asset and liability structure;
- Ensuring compliance with tax regulations and financial reporting standards;
- Providing accurate and timely financial information to support strategic decision-making;
- Overseeing the preparation and analysis of financial statements, enabling performance tracking and accountability;
- Actively managing financial risks, including market, liquidity, and operational risks, and implementing mitigation strategies;

In line with UCB's commitment to transparency and good governance, the Finance Division ensures the following in the preparation and presentation of the Bank's Financial Statements (FS):

- Appropriate accounting policies have been applied consistently across reporting periods;
- Proper books of account, as required by law, have been duly maintained;
- Accounting estimates and underlying assumptions are made on reasonable and prudent grounds and reviewed regularly;
- The financial statements are prepared in accordance with International Financial Reporting Standards (IFRSs) and relevant guidelines and circulars issued by Bangladesh Bank (BB). Any deviations required by BB regulations have been transparently disclosed in the notes to the financial statements;
- The financial statements present fairly, in all material respects, the Bank's financial position, operational results, cash flows, and changes in equity as of 31 December 2025;
- There is no material uncertainty that casts significant doubt upon UCB's ability to continue as a going concern. The Bank has neither the intention nor the necessity to liquidate or materially reduce the scale of its operations;

Key Achievements

During the year 2025, the Finance Division made significant contributions toward strengthening financial governance, operational efficiency, and regulatory compliance:

- Successfully prepared and published annual, quarterly, and monthly financial statements in compliance with applicable laws, Bangladesh Bank regulations, and IFRS standards;
- Ensured timely submission of all regulatory returns and coordinated statutory and regulatory audits within stipulated timelines;
- Strengthened financial planning, forecasting, and budgetary control mechanisms;
- Undertook strategic initiatives to enhance the Bank's regulatory capital base, including subordinated bond issuance and right share initiatives;
- Implemented Robotic Process Automation (RPA) in General Ledger (GL) control processes, significantly improving efficiency, accuracy, and internal controls.

Operational Excellence and Process Enhancement

The Division achieved notable improvements in operational efficiency and governance through:

- Strengthening payment controls and compliance frameworks;
- Enhancing tax and VAT management through automation and improved monitoring systems;
- Implementing centralized rent management systems to improve transparency and cost efficiency.

These initiatives collectively enhanced operational control, accuracy, transparency, and cost optimization across the Bank.

Regulatory Capital Management (Basel III Compliance)

The Finance Division undertook strategic initiatives to maintain and strengthen regulatory capital in compliance with Basel III requirements:

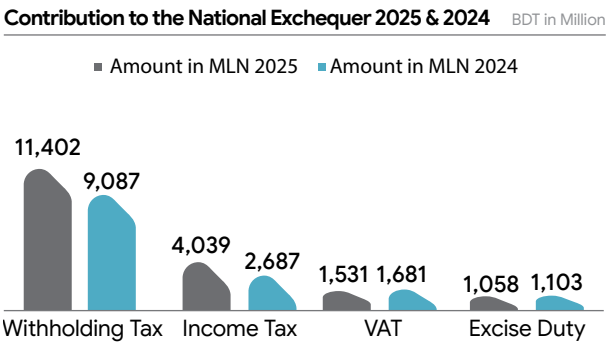
- Initiated issuance of UCB 6th Subordinated Bond amounting to BDT 800 crore to enhance Tier II capital;
- Successfully obtained regulatory approvals from Bangladesh Bank and consent from Bangladesh Securities and Exchange Commission (BSEC) as at 30 September 2025;
- Secured subscription of BDT 100 crore from Trust Bank PLC, which was duly recognized as part of Tier II regulatory capital during the year ended 31 December 2025;
- Progressed initiatives for issuance of right shares to further strengthen the capital base, currently under approval process with BSEC.

Contribution to the National Exchequer

During the year 2025, UCB made a substantial contribution to the Government Exchequer amounting to BDT 18,030.55 million, comprising:

- Income Tax: BDT 4,039.38 million
- Withholding Tax: BDT 11,402.17 million
- Value Added Tax (VAT): BDT 1,530.77 million
- Excise Duty: BDT 1,058.24 million

This contribution reflects the Bank's strong commitment to national economic development and fiscal responsibility.



Overall, the Finance Division's proactive initiatives, strong governance framework, and focus on compliance and innovation significantly contributed to UCB's financial stability, operational excellence, and sustainable growth throughout 2025.

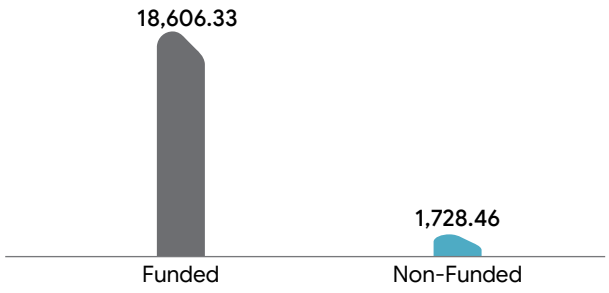
Business Operations Division

The Business Operations Division (BOD) serves as the backbone of United Commercial Bank (UCB) PLC's operational excellence, driving efficiency, compliance, and customer-centric innovation across five critical departments. In 2025, the Division strengthened its role by embracing automation, digital transformation, and advanced risk management practices, ensuring seamless service delivery and sustainable growth. Each department contributed significantly to enhancing customer experience, operational resilience, and the Bank's competitive edge in a rapidly evolving financial landscape.

Asset Operations

The Asset Operations Department (AOD) demonstrated robust performance in 2025, processing 54,726 loan account disbursements amounting to BDT 20,334.78 crore (Funded: BDT 18,606.33 crore; Non-Funded: BDT 1,728.46 crore). The department managed 344,293 loan accounts totaling BDT 59,926.26 crore—a 30% increase over 2024.

Loan Disbursement 2025 BDT in Crore



- Implemented API-based processing for limit creation and ad-hoc charges, reducing processing time to under 2 minutes.
- Transitioned from RPA to API-based processing, ensuring faster, more reliable, and scalable operations.
- Fully prepared for integration with digital customer onboarding, enabling end-to-end automated loan disbursement.
- Introduced Turnaround Time (TAT) monitoring and transformed the Ulimit request platform into a smart automation tool via API integration with CBS.
- Maintained dual operations from Dhaka and Chattogram, ensuring uninterrupted service delivery and business continuity.

Liability Operations

Liability Operations played a critical role in managing account services, maintenance, and product parameterization while maintaining regulatory compliance and delivering a seamless customer experience.

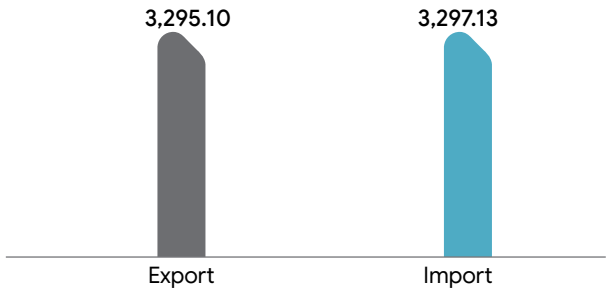
- Managed 6.78 lac+ accounts opened in 2025, strengthening the Bank's net deposit growth.
- Achieved an account opening turnaround time improvement of 99.61% through process automation and operational efficiency.
- Successfully implemented the Core Banking System (FCUBS 14.7) upgrade, enhancing General Banking functionalities.
- Deployed the U-CLICK digital account opening platform, significantly improving digital onboarding capabilities.
- Actively contributed to the development of the Online Charge Realization Matrix and implemented new Tax payee types per Finance Ordinance 2025.

Trade Finance Operations

The Trade Finance Operations team facilitated USD 3,295.10 million in export business (~7% of national market share) and USD 3,297.13 million in import business (~4.4% of total import volume), processing over 69,000 import LCs, 56,000 export bills, and 28,000 commercial remittance transactions.

- Completed SWIFT CBPR+ ISO 20022 (MX) migration, strengthening global payment readiness.
- Implemented SWIFT GPI Tracker automated CBS updates, reducing processing TAT by 100%.
- Achieved significant TAT reductions through four API integrations: BTB Bill Acceptance (50%), Shipping Guarantee (80%), Import Bill Booking (30% cost reduction), and Local Export Bill Purchase (50%).
- Undertook end-to-end reengineering of critical workflows including remittance operations, bill payments, and LC clauses.
- Cultivated a specialized workforce holding international certifications—CDCS, CITF, CSDG, and CAMS.

Trade Finance Volume 2025 USD in Million



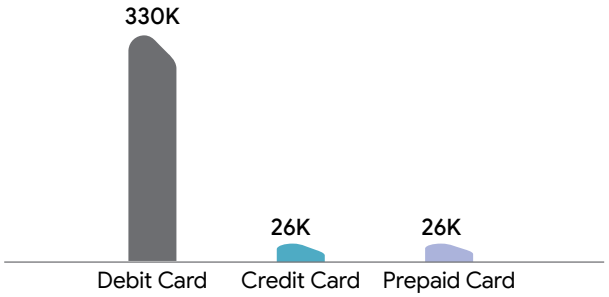
Card Operations & Payment Services

The Card Operations department achieved record-breaking performance in 2025, issuing the highest number of cards in UCB's history.

- Issued 3.3 lac Debit Cards—the highest in a single year—including new, replacement, and renewal cards.
- Issued 26K new Credit Cards (19% growth YoY) with cardholder outstanding reaching BDT 666 crore.
- Issued 26K new Prepaid Cards (23% growth YoY) and onboarded 4,000+ new merchants.
- Ensured merchant payments of approximately BDT 6,000 crore in a timely manner.

- Introduced the first co-branded Sticker Prepaid Card with Upay (MasterCard) and launched Quick Credit EMI-based instant loan.
- Received Excellence Awards from both Visa and MasterCard for card issuing and POS acquiring.

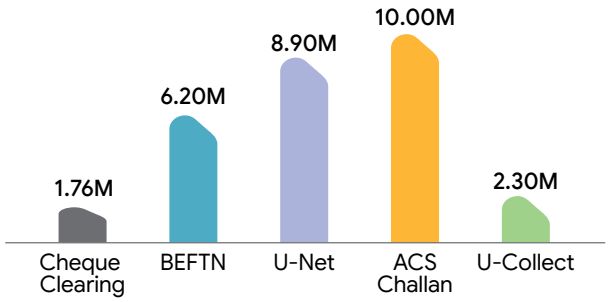
Card Issuance 2025 in Thousands



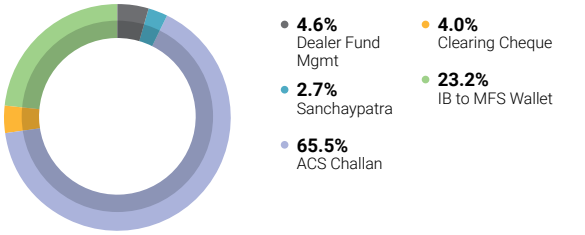
PSD delivered exceptional results across all payment channels, processing millions of transactions while driving digital transformation.

- Cheque Clearing: 1.76M transactions worth BDT 1,261 billion across 234 branches.
- BEFTN: 6.2M transactions valued at BDT 5.17 billion; processing capacity enhanced from 4,500+ to 8,500+ transactions/hour.
- U-Net: 8.9M transactions valued at BDT 8.75 billion, strengthening digital banking reconciliation.
- ACS Challan: 10M transactions worth BDT 60.3 billion supporting government collections.
- U-Collect: 2.3M transactions worth BDT 152 billion for utility and corporate bill collection.
- Enabled 24/7 fund add & transfer between bKash and UCB accounts; integrated multiple MFS Add-Money services into U-Net.
- Total commission earnings of BDT 78.93 million across clearing, ACS challan, sanchaypatra, dealer fund management, and MFS wallet funding.

Payment Systems - Transaction Volume 2025 in Million



Commission Earnings 2025 BDT in Million



Treasury Operations

Treasury Operations focused on automation, risk mitigation, and compliance enhancement, achieving 100% settlement accuracy with zero errors across all FX and money market transactions in 2025.

- Processed 1,874 FX deals across multiple currencies (USD, EUR, GBP, JPY, AED, SAR, BDT) and 1,029 money market deals totaling BDT 73,679 crore.
- Maintained 100% accuracy and zero errors for settlement of all treasury deals.
- Enhanced Straight-Through Processing (STP) for faster settlements and reduced manual data entry errors for Nostro statements upload.
- Acumen software implementation ongoing for comprehensive treasury automation.
- Maintained robust business continuity with disaster recovery plans and secondary processing locations.
- Mitigation strategies for 2026 include real-time tracking, automated reconciliation tools, predictive analytics for cash flow forecasting, and regular compliance training.

The Business Operations Division has demonstrated remarkable progress in 2025, marked by digital innovation, process optimization, and compliance enhancement. From loan disbursement and liability management to trade finance, card services, payments, and treasury operations, the Division has consistently delivered value to customers and stakeholders. Its outstanding contribution was further recognized when the Division was awarded the “Best Support Function Team” at the UCB Annual Business Conclave 2025, underscoring its pivotal role in operational excellence and business support. Looking ahead, the Division remains committed to advancing digital capabilities, reinforcing resilience, and driving operational excellence to support the Bank’s long-term strategic vision.

Human Resource Management Division

At United Commercial Bank (UCB) PLC, our people are the cornerstone of our enduring success. The Human Resource Management Division (HRMD) continues to play a pivotal role in building a high-performing, resilient, and future-ready workforce — firmly aligned with the Bank's strategic vision of sustainable growth, operational excellence, and responsible banking.

Strategic Talent Management & Career Development

In 2025, HRMD advanced its commitment to attracting, developing, and retaining top-tier talent through a structured approach to human capital management. Key milestones include:

- Rigorous talent acquisition processes, robust succession planning, and comprehensive onboarding programmes to nurture high-calibre individuals.
- 73 employees transitioned from contractual to permanent roles through a rigorous recruitment process.
- A new Assessment Process introduced to evaluate executive capabilities and competencies during promotions.
- Recruitment drives expanded beyond Dhaka to Chattogram, Rajshahi, Faridpur, Sylhet, and Comilla, promoting inclusivity.
- Participation in job fairs at leading private universities and launch of a comprehensive Internship Program.
- Tailored training curricula spanning technical proficiency, regulatory compliance, and leadership development.

People-Centric Culture & Employee Well-Being

UCB fosters a workplace culture rooted in respect, collaboration, and inclusivity. Notable initiatives in 2025 include:

- Two dedicated Medical Officers appointed in March 2025 for employee health emergencies and guidance.
- Free eye camp and health check-up programme organized for Corporate Office employees.
- MoU signed with Scholastica School (January 2026) offering 50% tuition fee waiver for employees' children.
- Competitive compensation structures, wellness initiatives, and a robust culture of recognition.

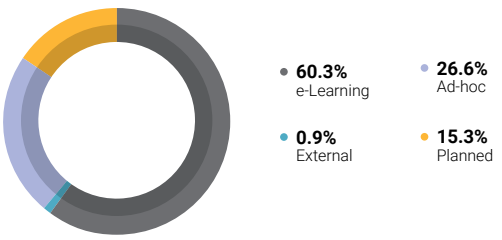
Digital Transformation in HR

HRMD has made significant strides in leveraging digital HR solutions to modernise people management. The adoption of integrated HR platforms has streamlined administrative functions, enhanced employee self-service capabilities, and enabled data-driven workforce analytics — contributing to greater operational efficiency and a seamless employee experience.

Learning & Development

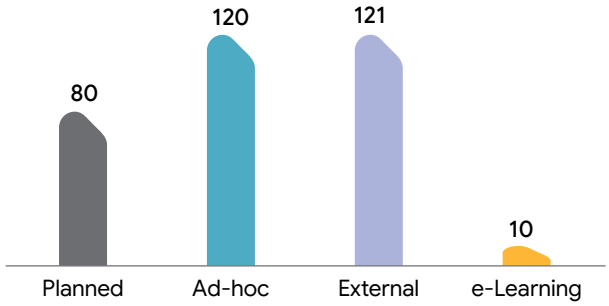
UCB places strong emphasis on continuous learning and professional development as a cornerstone for strengthening human capital. The Learning & Development Center organizes a wide range of programmes — delivered through classroom sessions, workshops, and practical engagements — facilitated by experienced internal and external subject-matter experts. UCB regularly nominates executives to programmes organized by BIBM, BBTA, and BAB. In 2025, a total of 331 training courses were conducted with 37,926 participations, as detailed below:

Training Participants Distribution (2025)



Training Courses by Type (2025)

Number of Courses



Training Summary — 2025

Course Type	No. of Courses	No. of Participants
Planned	80	5,792
Ad-hoc	120	8,933
External	121	329
e-Learning	10	22,872
Total	**331**	**37,926**

People Outlook

Guided by a people-first philosophy and a commitment to institutional excellence, HRMD will continue to advance UCB's human capital agenda. By empowering its workforce, nurturing emerging talent, and embedding a culture of accountability and continuous improvement, UCB is well-positioned to deliver exceptional value to its customers, stakeholders, and the broader economy in the years ahead.

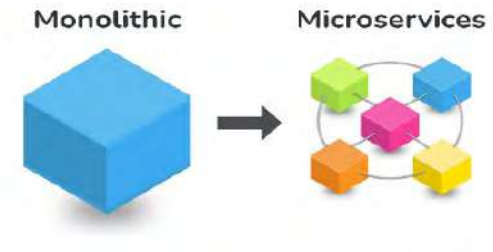
Information Technology Operations Division

In 2025, the Information Technology Operations Division (ITOD) played a pivotal role in strengthening United Commercial Bank PLC's digital foundation, operational resilience, and customer-centric service delivery. Throughout the year, ITOD successfully executed a series of strategic initiatives aligned with business growth, regulatory compliance, information security, and technology modernization.

Core Banking & Digital Platform Modernization

A defining achievement of the year was the successful upgrade of the Core Banking System (CBS) to Oracle FLEXCUBE Universal Banking v14.7. The upgraded platform introduced an open API and microservice-based architecture, significantly enhancing system scalability, interoperability, and readiness for digital innovation. Key capabilities delivered include:

- Advanced functionalities across retail and SME lending, deposits, payments, trade finance, treasury operations, collateral management, and branch operations
- Upgraded Management Information System (MIS) Portal with improved report accuracy, faster processing, and flexible analytics for management decision-making
- Seamless integration of digital channels including Card Management System, Internet Banking (UNET), Contact Center solutions, and satellite systems with the upgraded CBS platform



Infrastructure Modernization, Resilience & Business Continuity

ITOD completed a strategic Data Centre (DC) migration and infrastructure unification initiative for UPAY operations, executed in multiple phases to ensure uninterrupted service delivery. Key milestones include:

- Network and infrastructure devices successfully migrated to Felicity IDC, followed by commissioning a fully operational Disaster Recovery (DR) site
- Multi-day Business Continuity Plan (BCP) simulation conducted, demonstrating capability to sustain critical operations and ensure rapid service restoration during disruptions
- Core and perimeter firewalls at the DR site upgraded to enhance network security, threat detection, and access control
- Enterprise hardware, storage, and database platforms modernized for improved performance, scalability, and disaster recovery preparedness

Security, Fraud Prevention & Regulatory Readiness

Information security and fraud risk management remained paramount priorities in 2025. The Bank achieved and maintained several prestigious certifications and compliance standards:

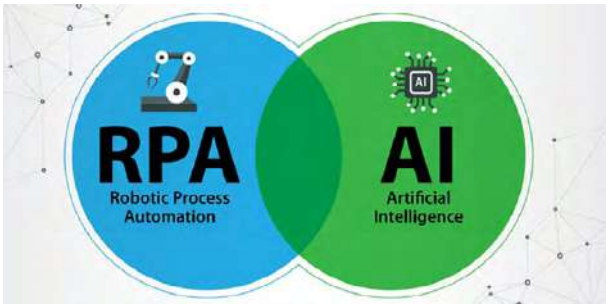
- PCI DSS certification for the 8th consecutive year, reinforcing the Bank's secure card payment ecosystem and significantly reducing the risk of card fraud, data breaches, and cyber-attacks
- SWIFT Customer Security Program (CSP) Certification v2025 renewed, protecting the integrity of the global financial messaging network and ensuring secure international transactions
- ISO/IEC 27001 ISMS certification renewed in September 2025, reaffirming commitment to international best practices in information security governance

Certification & Compliance Track Record



Additional fraud prevention and regulatory compliance initiatives undertaken during the year include:

- QR code-enabled customer statements, certificates, and Pay Orders introduced for instant digital verification, reducing the risk of forgery and enhancing document authenticity
- Biometric thumb impression verification for loan-related charge documents implemented in alignment with Election Commission of Bangladesh guidelines
- In-house MT-MX message conversion middleware developed for SWIFT ISO 20022 migration, ensuring uninterrupted international trade operations and avoiding dependency on external vendors
- Cybersource Decision Manager implemented for advanced real-time monitoring of e-commerce transactions, leveraging global fraud intelligence and machine learning-based decisioning



Automation, Process Optimization & Operational Efficiency

Operational efficiency was significantly enhanced through several key automation and process optimization initiatives:

- API-based Robotic Process Automation (RPA) deployed, replacing traditional screen-based automation with more reliable, scalable, and efficient integrations
- In-house CreditX platform automated the end-to-end credit lifecycle, reducing turnaround time and improving transparency in credit operations
- Trade workflows integrated with enterprise document management system (Docuware) for systematic archiving and reduced manual handling
- Transactional SMS services consolidated through an in-house SMS gateway, significantly reducing per-message costs while improving delivery reliability and coverage

Customer Experience Enhancement & Digital Enablement

In line with the Bank's digital-first strategy, ITOD introduced multiple initiatives to enhance customer convenience and service accessibility:

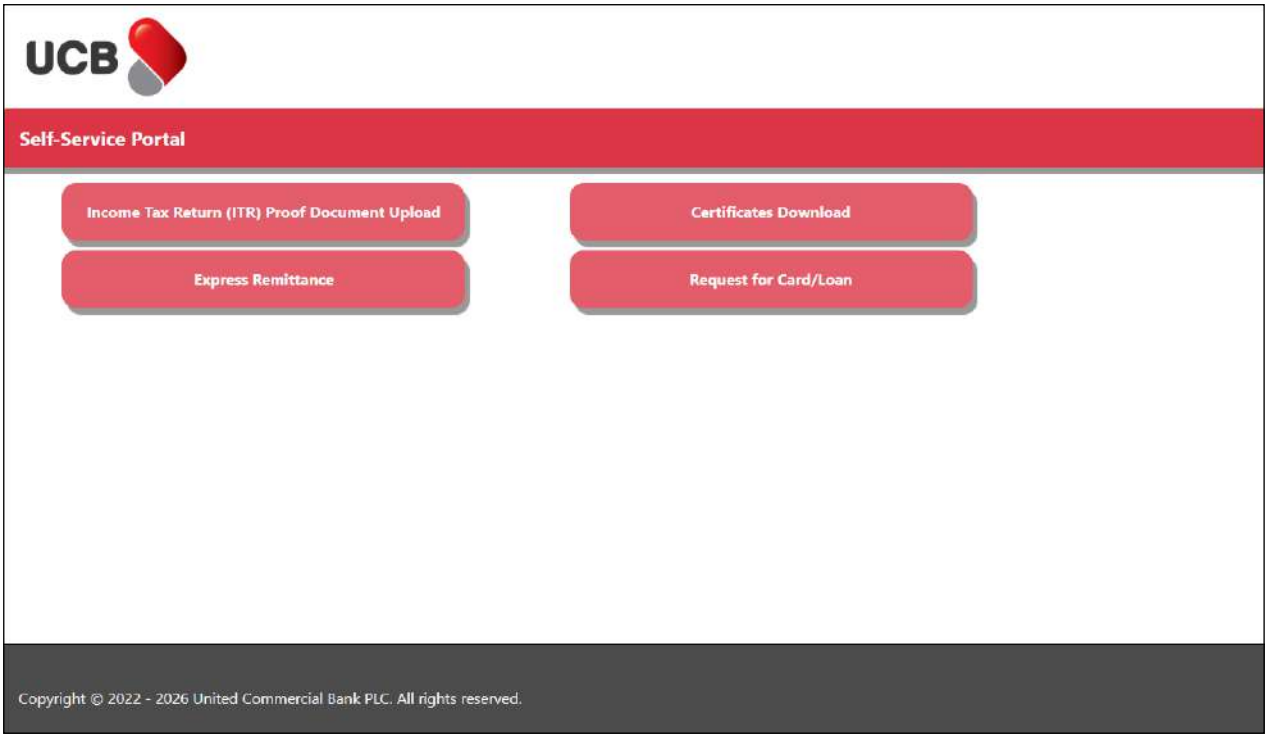
- Self-service digital platforms enabling customers to download essential certificates such as tax and solvency certificates, eliminating the need for branch visits
- Cash-in facilities for UPAY wallets enabled through UCB Cash Recycling Machines (CRMs), providing real-time wallet funding capabilities
- Modernized contact center and IVR infrastructure with advanced self-service features, improved call routing, and enhanced customer engagement capabilities

Innovation, Revenue Enablement & Workforce Digitalization

ITOD contributed to revenue diversification and workforce modernization through several forward-looking initiatives:

- Bancassurance platform integrated in partnership with Jiban Bima Corporation, enabling customers to access insurance products through the Bank's digital ecosystem
- Digital Performance Appraisal (PAR) system implemented for transparent, data-driven performance evaluation across the organization
- AI-driven productivity tools, including Microsoft Copilot, introduced to enhance documentation, analytics, collaboration, and operational efficiency across departments

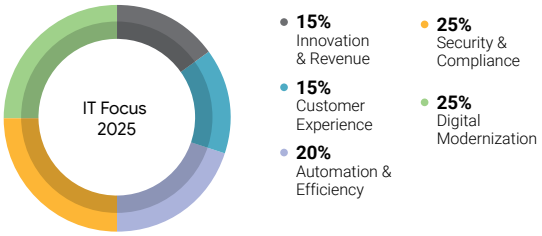
Collectively, these initiatives underscore ITOD's commitment to strengthening operational resilience, advancing digital transformation, ensuring regulatory compliance, and supporting sustainable business growth for United Commercial Bank PLC.



Information Security Division

Cybersecurity is vital for protecting networks, devices, and data from threats like attacks and unauthorized access. The UCB Information Security Division (ISD) is dedicated to strengthening cybersecurity to safeguard customers, bank information, and digital assets. UCB ISD operates a comprehensive information security program with qualified and certified resources to ensure high levels of quality, security of IT systems, and compliance with regulatory requirements.

IT Strategic Focus Areas 2025



Governance, Risk & Compliance (GRC) Unit

The GRC Unit continues to strengthen the Bank's control environment by institutionalizing a robust framework aligned with regulatory directives and international standards, ensuring confidentiality, integrity, and availability of information assets. Key certifications maintained during the year:

- ISO 27001:2022 – Information Security Management Systems (Re-certification)
- ISO 22301:2019 – Business Continuity Management Systems (3rd consecutive cycle)
- PCI-DSS – Payment Card Industry Data Security Standard (8th consecutive year)
- SWIFT CSP – Compliance Attestation (10th consecutive year)

24x7 Security Operations Center (SOC)

UCB operates a 24x7 Security Operations Center (SOC) dedicated to continuous monitoring of enterprise systems for cyber threats. The SOC detects and analyzes threats in real time, conducts proactive threat-hunting activities, and enriches the cyber threat intelligence repository for faster and more effective detections, ensuring the Bank's digital infrastructure remains protected against evolving cyber risks.

Incident Response & Security Assessment

The Bank maintains a dedicated Application, System Security, and Incident Response Team ensuring timely detection, containment, and remediation of security incidents:

- Security oversight extended to SUPER APP (UCBONE) and key subsidiaries including uPay and UCB Stock Brokerage
- Independent External Security Assessment conducted by Big Four covering network security, application security, vulnerability management, and access control
- Comprehensive internal security assessments and periodic reviews to identify and mitigate emerging vulnerabilities

Building a Cyber-Aware Culture

UCB actively promotes a strong cybersecurity culture through continuous awareness initiatives. Regular phishing simulations, role-based training, seminars, and knowledge assessments enhance employees' ability to identify and respond to threats. Cyber Security Awareness Month is observed every October with targeted campaigns and educational materials, reinforcing a culture of security vigilance across all levels of the organization.

Key Initiatives Towards Sustainable Cybersecurity

- Artificial Intelligence (AI): AI-based solutions onboarded for threat detection, security assessments, source code reviews, and compliance tracking, enhancing the Bank's proactive defense capabilities
- Eco-friendly Banking: Automation and paperless review report generation reducing paper usage and carbon footprints, contributing to the Bank's sustainability commitments
- Dark Web & External Threat Monitoring: Advanced intelligence and external attack surface monitoring for early identification of compromised credentials and potential threats
- Attack Surface Management (ASM): Continuous visibility of internet-facing digital assets with systematic vulnerability identification and remediation
- AI/ML Enhancement: Predictive risk identification and accelerated incident response through machine learning algorithms integrated into security operations

People Development & Phishing Awareness

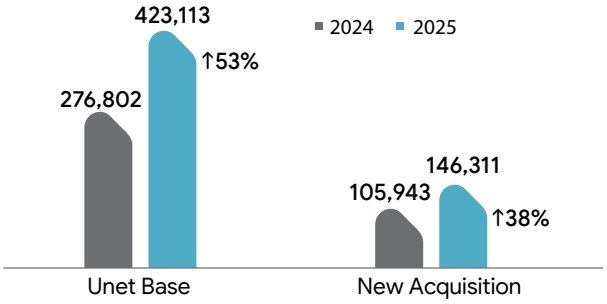
UCB invests in developing cybersecurity competencies through self-paced learning modules, a professional skill development platform, and ongoing training sessions. Quarterly simulated phishing campaigns are conducted to strengthen employee vigilance. These structured initiatives enhance cyber resilience, reduce human-related risk, and foster a culture of awareness dedicated to combating cyber threats across the organization.

Digital Banking & Transformation Division

The Digital Banking Division of UCB PLC continued to consolidate its position as a key enabler of the Bank's digital transformation journey during 2025. Through customer acquisition, increased adoption of digital transactions and expansion of customer-centric services, the Division played a pivotal role in promoting a cashless banking ecosystem while contributing meaningfully to revenue growth and operational efficiency.

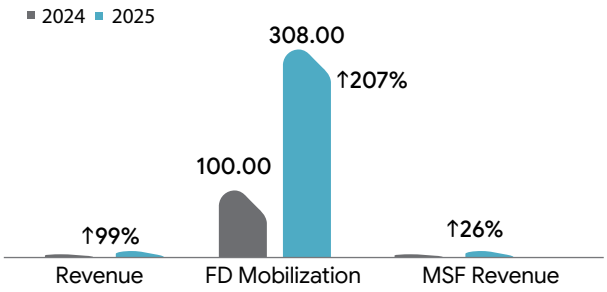
The Unet digital banking platform witnessed remarkable growth during 2025. The customer base expanded by 53%, reaching over 4.24 Lac users from approximately 2.77 Lac in 2024, supported by the onboarding of around 1.47 Lac new customers. Customer engagement surged significantly (with total transactions volume nearly doubling to over 12.5 million). The aggregate transaction value processed through Unet reached approximately BDT 86 crore, reflecting a 45% year-on-year increase and the growing reliance of customers on digital banking channels.

Customer Growth & Acquisition Overview



Digital banking contributed positively to the Bank's revenue stream, with Unet generating over BDT 6.44 crore in revenue—nearly doubling from BDT 3.23 crore in 2024 (99% growth). Digital deposit mobilization exhibited exceptional performance, with Fixed Deposit placements through Unet exceeding BDT 308 crore in 2025, a remarkable 208% increase from BDT 100 crore in 2024, demonstrating the effectiveness of digital channels in expanding the Bank's deposit portfolio. Merchant Service Fee (MSF) revenue also grew by 26%, reaching BDT 5.51 crore.

Revenue & Deposit Mobilization BDT in Crore



The Bank's digital transaction share improved to approximately 64% in 2025, up from 59% in 2024, underscoring the sustained shift of customers toward digital platforms. Adoption of digital payments accelerated during the year, with QR payments growing by 64% and e-commerce transactions increasing by 46%, supporting UCB's broader objective of building a robust cashless payment ecosystem.

New Services & Platform Enhancements

- Digital Certificate Download — Over 3,700 certificates issued digitally through Unet, enabling customers to obtain banking certificates conveniently.
- IBPG Payment Services — Cross-bank digital payment capability introduced, enhancing interoperability and customer convenience.
- Digital Account Opening (UClick) — Approximately 3,500 new accounts opened remotely, including Islamic banking accounts, facilitating seamless onboarding.
- Self-Service Features — Card activation, card blocking, tagging, and PIN setup integrated into the platform for enhanced customer autonomy.
- Insurance Premium Payments — MetLife policy premium payment services enabled through Unet.
- Cashless Marketplace Initiatives — Digital payment facilitation in seasonal marketplaces such as Qurbani Haat, promoting digital awareness and secure transactions.

Security & Compliance Enhancements

- Device binding implemented for strengthened authentication and fraud prevention.
- Improved password reset mechanisms for enhanced user experience and security.
- Compliance-driven transaction limit adjustments aligned with prevailing regulatory requirements.

The continued expansion of Unet services, robust growth in digital adoption, and the introduction of innovative financial solutions collectively underscore the strategic role of the Digital Banking Division in advancing UCB PLC's vision of a modern, inclusive, and cashless banking ecosystem. The Division remains steadfastly committed to leveraging cutting-edge technology to deliver superior customer experiences, enhance operational efficiency, and contribute to the Bank's sustainable growth trajectory.

Credit Risk Management Division

Credit risk management is a cornerstone of United Commercial Bank PLC's (UCB) overall risk governance framework, ensuring financial soundness, regulatory compliance, and sustainable business growth. The Credit Risk Management Division (CRMD) operates in alignment with Bangladesh Bank guidelines, the Bank Company Act 1991, and international best practices to maintain a strong, disciplined credit culture. Through structured credit evaluation, continuous portfolio monitoring, and effective risk mitigation, UCB safeguards shareholder value, strengthens financial resilience, and reinforces stakeholder confidence.

UCB's Credit Risk Management Policy (CRMP) provides comprehensive guidance for credit appraisal, approval processes, risk grading, portfolio monitoring, and recovery management. The Bank also emphasizes strong internal controls, portfolio diversification, and proactive monitoring mechanisms to minimize non-performing loans and safeguard asset quality.

Credit Risk Governance Framework

UCB maintains a multi-tiered governance structure that ensures transparent oversight and accountability across all lending operations. The Board of Directors approves the credit risk strategy, defines the Bank's risk appetite, and monitors large exposures and related-party transactions. The Risk Management Committee of the Board oversees risk identification, policy formulation, limit setting, and regulatory compliance.

At the management level, the Chief Risk Officer (CRO) supervises the Risk Management Division (RMD) and the Credit Risk Management Division (CRMD), which independently evaluate credit proposals, assess borrower risk profiles, ensure compliance with internal policies and regulatory guidelines. UCB also aligns with the Basel III framework—maintaining capital adequacy ratios, risk-weighted asset calculations, and stress testing standards—and is progressing towards IFRS 9 (BFRS 9) implementation for forward-looking Expected Credit Loss (ECL) provisioning.

Credit Portfolio Diversification

UCB's credit portfolio is strategically diversified across four key segments to manage concentration risk and achieve a balanced asset mix:

- **Wholesale Banking** — Large-scale industrial financing, including RMG, with rigorous financial and industry risk analysis.
- **SME & Agri Banking** — Flexible loan products and tailored risk assessment models supporting emerging businesses with timely credit decisions.
- **Retail & Consumer Banking** — Data-driven credit appraisal for consumer loans and credit cards, expanding access responsibly.
- **Offshore Banking** — Foreign currency and cross-border financing solutions.

Increased use of digital platforms in SME and retail lending has further supported wider outreach and improved portfolio granularity. The Bank remains mindful of external factors such as GDP growth, interest rates, inflation, and exchange rate movements, which may influence asset quality.

Credit Risk Management Process

UCB follows a comprehensive, end-to-end credit risk management process encompassing identification, assessment, monitoring, mitigation, and reporting:

Stage	Key Activities
Identification	Recognize potential credit risks
Assessment	Comprehensive credit appraisal, ICRRS risk grading, financial & non-financial analysis, collateral evaluation
Mitigation	Collateral management, guarantees, portfolio diversification, loan covenants, restructuring measures
Monitoring	Continuous tracking of exposures, early warning detection, account performance review, site inspections
Reporting	Regular structured reports to Board and senior management on portfolio quality and emerging risks

Challenges

The banking sector continues to navigate challenges including economic downturns, inflationary pressures, and global financial instability. Sector-specific vulnerabilities—such as agriculture's dependence on weather, manufacturing's sensitivity to energy costs, and the export sector's exposure to exchange rate volatility—can amplify systemic credit risk. Additionally, limited availability of audited financial data among SMEs and gaps in borrower financial literacy remain persistent challenges.

Future Outlook & Strategic Initiatives

UCB is advancing its credit risk management capabilities through several forward-looking initiatives:

- **Digital Transformation** — Piloting digital origination, disbursement, and collection processes for SME and retail clients; introducing a Loan Origination System (LOS) with AI/ML-powered rule-based approval scorecards.
- **Open API Banking** — Enabling secure integration with fintech platforms and third-party services to support AI/ML-driven client performance ratings.
- **Client Retention & Growth** — Expanding the client base through cross-selling, ring-fencing strategies, and targeting untapped customer segments.
- **Analytics-Driven Recovery** — Building prioritized recovery workflows to enhance efficiency and reduce default rates.
- **Risk Culture Development** — Implementing transparent, risk-based strategies and task-oriented training program to improve corporate governance and employee competencies.

By leveraging advanced technologies, strengthening internal processes, and fostering a robust risk culture, UCB is well-positioned to manage future uncertainties and sustain long-term growth.

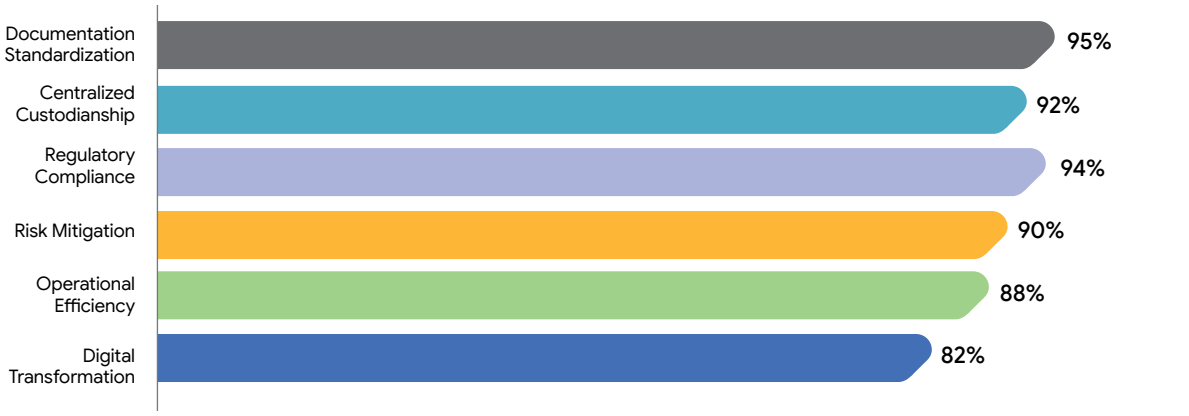
Credit Administration Division

United Commercial Bank PLC established the Credit Administration Division (CAD) in December 2020 with the objective of serving as the central custodian of the Bank's credit documentation, collateral management, and credit risk control framework. The Division was strategically formed to ensure centralized, standardized, and uniform credit documentation practices across all branches and business segments of the Bank. By consolidating documentation authority under a single, specialized control unit and implementing structured monitoring mechanisms, CAD plays a critical role in safeguarding the integrity, enforceability, discipline, and overall quality of the Bank's credit portfolio. The Division operates in strict alignment with the regulatory framework and policy guidelines issued by Bangladesh Bank — particularly in relation to credit risk management, documentation standards, and regulatory compliance.

CAD was established on the foundation of six strategic objectives, each designed to reinforce a different dimension of operational excellence, governance, and institutional resilience:

- **Uniform Documentation** — Standardizing credit documentation procedures, formats, and compliance requirements across all branches to eliminate inconsistencies and reduce regulatory risk.
- **Operational Efficiency** — Improving the speed and quality of credit administration services while ensuring adherence to regulatory requirements; a Unique Deferral Matrix introduced for controlled business flexibility.
- **Digital Transformation** — Establishing the DocuWare System — a unified digital repository for scanned documents enabling instant information retrieval and secure access.
- **Cost Effectiveness** — Reducing operational costs through economies of scale, elimination of redundant systems, and optimized resource allocation.
- **Document Security** — Implementing centralized, secure storage systems to protect sensitive credit documents through dual-control vault custody protocols.
- **Report Generation** — Ensuring effective credit risk monitoring through systematic report generation, including periodic deferral lists, expired credit limits, and pending credit file observations.

CAD Strategic Objectives Achievement -2025



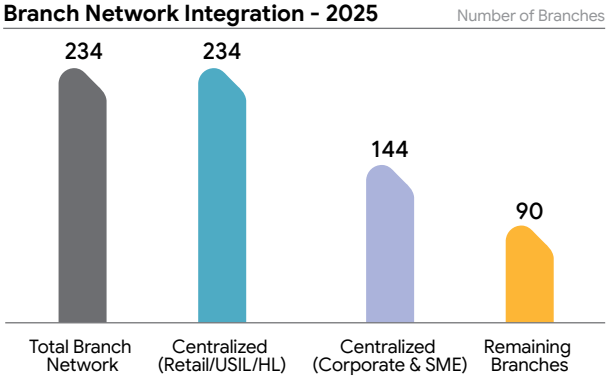
2025 Operational Achievements

During the reporting period, CAD demonstrated significant progress in expanding its centralized coverage, strengthening operational efficiency, and advancing its digital transformation agenda.

CAD successfully migrated and currently administers 92% of the Bank's total funded exposure (BDT 61,789 Crore) and 86% of non-funded exposure (BDT 21,193 Crore), reflecting a near-complete transition to centralized credit administration operating through the Dhaka and Chattogram hubs:

Exposure Category	Total Amount (BDT Crore)	CAD Portfolio (BDT Crore)	CAD Coverage
Funded Exposure	61,789	56,820	95%
Non-Funded Exposure	21,193	18,324	86%
Total Loan Exposure	**82,982**	**75,144**	**91%**

Branch Network Integration - 2025



CAD Portfolio Coverage



CAD brought 144 out of 234 branches under centralized documentation and control during 2025, significantly enhancing monitoring capability and reducing documentation discrepancies across the Bank's network. The remaining branches are planned for phased migration by 2026, completing the Bank's full centralization mandate.

- Achieved full documentation integration for Retail, Taqwa Finance, Home Loan, and USIL products ensuring consistency across all relevant product lines.
- Introduced a digital workflow system for end-to-end processing of SOD (Retail) facilities improving turnaround time and accuracy.
- Introduced a Unique Deferral Matrix to facilitate controlled business flexibility while maintaining strict compliance requirements.
- Implemented an online CIB inquiry portal and semi-automated CIB reporting system enhancing efficiency and data accuracy.
- Conducted comprehensive training programs for UCB employees across all branches on credit documentation practices and CRM Policy alignment.

Functions, Processes & Responsibilities

Beyond its core mandate, CAD maintains stringent control across the entire credit lifecycle — ensuring compliance at every stage from sanction to post-disbursement monitoring:

- Pre-Disbursement Compliance — Verification of sanction terms, documentation completeness, legal vetting, and surveyor valuations prior to disbursement.
- CIB Management — End-to-end CIB handling including inquiry, reporting, data correction, and timely submission to the regulator.
- Document Preparation — Security documents prepared per approval terms, legally enforceable, and reviewed from a legal standpoint.
- Legal & Technical Coordination — Centralized coordination of legal vetting, property valuation, and title verification through approved professionals.
- Documentation Standardization — Standardized legal formats including CTC facilities, ensuring cost-effectiveness and consistency across all branches.
- Disbursement Control — Disbursements authorized only when all security documentation is in place as per approval terms.
- Post-Disbursement Custody — Secure preservation in AMU Vault under dual-control (joint key-holder) system.
- Monitoring & Reporting — Accurate documentation records maintained for audits, inspections, and regulatory reporting.
- Deferral & Exception Management — Controlled handling through structured approval processes aligned with regulatory guidelines.

Through these responsibilities, CAD functions as a critical control gatekeeper — ensuring that all credit exposures are legally sound, properly documented, and compliant with both internal policies and the regulatory requirements of Bangladesh Bank.

Digital Transformation & Innovation

In alignment with the Bank's digital transformation agenda, CAD has undertaken targeted initiatives to modernize and streamline its operations, positioning the Division as a technology-enabled control function within UCB's credit ecosystem:

Digital Initiative	Description & Impact
DocuWare Integration	Centralized digital document management system enabling efficient storage, quick retrieval, and secure role-based access to credit documents.
Digital LDCL	Digital Loan Document Checklist system improving documentation accuracy and reducing processing turnaround time.
SOD Digital Workflow	Automated end-to-end processing of SOD (Retail) facilities, replacing manual intervention and enhancing consistency.
CIB Digitalization	Online CIB inquiry portal with semi-automated reporting tools, reducing manual effort and improving data accuracy.
BioFin Application	Biometric thumb impression verification for loan charge documents, authenticating Borrowers and Guarantors through fingerprint matching with EC records.

Vision 2026 — Strategic Roadmap

Building upon the solid operational foundation established during 2025, CAD is firmly positioned to enter a new phase of growth, full digitization, and institutional leadership in credit administration. The Division's strategic priorities for 2026 are anchored across five pillars:

CAD — Vision 2026 Strategic Roadmap

1. **Full Centralization:** Complete migration of all remaining branches (SME & Corporate) to achieve 100% centralized documentation coverage across the Bank's entire branch network
2. **Maximum Digitization:** Expansion of digital workflows to Corporate and SME segments, including SOD facilities, and on boarding of SLC, BG, and LBPD products onto the digital platform.
3. **Automated Notification System:** Further strengthening of process automation whereby lists of pending documents are automatically notified to stakeholders via email, eliminating manual follow-up.
4. **Process Excellence:** Continuous refinement of policies, procedures, and control mechanisms in line with evolving regulatory guidelines, Bangladesh Bank directives, and industry best practices.
5. **Collaborative Integration:** Strengthening coordination with Business, Risk, and Compliance units to ensure a seamless, efficient, and unified credit ecosystem across the Bank.

By reinforcing governance, advancing digital capabilities, and maintaining strict regulatory alignment, CAD continues to play an essential role in preserving the quality, resilience, and sustainable growth of United Commercial Bank PLC's credit portfolio.

Service Quality Department

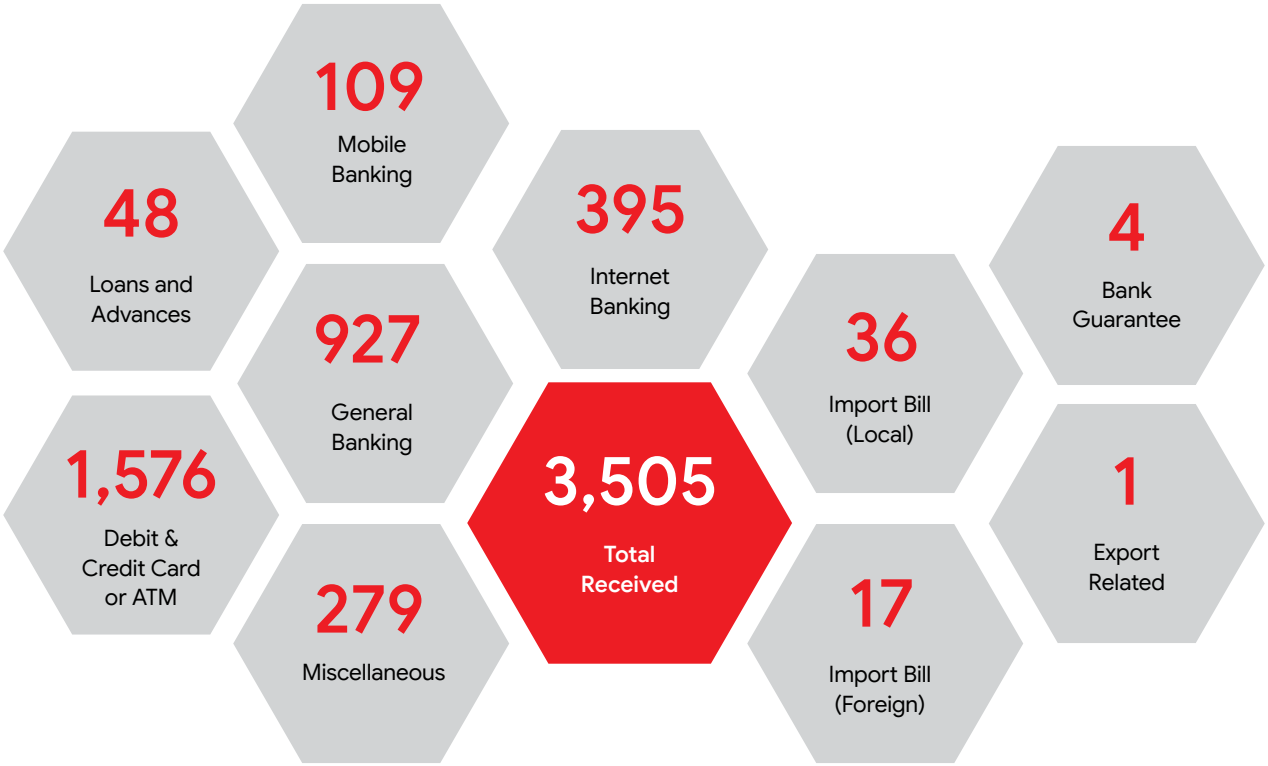
United Commercial Bank PLC consistently strives to orchestrate every customer's interaction with precision and care, ensuring a seamless and memorable banking experience. From marketing and sales to service delivery, every touchpoint works in harmony to create a consistent and positive journey for our valued customers. This integrated approach reflects UCB's unwavering commitment to delivering thoughtfully designed, customer-centric experiences that build trust, satisfaction, and lasting relationships. The year 2025 marked significant strides in elevating service quality across the Bank's entire network, reinforcing UCB's position as a leading service brand in the banking industry of Bangladesh.

Vision of the Service Quality Department

"To drive service excellence across all customer touchpoints by empowering service delivery units to provide superior customer experiences, positioning United Commercial Bank PLC as a leading service brand and strengthening a customer-centric culture throughout the Bank."

Main Core Functions

The Service Quality Department operates through six strategic pillars that collectively drive service excellence across the Bank. These core functions encompass Complaint Management & Resolution, Regulatory Issues & Compliances, Mystery Shopping Management, Service Quality Initiatives, Employee Training & Capability Development, and the UCB Call Center. Each function is meticulously designed to ensure that every aspect of service delivery meets the highest standards of quality and customer satisfaction.



Complaint Management & Resolution

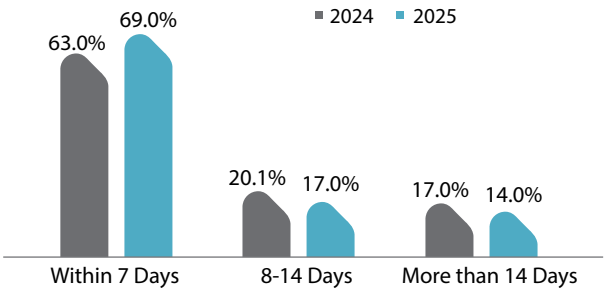
Effective complaint management remains a cornerstone of UCB's customer service strategy. The Bank has established a robust, multi-channel complaint receiving mechanism to ensure that customers can voice their concerns conveniently and receive timely resolutions. In 2025, a total of 3,505 complaints were received through various channels, with the majority being registered through the UCB Call Center. The Department maintains a structured process to categorize, track, and resolve complaints efficiently.

Complaint Sources & Channels:

- UCB Call Center (Primary channel for complaint registration)
- Bangladesh Bank (Regulatory complaints and escalations)
- Head Office and Branch-level complaints
- Email, social media, and other digital channels
- Direct walk-in complaints at branches

The following chart illustrates the distribution of complaints across major categories in 2025. Debit/Credit Card and ATM-related complaints constituted the largest share, followed by General Banking and Internet Banking concerns.

Complaint Resolution TAT: 2024 vs 2025



The Service Quality Department achieved noteworthy improvement in complaint resolution turnaround times in 2025 compared to the previous year. The proportion of complaints resolved within 7 days increased from 63% in 2024 to 69% in 2025, while cases taking more than 14 days decreased from 17% to 14%, reflecting the Department's relentless focus on faster and more efficient resolution mechanisms.

Regulatory Issues & Compliances

The Service Quality Department plays a pivotal role in managing regulatory complaints received from Bangladesh Bank, ensuring prompt resolution and full compliance with regulatory directives. In 2025, a total of 147 complaints were forwarded by Bangladesh Bank, all of which were addressed within the stipulated timelines. The Department works closely with relevant divisions to investigate, resolve, and report on each regulatory complaint, thereby safeguarding the Bank's reputation and regulatory standing.

Bangladesh Bank Complaint Categories:

- Account-related complaints and processing delays
- Card and ATM service issues
- Loan and advance grievances
- Remittance and fund transfer concerns
- Internet and mobile banking complaints

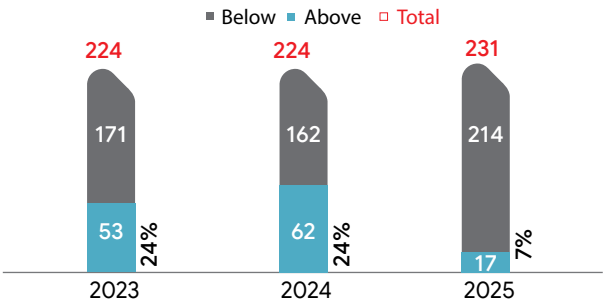
Account Regularization Turnaround Time

Account regularization is a critical factor for both the Bank and its customers. While customers seek their accounts to be active and ready for transactions as quickly as possible, the Bank aims to complete the process in the shortest time to ensure high satisfaction. The Service Quality Department began measuring regularization Turnaround Time (TAT) in 2023 and started circulating performance reports in 2024. Through continuous follow-up and engagement with branches, TAT improved remarkably by 2025. Consequently, customer satisfaction has risen, and complaints regarding processing delays have decreased significantly compared to previous years.

Mystery Shopping Management

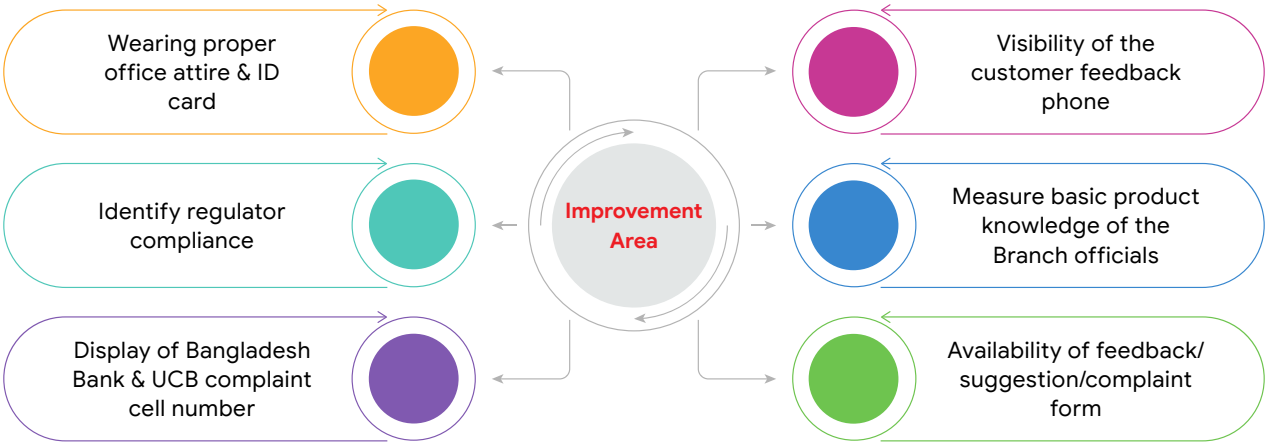
Mystery shopping serves as a vital tool for objectively assessing the quality of service delivery across UCB's branch network. In 2025, Mystery Shopping assessments were conducted across all 231 branches of the Bank. The benchmark score was set at 85%, and the results demonstrated a strong overall performance. However, 17 branches were identified as scoring below the benchmark, and targeted intervention plans were immediately deployed to address the gaps.

Overall, Mystery Shop Performance No. of Branch



Key Areas of Improvement Identified:

- Greeting and welcoming customers at the entrance
- Proactive engagement and needs assessment by branch staff
- Timeliness in service delivery and queue management
- Branch ambiance, cleanliness, and signage standards
- Cross-selling and product awareness among front-desk officers



Spot Visits by SQD

In 2025, the Service Quality Department conducted comprehensive branch visits across 112 branches in 15 regions to evaluate service standards and overall customer experience. These visits provided valuable insights into service delivery practices and helped identify opportunities for further strengthening customer-focused operations across the network. The spot visits covered critical aspects including branch appearance, staff behavior, queue management, and adherence to service protocols.

Unique Good Practices Observed During Spot Visits:

- Warm and courteous reception extended by security guards and branch officials to customers upon arrival.
- Customer-centric service by tellers, including standing while handing over cash to demonstrate respect and professionalism.
- Supportive service approach, where branch personnel proactively assisted customers with form fill-up and documentation.
- Dedicated customer service desks for query resolution and guidance.
- Clean and well-maintained branch premises with clear signage and information display.

Service Quality Initiatives – 2025

The Service Quality Department launched and sustained a comprehensive suite of initiatives throughout 2025 aimed at driving continuous improvement in customer experience. These initiatives were designed to address specific pain points, enhance operational efficiency, and cultivate a culture of service excellence across the Bank.

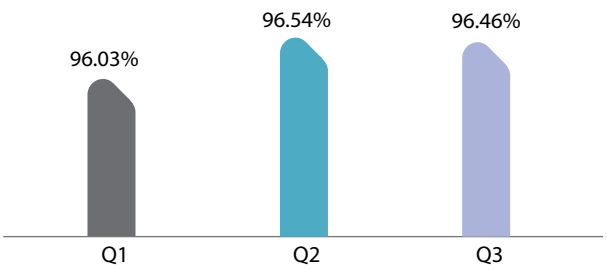
Key Initiatives

- Centralization of Debit Card PIN Mailer Dispatch: Streamlined the dispatch process to improve delivery efficiency and reduce customer wait times.
- Customer Awareness Campaign on Debit/Credit Card and Digital Banking: Educated customers on safe usage, reducing fraud-related complaints.
- Display of Branch Manager's Name at Entrance: Enhanced transparency and accountability by prominently displaying the manager's identity at each branch.
- Dedicated Help Desk at Busy Branches: Deployed dedicated help desks at high-traffic branches to improve customer flow and service delivery.
- Service Quality Dashboard: Introduced a real-time dashboard for monitoring service metrics across all branches.
- Regional Service Quality Officers: Appointed dedicated officers in each region to champion service excellence locally.
- Customer Feedback Kiosk at Select Branches: Deployed digital kiosks for instant customer feedback collection.
- Service Recovery Framework: Established a structured approach for recovering dissatisfied customers through empathy-driven engagement.
- Branch Service Excellence Awards: Recognized and rewarded top-performing branches to incentivize service quality.
- Service Quality Newsletter: Launched a monthly internal newsletter highlighting best practices and service benchmarks.
- Voice of Customer Program: Systematically collected and analyzed customer feedback to inform strategic service improvements.

Net Promoter Score (NPS)

The Net Promoter Score (NPS) is a globally recognized metric for measuring customer loyalty and satisfaction. UCB's NPS performance in 2025 demonstrated consistently high levels of customer advocacy. Across the first three quarters of the year, the Bank maintained an NPS of over 96%, reflecting strong customer satisfaction and loyalty. Q1 recorded 96.03%, Q2 reached 96.54%, and Q3 stood at 96.46%, indicating that the vast majority of UCB customers are promoters of the Bank's services.

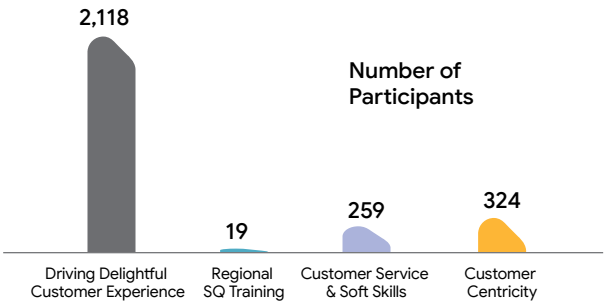
Net Promoter Score (NPS) - 2025



Employee Training & Capability Development

The Service Quality Department, in collaboration with the Learning & Development Center (LDC), conducted an extensive range of training programs throughout 2025 aimed at building a customer-centric workforce. These programs covered essential topics including customer service excellence, soft skills development, complaint handling, and the art of creating delightful customer experiences. A total of 2,720 employees participated across four major training tracks during the year.

Training Programs & Participation - 2025



Training Topics Covered:

- Customer Centricity – Building a customer-first mindset (324 participants)
- Customer Service & Soft Skills – Enhancing communication and interpersonal skills (259 participants)
- Regional Service Quality Training – Localized training for regional teams (19 participants)
- Driving Delightful Customer Experience – Creating memorable customer journeys (2,118 participants)

UCB Call Center – "One Call, That's All"

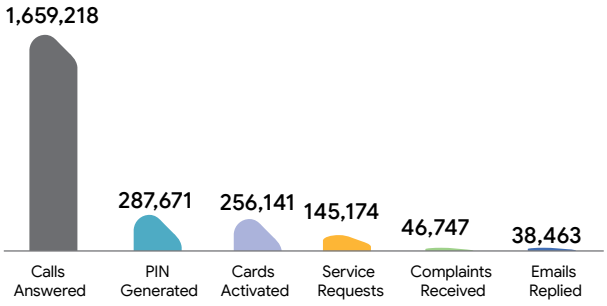
The UCB Call Center operates as the primary touchpoint for customer interactions, providing round-the-clock support through a dedicated team of trained professionals. Under the tagline "One Call, That's All," the Call Center has positioned itself as the single point of contact for all banking queries, complaints, card activations, PIN generation, and service requests. In 2025, the Call Center handled a remarkable volume of customer interactions, reflecting its critical role in the Bank's service delivery ecosystem.

Key Performance Highlights - 2025:

- **Total Calls Answered:** 1,659,218 — demonstrating the massive scale of customer engagement.
- **PIN Generated:** 287,671 — ensuring secure and convenient card access for customers.
- **Cards Activated:** 256,141 — facilitating seamless onboarding of new card holders.
- **Service Requests Processed:** 145,174 — addressing diverse customer needs promptly.
- **Complaints Received:** 46,747 — channeled through for systematic resolution.
- **Emails Replied:** 38,463 — providing written support for detailed and complex queries.

The Call Center continues to enhance its capabilities through technology upgrades, workforce training, and process optimization. Interactive Voice Response (IVR) enhancements, call quality monitoring, and customer satisfaction surveys post-call are among the ongoing improvements that reinforce the Call Center's commitment to service excellence.

UCB Call Center Performance Highlights - 2025



Moving Forward

As UCB continues its journey toward becoming Bangladesh's leading service-oriented bank, the Service Quality Department remains steadfast in its commitment to driving excellence at every customer touchpoint. The Department will continue to leverage data-driven insights, innovative tools, and a culture of continuous improvement to elevate customer experience. Key focus areas for the coming year include further digitalization of complaint management processes, expansion of the mystery shopping program, deeper integration of customer feedback into service design, and the rollout of advanced training modules for front-line staff. Through these initiatives, UCB aims to set new benchmarks in customer satisfaction and service quality in the banking sector.

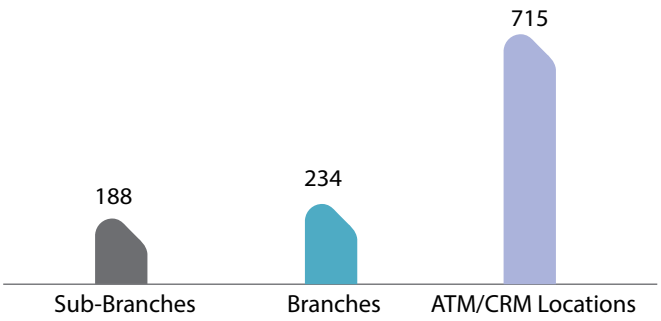
The Service Quality Department continues to drive service excellence through a range of initiatives, regular training programs, and continuous process improvements — all aimed at simplifying service delivery and enhancing the overall customer experience of United Commercial Bank PLC.

General Services Division & Security Department

The General Services Division (GSD) serves as the backbone of the Bank's physical infrastructure and operational logistics. During the year, GSD continued to provide seamless support across the entire branch network, ensuring optimal functionality of premises, assets, and facilities. Through strategic cost optimization and proactive estate management, the Division delivered significant savings while maintaining service excellence.

- Managed infrastructure across 234 Branches, 188 Sub-Branches, and 715 ATM/CRM locations
- Administered over 1.2 million sq. ft. of office and branch space nationwide
- Secured 46 regulatory approvals for new and renovated premises
- Coordinated operations across 22 districts for logistics and vendor management
- Achieved cost savings of BDT 88 million through strategic procurement and resource optimization

Operational Footprint



The Security Department remains vigilant in safeguarding the Bank's people, assets, and operations. During the reporting period, the Department undertook comprehensive security assessments, conducted fire safety drills, and strengthened engagement with outsourced security service providers. A structured compliance framework ensured adherence to established safety and security protocols across the network.

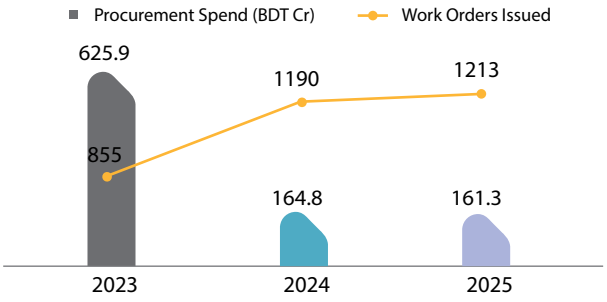
- Conducted comprehensive security assessments across 84 locations
- Achieved 80% compliance rate against security benchmarks
- Organized fire safety awareness drills and emergency preparedness exercises
- Delivered targeted training programs for outsourced security service providers
- Supported business continuity planning through risk identification and mitigation.

Procurement Division

The Procurement Division of United Commercial Bank PLC remained steadfast in its commitment to efficient sourcing, cost optimization, and responsible procurement practices throughout the year 2025. By strengthening centralized procurement operations, enhancing governance frameworks, and advancing sustainable sourcing initiatives, the Division ensured value-for-money outcomes aligned with the Bank's strategic priorities. During the year, the Division processed a total procurement spend of BDT 161.31 Crore through 1,213 work orders, achieving a remarkable cost optimization of BDT 96 Crore (approx.).

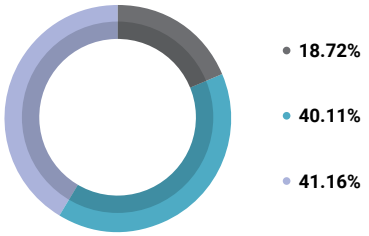
Procurement Spend & Work Orders Trend

Spend BDT Crore



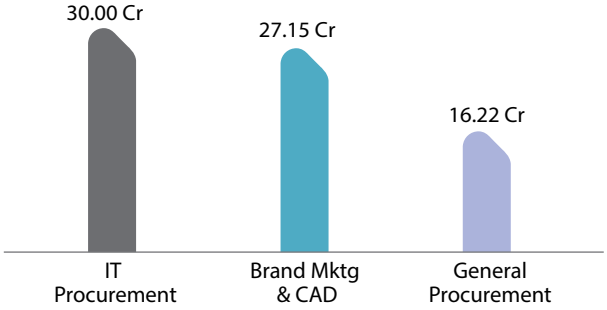
The Division's procurement activities were distributed across three principal categories: IT Procurement accounted for 41.16% of total spend. General Procurement constituted 40.11%, and Brand Marketing & CAD Procurement represented 18.72%. Cost optimization was achieved through a combination of strategic initiatives, including provision of alternate products at lower costs without compromising quality, leveraging bulk procurement and multi-year contracts, rate fixation through Schedule of Rates (SoR) and Frame Contracts, direct engagement with OEMs to eliminate intermediary costs, deployment of multiple negotiation committees, competitive bidding platforms for transparent price discovery, and renegotiation of existing contracts into long-term agreements for price stability.

Category-wise Spend Distribution (2025)



Cost Optimization by Unit - 2025

BDT Crore



The Division successfully executed several high-impact procurement projects during 2025, including e-Surveillance systems for ATM/CRM networks, bulk vehicle procurement for branch operations, introduction of innovative plastic card variants (Sticker Card, Metal Card) with rate fixation across two major global brands, procurement of TAP & PAY solutions including Google Pay integration, branch construction and decoration works, rate fixation for cheque books and security printing, and execution of over 65 Schedule of Rate and Frame Contracts. Additionally, renewals of Annual Maintenance Contracts for critical IT infrastructure—including Oracle, CISCO, and Dell—were completed alongside procurement of Microsoft Enterprise Agreement with limited AI Copilot options and renewal of IP Telephony systems. The Division maintained a robust vendor management framework with 355 enlisted and 157 active vendors, balancing local and international sourcing strategies, prioritizing direct OEM engagement, and ensuring transparent competitive bidding processes.

The Division upheld strict adherence to approved procurement policies and procedures, reinforcing ethical procurement practices and conflict-of-interest safeguards through competitive bidding and multi-layered approval controls. Risk mitigation in contracts was ensured through performance guarantees, penalty clauses for delays, and other protective provisions. Systematic documentation, internal reviews, and comprehensive audit trails-maintained transparency and accountability across all procurement activities. In furtherance of the Bank's sustainability objectives, the Division adopted recycled PVC for EMV cards across the entire customer base and embedded carbon accounting calculations to measure and benchmark emissions, supporting emission-factor-based analysis and the Bank's broader low-carbon initiatives.

Initiative	2025 Commitment	Key Achievement
Expense Rationalization	BDT 100 Crore	BDT 96 Crore achieved (96% attainment, approx.)
Centralization	All procurement under single umbrella	Majority centralized; remaining in progress
Policy Revision	Aligned with process	Board-approved revised policy; implementation initiated
TAT Reduction	10% reduction target	>6% reduction achieved
Sustainability	Environment-friendly products	Recycled PVC cards & carbon accounting introduced

Looking ahead

The Division aims to strengthen its MIS and analytics capabilities for data-driven procurement decisions, pursue further expense rationalization through inflation-adjusted and locked long-term contracts, review and upgrade Service Level Agreements, and advance process automation via e-procurement tools. Expansion of Schedule of Rates and Frame Contracts, development of alternative supplier bases, and capability building in negotiation, contract management, and strategic sourcing shall remain key priorities for 2026.

Anti-Money Laundering and Anti-Terrorist Financing Division

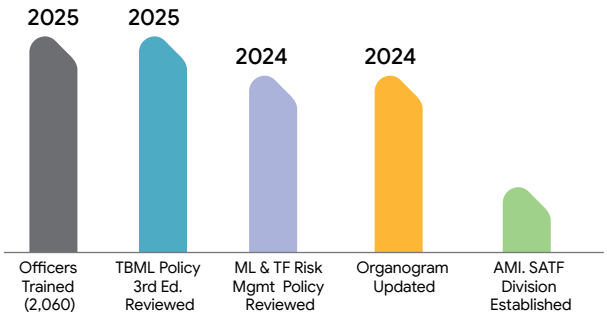
Money Laundering (ML) and Terrorist Financing (TF) remain among the most significant threats to the stability and integrity of the global financial system. These illicit activities erode economic growth, undermine public trust, and expose financial institutions to severe regulatory and reputational risks. Money laundering is the process of disguising illegally obtained funds to give them a legitimate appearance, while terrorist financing involves the collection and channeling of funds—from both lawful and unlawful sources—to support terrorist organizations and their objectives. Financial institutions across the globe continue to strengthen their frameworks to combat ML & TF-related financial crimes, safeguard assets, and ensure robust regulatory compliance.

Regulators expect the functions within banks to conform to global standards across all business lines. The most effective approach to meeting these expectations includes the centralization of key functions, continuous monitoring of customer transactions and activities during banking operations, and meticulous compliance with all applicable regulatory requirements. The evolving nature of financial crime necessitates that banks remain vigilant and adaptive in their approach to risk management.

United Commercial Bank PLC (UCB) has made significant strides in centralizing its anti-money laundering functions and building a comprehensive compliance framework. The Bank recognizes that the years ahead will bring new and complex ML & TF risks, and continues to exert sustained efforts to maintain, refine, and strengthen its policies and procedures to address emerging challenges. Key institutional milestones and initiatives include:

- Establishment of a dedicated Anti-Money Laundering and Anti-Terrorist Financing (AML & ATF) Division in 2018, with a formal organogram that was subsequently updated in 2024.
- The Division is headed by the Deputy Chief Anti-Money Laundering Compliance Officer (Deputy CAMLCO), as directed by the Bangladesh Financial Intelligence Unit (BFIU).
- Introduction of specialized training programs covering emerging risk areas such as cryptocurrencies, e-commerce, fintech, trade-based money laundering (TBML), and credit-backed money laundering.
- Implementation of enhanced monitoring systems across the Bank to proactively identify and mitigate ML & TF risks.
- Deployment of adequate resources and manpower to build a vigorous anti-money laundering and counter-terrorism financing program.
- Issuance of an annual directive from the Managing Director & CEO, serving as a guiding framework for all employees in AML & CFT compliance.
- Adoption of a comprehensive yearly action plan by the AML & ATF Division for ensuring meticulous regulatory compliance.

AML & CFT Key Milestones



During the year 2025, the AML & ATF Division organized numerous training programs on the prevention of money laundering and terrorist financing. A total of 2,060 Executives and Officers of the Bank participated in these programs, significantly enhancing their professional competence and ensuring strengthened regulatory compliance across all business units.

AML & CFT Training Coverage



In alignment with international initiatives and standards, the regulator has issued comprehensive guidelines for preventing Trade-Based Money Laundering (TBML). Pursuant to these directives, UCB formulated its "Money Laundering & Terrorist Financing Risk Management Policy," which was reviewed in March 2024. Furthermore, the Bank reviewed the "Policy for Prevention of Trade Based Money Laundering" — 3rd Edition in August 2025, reflecting the Bank's commitment to maintaining up-to-date and robust policy frameworks in line with evolving regulatory expectations.

Internal Control & Compliance Division (ICCD)

The Internal Control & Compliance Division (ICCD) of United Commercial Bank PLC (UCB) plays a vital role in strengthening the Bank's governance framework, risk management practices, and regulatory compliance. Through the integrated functions of internal audit, compliance oversight, Shari'ah assurance, and monitoring, the Division works to ensure that the Bank's operations remain transparent, accountable, and aligned with regulatory and internal policy requirements.

Audit Division

The Audit Division conducts comprehensive Risk-Based Internal Audits (RBIA) in accordance with the guidelines of Bangladesh Bank. These audits cover branches, corporate office divisions, and subsidiary entities to evaluate the adequacy and effectiveness of internal controls, risk management processes, and operational practices across the Bank.

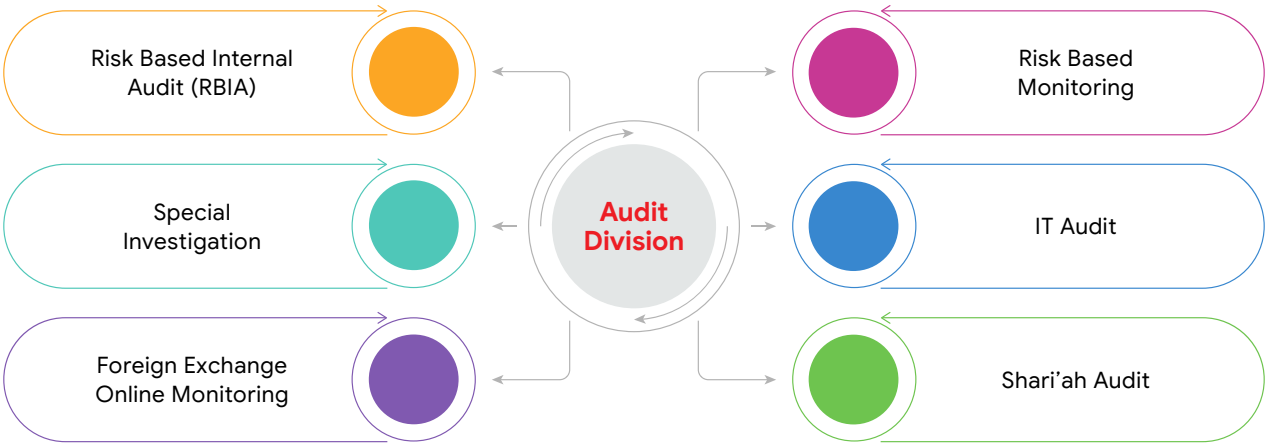
Recognizing the growing reliance on digital banking platforms, the Division also undertakes IT Audits to assess IT governance, cybersecurity measures, information security controls, and data protection mechanisms, ensuring that the Bank's technology infrastructure remains secure and compliant with regulatory expectations.

To support the Islamic banking operations under the UCB Islamic brand, a dedicated Internal Shari'ah Audit Team conducts audits across Islamic Banking Windows to ensure that all products, services, and operational activities strictly comply with Shari'ah principles.

The Compliance Function within ICCD ensures adherence to regulatory requirements, internal policies, and applicable laws. The unit actively monitors compliance status and facilitates timely resolution of observations raised in management reports as well as inspection reports issued by Bangladesh Bank, thereby reinforcing the Bank's compliance culture and governance standards.

In addition, the Monitoring Division performs continuous oversight of branch and departmental activities through advanced monitoring tools and MIS reporting. This proactive monitoring mechanism enables early identification of operational and compliance risks and supports timely corrective actions.

Through these coordinated initiatives, ICCD continues to enhance the Bank's internal control environment, strengthen regulatory compliance, and contribute to the sustainable growth and long-term stability of United Commercial Bank PLC.



United Commercial Bank PLC.

5 Years' Financial Summary

(Figures in million Taka except ratios and per share data)

	2025	2024	2023	2022	2021	2020
Results of Operation						
Interest income	59,185	56,115	37,882	31,685	27,324	27,307
Interest expense	49,322	35,258	22,150	17,010	13,927	17,796
Net interest income	9,863	20,857	15,732	14,674	13,396	9,511
Non-interest income*	22,664	15,612	13,497	13,848	11,423	10,977
Non-interest expenses	20,746	21,391	19,503	17,054	14,636	13,631
Gross Revenue*	81,849	71,727	51,378	45,533	38,747	38,284
Gross Profit*	32,527	36,469	29,229	28,523	24,820	20,488
Operating profit*	11,781	15,078	9,726	11,469	10,184	6,857
Earning before interest, depreciation and tax**	4,943	5,009	7,814	8,460	8,426	7,764
Profit before tax	2,035	2,145	5,177	5,916	5,610	4,948
Total Provision (Excluding Tax Provision)	9,746	12,933	4,548	5,553	4,574	1,909
Net profit after tax*	636	608	2,685	4,024	3,177	2,857
Balance Sheet						
Authorized capital	50,000	25,000	15,000	15,000	15,000	15,000
Paid up capital	15,504	15,504	14,765	14,062	12,784	12,175
Shareholders' equity*	42,054	41,791	42,845	40,957	37,442	35,066
Borrowing	63,448	79,786	65,272	103,892	85,804	59,399
Deposits	683,942	554,215	513,395	426,028	389,901	353,982
Loans and advances	617,890	572,829	505,969	468,605	402,482	351,684
Investments	148,715	87,851	82,864	76,435	81,388	65,323
Fixed assets	16,313	17,057	17,016	14,579	14,721	14,540
Off-balance sheet exposure	211,931	260,860	291,676	217,940	260,413	201,042
Total assets*	884,056	768,779	685,012	628,077	565,314	493,307
Total liabilities*	842,003	726,989	642,168	587,120	527,872	458,241
Total Net Assets	42,054	41,791	42,845	40,957	37,442	35,066
Share Information						
Market price per share	10.40	9.20	12.40	13.00	15.30	14.10
No. of shares outstanding (No. in million)	1,550.38	1,550.38	1,476.55	1,406.24	1,278.40	1,217.52
Earnings per share - BDT (as per annual report of respective year)	0.41	0.40	1.86	2.86	2.49	2.35
Earnings per share - BDT (restated)	0.41	0.39	1.77	2.79	2.26	2.23
Dividend (percent)	0.00	0.00	10.00	10.00	10.00	10.00
Cash Dividend (percent)	0.00	0.00	5.00	5.00	0.00	5.00
Stock Dividend (percent)	0.00	0.00	5.00	5.00	10.00	5.00
Net asset value per share*	27.12	27.60	28.30	29.13	29.29	28.80
Price earning ratio (times)*	25.36	23.47	6.99	4.55	6.14	6.01
Dividend cover ratio (times)*	0.00	0.00	1.82	1.91	2.49	2.35
Dividend Yield (percent)	0.00	0.00	8.06	7.69	6.54	7.09
Market capitalization (BDT in million)	16,123.91	14,263.46	18,309.20	18,281.08	19,559.47	17,167.04
Financial Ratios (%)						
Cost-income ratio*	63.78	58.66	66.73	59.79	58.97	66.53
Credit-deposit ratio	83.03	91.31	86.57	86.14	83.73	81.18
Debt equity ratio (times)*	17.77	15.17	13.51	12.94	12.71	11.79
Gross profit ratio*	39.74	50.84	56.89	64.06	64.06	53.52
Current Ratio (times)	0.94	1.05	1.08	1.02	1.05	1.15

	2025	2024	2023	2022	2021	2020
Return on Capital Employed	0.60	0.53	2.12	3.00	2.92	3.40
Net interest income as a % of working funds; i.e, Operating Cost-Efficiency Ratio	(35.98)	113.26	58.47	219.47	100.59	32.80
Operating profit as % of working funds*	(42.98)	81.88	36.15	171.52	76.47	23.65
Return on assets*	0.08	0.08	0.41	0.67	0.61	0.61
Return on equity*	1.52	1.44	6.41	10.27	8.42	8.42
Burden coverage ratio*	109.25	72.98	69.20	81.20	78.05	80.53
CASA Deposit as % of Total Deposit	26.43	27.32	31.10	33.66	34.70	32.32
Cost of fund	9.47	8.52	7.06	6.38	6.01	7.42
Yield on advance	9.86	10.00	7.72	6.99	7.08	7.92
Spread/Net interest marign (NIM)	0.39	1.48	0.66	0.61	1.07	0.49
Foreign Business						
Import	403,241	422,845	417,963	419,148	403,178	259,241
Export	402,993	412,046	349,618	413,098	292,674	212,485
Remittance	77,636	52,316	73,493	73,008	64,273	45,283
No. of Foreign correspondents	611	614	609	613	601	596
Capital Measures						
Total Risk Weighted Assets	651,217	508,702	438,856	403,261	386,742	336,720
Tier I Capital*	37,314	36,172	39,149	36,328	34,365	28,848
Tier II Capital*	17,492	17,687	16,066	16,346	18,392	21,383
Total Capital*	54,806	53,859	55,214	52,674	52,757	50,232
Tier I Ratio (percent)*	5.73	7.11	8.92	9.01	8.89	8.57
Tier II Ratio (percent)*	2.69	3.48	3.66	4.05	4.76	6.35
Capital to RWA Ratio (percent)*	8.42	10.59	12.58	13.06	13.64	14.92
Required Capital	81,402.18	63,587.78	54,857.05	50,407.65	48,342.69	42,089.94
Capital Surplus/(Shortage)*	(26,596.35)	(9,728.77)	357.39	2,266.17	4,414.23	8,141.67
Liquidity Measures						
Cash Reserve Requirement (percent)	4.07	4.48	4.15	4.16	4.29	4.30
Statutory Liquidity Ratio (percent)	17.95	13.65	15.78	16.83	20.77	16.53
Current Assets	432,525	407,498	343,927	299,997	270,583	226,649
Current liabilities	459,933	389,082	317,020	293,311	257,266	197,650
Net Current Assets	(27,408)	18,416	26,907	6,686	13,317	28,999
Long term liabilities	382,069	336,954	325,148	293,809	270,606	260,590
Long term liabilities/ Current liabilities (%)	83.07	86.60	102.56	100.17	105.19	131.84
Asset Quality						
Non Performing Loans	95,762	85,344	27,819	28,078	17,737	8,984
% of NPL to Total Loans ad advances	15.50	14.90	5.50	5.99	4.41	2.55
Total provision for Specefic loans and advances	19,281	22,341	13,907	13,207	10,122	7,240
Total provision for Unclassified loans and advances	5,962	4,715	6,244	6,002	6,462	5,406
Total provision for Investment	1,458	1,536	673	612	-	235
Total provision for Other assets	429	428	425	105	105	105
Total provision for Off BS Items	1,723	2,569	2,342	1,944	2,407	1,857
Other informations						
No. of branches	234	231	228	224	215	204
No. of ATM	709	716	672	663	628	556
No. of employees	5,891	5,693	5,749	5,354	5,060	4,900
Operating Profit per employee (BDT in million)	2.00	2.65	1.69	2.14	2.01	1.40

* Comparative numbers are restated in line with current year

** Earning before interest on long term debt, depreciation and tax

United Commercial Bank PLC.

Horizontal Analysis (Stand Alone)

Balance Sheet

(Figures in million Taka except ratios and per share data)

Particulars	2025		2024		2023		2022		2021		2020
	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M
ASSETS											
Cash	55,853.48	23%	45,443.39	26%	36,186.31	17%	30,939.03	22%	25,380.18	2%	24,947.58
Balance with other banks & financial institutions	14,769.96	-17%	17,724.65	-16%	21,177.38	26%	16,872.05	-13%	19,409.25	-5%	20,468.43
Money at Call on short notice	3,500.71	100%	2,500.00	100%	-	-	-	-100%	3,200.00	244%	930.00
Investments	148,714.53	69%	87,851.39	6%	82,863.73	8%	76,434.56	-6%	81,387.61	25%	65,323.45
Loans and Advances	617,890.10	8%	572,828.87	13%	505,969.49	8%	468,605.10	16%	402,481.74	14%	351,683.56
Fixed assets including premises, furniture & fixture	16,313.10	-4%	17,056.58	0%	17,016.42	17%	14,579.41	-1%	14,721.19	1%	14,539.96
Other assets	26,995.63	6%	25,371.27	16%	21,799.09	6%	20,646.67	10%	18,734.25	22%	15,413.97
Non-banking assets	18.96	100%	3.34	100%	-	0%	-	-	-	-	-
Total assets	**884,056.45**	**15%**	**768,779.48**	**12%**	**685,012.41**	**9%**	**628,076.83**	**11%**	**565,314.21**	**15%**	**493,306.95**
LIABILITY AND CAPITAL											
Liabilities											
Borrowings from other banks, financial institutions and agents	10,916.13	-43%	19,059.72	11%	17,166.60	-18%	20,877.42	45%	14,353.40	408%	2,826.68
Borrowings from Bangladesh Bank	40,606.24	1%	40,044.01	22%	32,916.16	-51%	67,824.47	17%	58,150.24	44%	40,272.45
Convertible Subordinate Bonds	10,125.90	-13%	11,702.80	12%	10,480.00	-9%	11,480.00	-14%	13,300.00	-18%	16,300.00
Money at Call on short notice	1,800.00	-80%	8,979.71	91%	4,709.00	27%	3,710.00	100%	-	-	-
Deposits and other accounts	683,941.52	23%	554,215.27	8%	513,394.68	21%	426,028.44	9%	389,900.72	10%	353,981.62
Other liabilities	94,612.74	2%	92,987.15	46%	63,501.44	11%	57,199.84	10%	52,167.85	16%	44,859.97
Total Liabilities	**842,002.53**	**16%**	**726,988.65**	**13%**	**642,167.89**	**9%**	**587,120.17**	**11%**	**527,872.20**	**15%**	**458,240.72**
Capital / Shareholders' Equity											
Total Shareholders' Equity	**42,053.92**	**1%**	**41,790.82**	**-2%**	**42,844.52**	**5%**	**40,956.66**	**9%**	**37,442.01**	**7%**	**35,066.23**
Total Liabilities and Shareholders' Equity	**884,056.45**	**15%**	**768,779.48**	**12%**	**685,012.41**	**9%**	**628,076.83**	**11%**	**565,314.21**	**15%**	**493,306.95**

United Commercial Bank PLC.

Horizontal Analysis (Stand Alone)

Profit & Loss Account

(Figures in million Taka except ratios and per share data)

Particulars	2025		2024		2023		2022		2021		2020
	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M
Interest Income	59,184.72	5%	56,114.66	48%	37,881.52	20%	31,684.84	15.96%	27,323.65	0.06%	27,306.96
Interest paid on deposits and borrowings etc	49,322.09	40%	35,257.76	59%	22,149.75	30%	17,010.39	22%	13,927.26	-22%	17,796.18
Net Interest Income	**9,862.62**	**-53%**	**20,856.90**	**33%**	**15,731.77**	**7%**	**14,674.45**	**10%**	**13,396.39**	**41%**	**9,510.78**
Investment income	14,934.26	101%	7,438.95	27%	5,871.93	3%	5,685.11	4%	5,463.61	-11%	6,135.36
Commission, exchange and brokerage	7,475.00	-6%	7,926.92	7%	7,385.22	-7%	7,899.47	38%	5,739.17	22%	4,693.98
Other operating income	254.91	3%	246.41	3%	239.76	-9%	263.70	20%	220.57	49%	148.09
Total operating income	**32,526.79**	**-11%**	**36,469.19**	**25%**	**29,228.68**	**2%**	**28,522.74**	**15%**	**24,819.74**	**21%**	**20,488.21**
Salary and allowances	9,691.48	3%	9,372.44	10%	8,539.92	12%	7,658.70	7%	7,166.52	13%	6,354.17
Rent, taxes, insurance, electricity etc.	1,685.24	5%	1,601.80	-21%	2,039.83	26%	1,623.56	45%	1,122.45	13%	995.87
Legal expenses	223.06	40%	159.31	75%	90.86	-4%	94.59	-26%	128.65	37%	94.18
Postage, stamps, telecommunications etc.	218.28	-2%	223.45	1%	222.00	1%	219.09	19%	184.56	6%	174.62
Stationery, printing, advertisements etc.	1,364.46	-34%	2,074.05	23%	1,688.04	0%	1,694.26	36%	1,249.15	-16%	1,482.82
Chief Executive's salary and fees	19.90	12%	17.70	8%	16.44	17%	14.10	5%	13.45	-10%	15.02
Directors' fees	4.39	-15%	5.19	63%	3.18	-10%	3.54	37%	2.59	-4%	2.71
Auditors' fees	13.27	861%	1.38	20%	1.15	-33%	1.73	50%	1.15	-33%	1.73
Depreciation and repair of banks assets	2,281.48	-9%	2,517.60	3%	2,448.81	18%	2,073.61	14%	1,822.19	13%	1,609.94
Other expenses	5,244.30	-3%	5,418.38	22%	4,452.74	21%	3,670.80	25%	2,945.32	2%	2,900.05
Total Operating Expenses	**20,745.86**	**-3%**	**21,391.29**	**10%**	**19,502.96**	**14%**	**17,053.97**	**17%**	**14,636.03**	**7%**	**13,631.10**
Profit/(Loss) before provision	**11,780.92**	**-22%**	**15,077.89**	**55%**	**9,725.72**	**-15%**	**11,468.77**	**13%**	**10,183.71**	**49%**	**6,857.12**
Provision for Loans & advances	11,806.69	-3%	12,219.56	192%	4,185.13	-26%	5,659.63	30%	4,362.47	97%	2,210.63
Recovery from Write-Off	(1,136.13)	208%	(369.04)	-10%	(409.59)	73%	(236.94)	131%	(102.58)	-1%	(103.35)
Provision for Diminution in value of investments	(78.22)	-109%	862.48	1308%	61.25	-90%	612.04	-360%	(235.22)	-46%	(438.25)
Provision for Off balance sheet items	(847.57)	-491%	216.94	-45%	391.19	-181%	(482.03)	-188%	549.13	129%	240.06
Other Provisions	1.12	-56%	2.57	-99%	320.36	100%	-	-	-	-	-
Total provision	**9,745.90**	**-25%**	**12,932.50**	**184%**	**4,548.33**	**-18%**	**5,552.70**	**21%**	**4,573.81**	**140%**	**1,909.10**
Total Profit/(Loss) before taxes	**2,035.03**	**-5%**	**2,145.39**	**-59%**	**5,177.39**	**-12%**	**5,916.07**	**5%**	**5,609.91**	**13%**	**4,948.01**
Provision for taxation:											
Current tax expense	350.87	-92%	4,312.97	44%	2,986.54	-5%	3,133.38	-18%	3,823.48	45%	2,632.95
Deferred tax expense/ (income)	1,048.36	-138%	(2,775.39)	462%	(494.23)	-60%	(1,241.32)	-11%	(1,390.74)	157%	(542.13)
Total provision for taxation	**1,399.23**	**-9%**	**1,537.59**	**-38%**	**2,492.30**	**32%**	**1,892.06**	**-22%**	**2,432.73**	**16%**	**2,090.82**
Net Profit after taxation	**635.80**	**5%**	**607.80**	**-77%**	**2,685.09**	**-33%**	**4,024.01**	**27%**	**3,177.17**	**11%**	**2,857.20**

United Commercial Bank PLC.

Vertical Analysis (Stand Alone)

Balance Sheet

(Figures in million Taka except ratios and per share data)

Particulars	2025		2024		2023		2022		2021		2020
	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M
ASSETS											
Cash	55,853.48	7%	45,443.39	6%	36,186.31	5%	30,939.03	5%	25,380.18	4%	24,947.58
Balance with other banks & financial institutions	14,769.96	2%	17,724.65	2%	21,177.38	3%	16,872.05	3%	19,409.25	3%	20,468.43
Money at Call on short notice	3,500.71	0.46%	2,500.00	0.33%	-	0%	-	0%	3,200.00	1%	930.00
Investments	148,714.53	19%	87,851.39	11%	82,863.73	12%	76,434.56	12%	81,387.61	14%	65,323.45
Loans and Advances	617,890.10	80%	572,828.87	75%	505,969.49	74%	468,605.10	75%	402,481.74	71%	351,683.56
Fixed assets including premises, furniture & fixture	16,313.10	2%	17,056.58	2%	17,016.42	2%	14,579.41	2%	14,721.19	3%	14,539.96
Other assets	26,995.63	4%	25,371.27	3%	21,799.09	3%	20,646.67	3%	18,734.25	3%	15,413.97
Non-banking assets	18.96	0%	3.34	0%	-	0%	-		-		-
Total assets	**884,056.45**	**115%**	**768,779.48**	**100%**	**685,012.41**	**100%**	**628,076.83**	**100%**	**565,314.21**	**100%**	**493,306.95**
LIABILITY AND CAPITAL											
Liabilities											
Borrowings from other banks, financial institutions and agents	10,916.13	1%	19,059.72	2%	17,166.60	3%	20,877.42	3%	14,353.40	3%	2,826.68
Borrowings from Bangladesh Bank	40,606.24	5%	40,044.01	5%	32,916.16	5%	67,824.47	11%	58,150.24	10%	40,272.45
Convertible Subordinate Bonds	10,125.90	1%	11,702.80	2%	10,480.00	2%	11,480.00	2%	13,300.00	2%	16,300.00
Money at Call on short notice	1,800.00	0%	8,979.71	1%	4,709.00	1%	3,710.00	1%	-	0%	-
Deposits and other accounts	683,941.52	89%	554,215.27	72%	513,394.68	75%	426,028.44	68%	389,900.72	69%	353,981.62
Other liabilities	94,612.74	12%	92,987.15	12%	63,501.44	9%	57,199.84	9%	52,167.85	9%	44,859.97
Total Liabilities	**842,002.53**	**110%**	**726,988.65**	**95%**	**642,167.89**	**94%**	**587,120.17**	**93%**	**527,872.20**	**93%**	**458,240.72**
Capital / Shareholders' Equity											
Total Shareholders' Equity	**42,053.92**	**5%**	**41,790.82**	**5%**	**42,844.52**	**6%**	**40,956.66**	**7%**	**37,442.01**	**7%**	**35,066.23**
Total Liabilities and Shareholders' Equity	**884,056.45**	**115%**	**768,779.48**	**100%**	**685,012.41**	**100%**	**628,076.83**	**100%**	**565,314.21**	**100%**	**493,306.95**

United Commercial Bank PLC.

Vertical Analysis (Stand Alone)

Profit & Loss Account

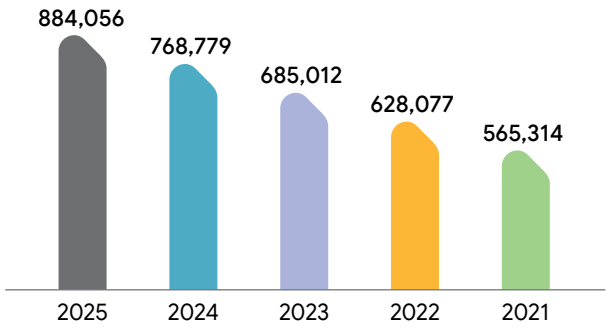
(Figures in million Taka except ratios and per share data)

Share Information	2025		2024		2023		2022		2021		2020
	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M
Interest Income	59,184.72	72%	56,114.66	78%	37,881.52	74%	31,684.84	70%	27,323.65	71%	27,306.96
Interest paid on deposits and borrowings etc	49,322.09	60%	35,257.76	49%	22,149.75	43%	17,010.39	37%	13,927.26	36%	17,796.18
Net Interest Income	**9,862.62**	**12%**	**20,856.90**	**29%**	**15,731.77**	**31%**	**14,674.45**	**32%**	**13,396.39**	**35%**	**9,510.78**
Investment income	14,934.26	18%	7,438.95	10%	5,871.93	11%	5,685.11	12%	5,463.61	14%	6,135.36
Commission, exchange and brokerage	7,475.00	9%	7,926.92	11%	7,385.22	14%	7,899.47	17%	5,739.17	15%	4,693.98
Other operating income	254.91	0.31%	246.41	0.34%	239.76	0.47%	263.70	1%	220.57	1%	148.09
Total operating income	**32,526.79**	**40%**	**36,469.19**	**51%**	**29,228.68**	**57%**	**28,522.74**	**63%**	**24,819.74**	**64%**	**20,488.21**
Salary and allowances	9,691.48	12%	9,372.44	13%	8,539.92	17%	7,658.70	17%	7,166.52	18%	6,354.17
Rent, taxes, insurance, electricity etc.	1,685.24	2%	1,601.80	2%	2,039.83	4%	1,623.56	4%	1,122.45	3%	995.87
Legal expenses	223.06	0.27%	159.31	0.22%	90.86	0.18%	94.59	0%	128.65	0.332%	94.18
Postage, stamps, telecommunications etc.	218.28	0.27%	223.45	0.31%	222.00	0.43%	219.09	0%	184.56	0.476%	174.62
Stationery, printing, advertisements etc.	1,364.46	2%	2,074.05	3%	1,688.04	3%	1,694.26	4%	1,249.15	3%	1,482.82
Chief Executive's salary and fees	19.90	0.02%	17.70	0.02%	16.44	0.03%	14.10	0%	13.45	0.035%	15.02
Directors' fees	4.39	0.01%	5.19	0.01%	3.18	0.01%	3.54	0%	2.59	0.007%	2.71
Auditors' fees	13.27	0.02%	1.38	0.00%	1.15	0.00%	1.73	0%	1.15	0.003%	1.73
Depreciation and repair of banks assets	2,281.48	3%	2,517.60	4%	2,448.81	5%	2,073.61	5%	1,822.19	5%	1,609.94
Other expenses	5,244.30	6%	5,418.38	8%	4,452.74	9%	3,670.80	8%	2,945.32	8%	2,900.05
Total Operating Expenses	**20,745.86**	**25%**	**21,391.29**	**30%**	**19,502.96**	**38%**	**17,053.97**	**37%**	**14,636.03**	**38%**	**13,631.10**
Profit/(Loss) before provision	**11,780.92**	**14%**	**15,077.89**	**21%**	**9,725.72**	**19%**	**11,468.77**	**25%**	**10,183.71**	**26%**	**6,857.12**
Provision for Loans & advances	11,806.69	14%	12,219.56	17%	4,185.13	8%	5,659.63	12%	4,362.47	11%	2,210.63
Recovery from Write-Off	(1,136.13)	-1%	(369.04)	-1%	(409.59)	-1%	(236.94)	-1%	(102.58)	-0.265%	(103.35)
Provision for Diminution in value of investments	(78.22)	0%	862.48	1.20%	61.25	0.12%	612.04	1%	(235.22)	-1%	(438.25)
Provision for Off balance sheet items	(847.57)	-1%	216.94	0%	391.19	1%	(482.03)	-1%	549.13	1%	240.06
Other Provisions	1.12	0%	2.57	0%	320.36	1%	-	-	-	0%	-
Total provision	**9,745.90**	**12%**	**12,932.50**	**18%**	**4,548.33**	**9%**	**5,552.70**	**12%**	**4,573.81**	**12%**	**1,909.10**
Total Profit/(Loss) before taxes	**2,035.03**	**2%**	**2,145.39**	**3%**	**5,177.39**	**10%**	**5,916.07**	**13%**	**5,609.91**	**14%**	**4,948.01**
Provision for taxation:											
Current tax expense	350.87	0%	4,312.97	6%	2,986.54	6%	3,133.38	7%	3,823.48	10%	2,632.95
Deferred tax expense/ (income)	1,048.36	1%	(2,775.39)	-4%	(494.23)	-1%	(1,241.32)	-3%	(1,390.74)	-4%	(542.13)
Total provision for taxation	**1,399.23**	**2%**	**1,537.59**	**2%**	**2,492.30**	**5%**	**1,892.06**	**4%**	**2,432.73**	**6%**	**2,090.82**
Net Profit after taxation	**635.80**	**1.24%**	**607.80**	**1.18%**	**2,685.09**	**5.23%**	**4,024.01**	**9%**	**3,177.17**	**8%**	**2,857.20**

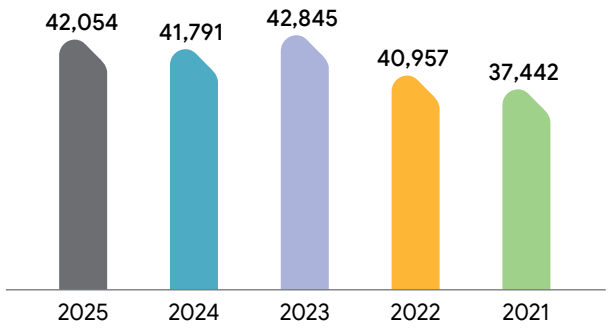
United Commercial Bank PLC.

Graphical Presentation of Key Indicators

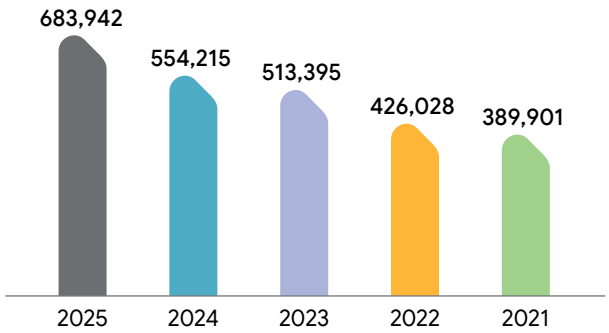
Total Assets (BDT in Million)



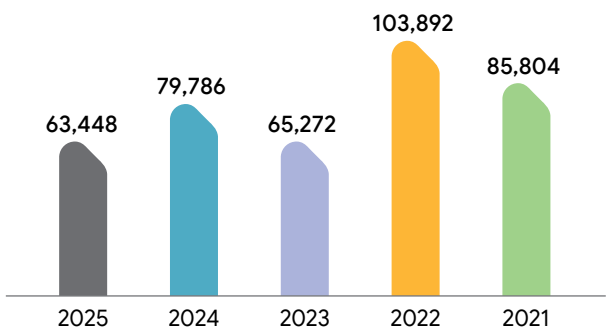
Shareholders' Equity (BDT in Million)



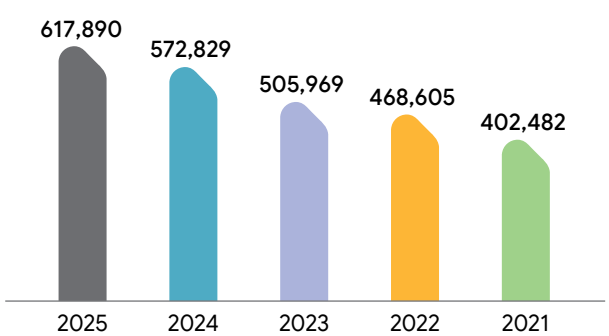
Deposits (BDT in Million)



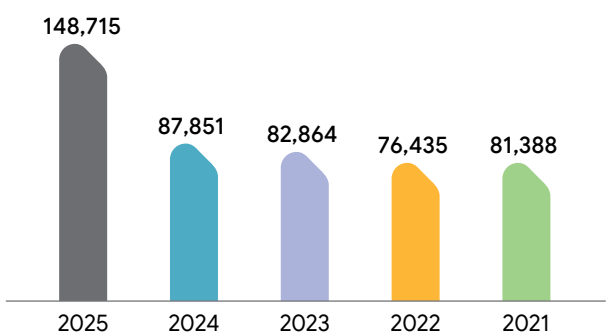
Borrowing (BDT in Million)



Loans and Advances (BDT in Million)

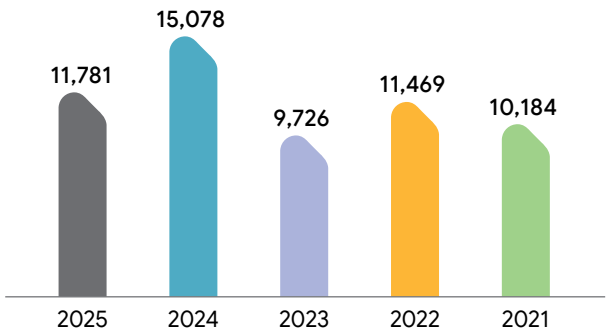


Investments (BDT in Million)



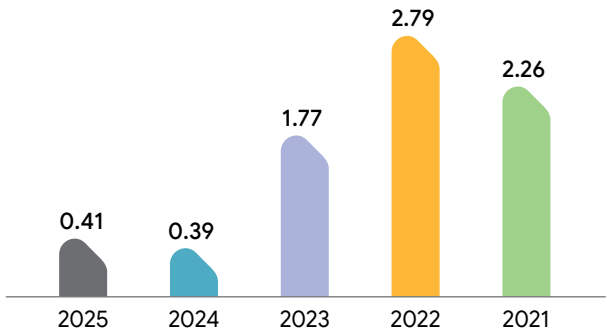
Operating Profit

(BDT in Million)



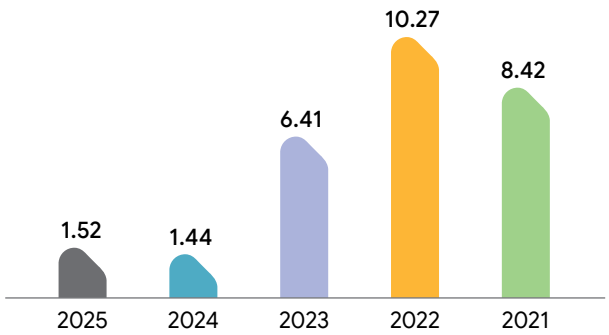
Earnings per share (EPS)

in BDT (Restated)



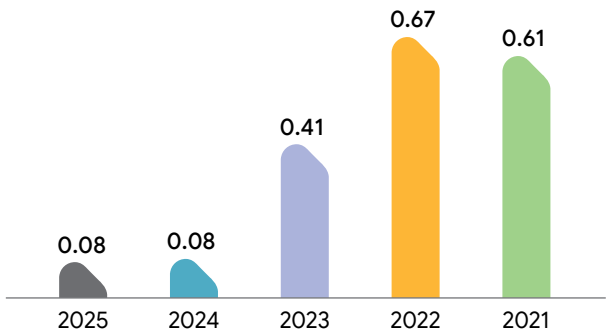
Return on Equity (ROE)

percentage

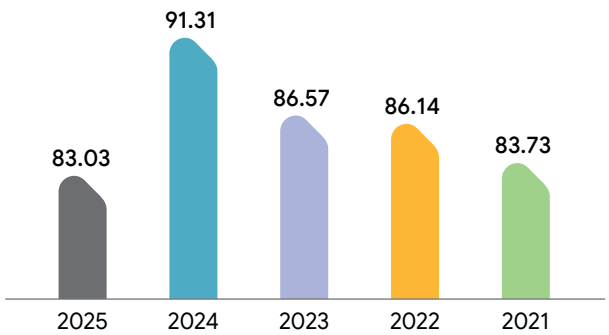


Return on Assets (ROA)

percentage

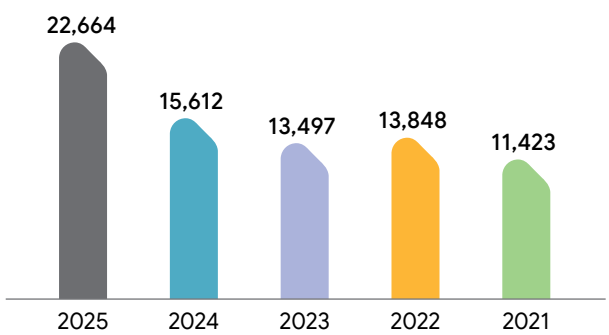


Credit-deposit ratio



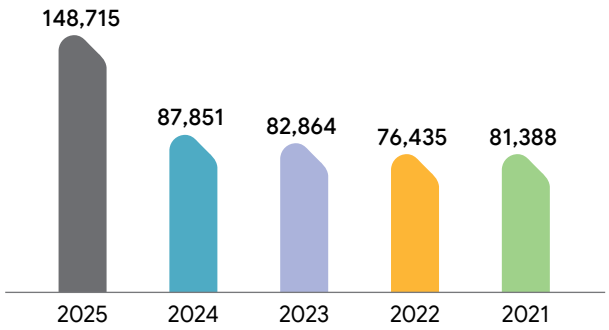
Non-interest income

(BDT in Million)



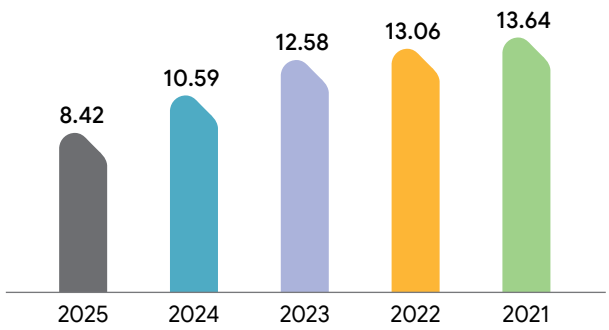
Investments

(BDT in Million)

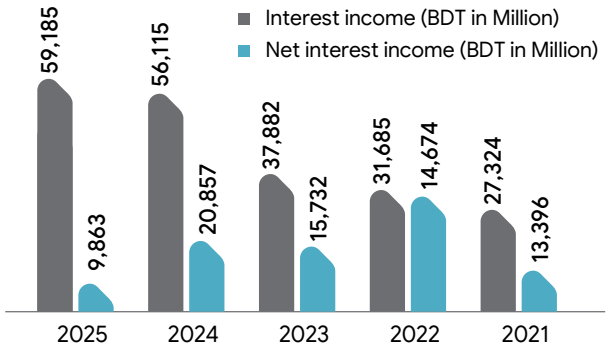


Capital to RWA Ratio

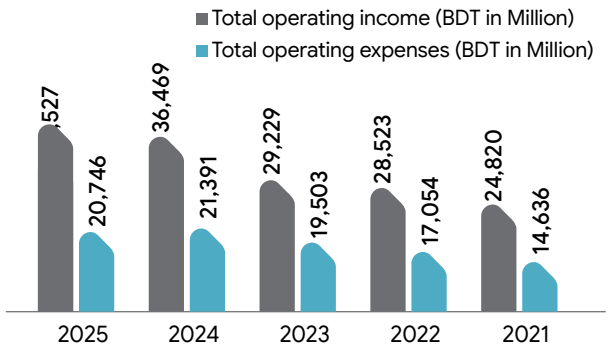
(Percentage)



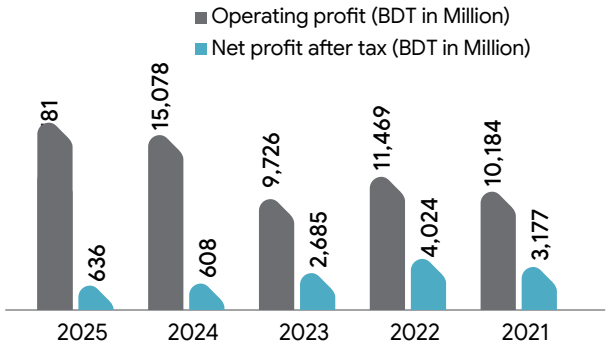
Interest Income & Net Interest Income



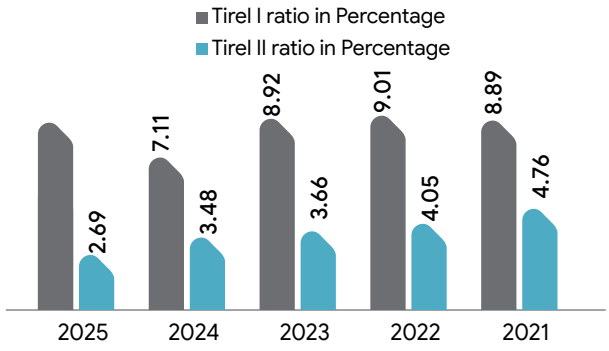
Total Operating Income & Total Operating Expense



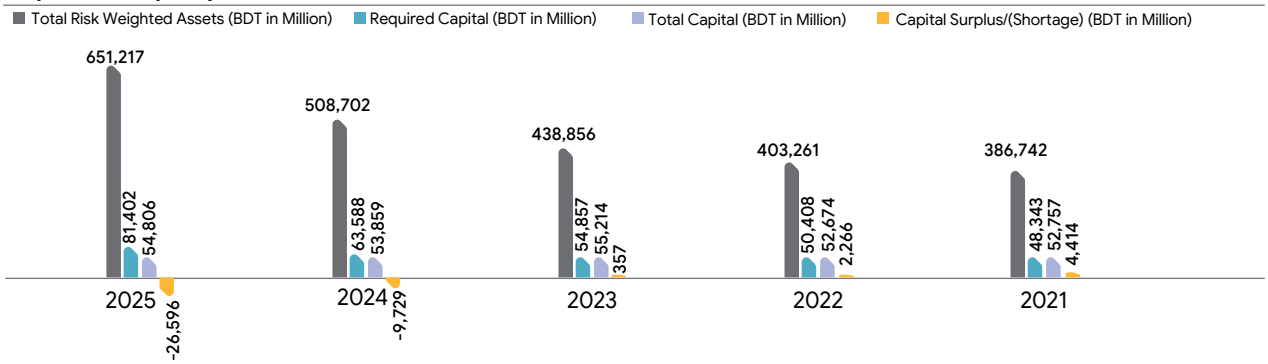
Operating profit & Net profit after tax



Tier-i & tier-ii capital



Capital Adequacy Status Under Basel III





CORPORATE GOVERNANCE OF THE BANK

Corporate Governance Report

United Commercial Bank PLC ("UCB" or "the Bank") regards Corporate Governance as a rigorous framework characterized by accountability, risk oversight, and sustained value preservation, extending far beyond regulatory compliance.

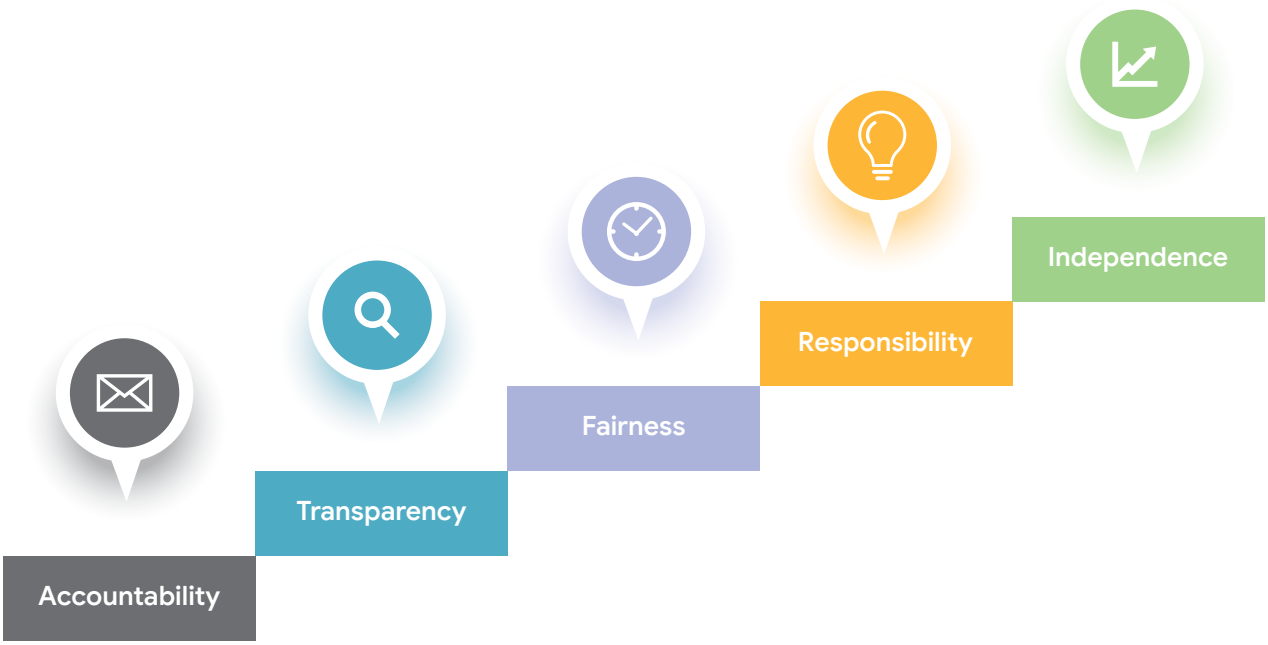
The Board of Directors firmly believes that governance quality is not determined by the sophistication of its frameworks or the breadth of its policies, but by the real and measurable impact of its decisions. Effective governance must manifest in purposeful leadership, ethical conduct, and the unwavering confidence of shareholders and stakeholders. This enduring conviction remains central to the Board's discharge of its duties and the integrity of its deliberations. In fulfilling its governance mandate, the Board considers itself the collective trustee of all shareholders and members of the Bank and fully acknowledges its fiduciary responsibility to act in their best interests to create, protect, and prudently grow the assets entrusted to its stewardship.

This report presents a comprehensive overview of the corporate governance framework, practices, and policies adopted by the Bank, prepared with reference to the Corporate Governance Code dated 3 June 2018 ("CG Code") issued by the Bangladesh Securities and Exchange Commission (BSEC).

As a listed company on both the Dhaka and Chittagong Stock Exchanges, the Bank remains committed to full compliance with all applicable conditions prescribed under the CG Code and to maintaining the highest standards of timely, accurate, and transparent disclosure to all stakeholders.

Governance Philosophy of the Bank

The Bank's corporate governance framework is anchored in five foundational pillars–Accountability, Transparency, Fairness, Responsibility, and Independence, each of which plays an indispensable role in sustaining institutional integrity, protecting stakeholder interests, and driving long-term value creation.



Accountability forms the cornerstone of the Bank's governance architecture. The Board of Directors and Senior Management are held to the highest standards of performance and conduct, ensuring that every decision is made with due diligence and in the best interest of the Bank and its shareholders. Clear lines of authority and robust reporting mechanisms reinforce a culture where leadership remains answerable at all levels.

Transparency underpins the Bank's commitment to open, accurate, and timely disclosure of material information. Shareholders, regulators, and all relevant stakeholders are provided with a clear and faithful account of the Bank's financial performance, strategic direction, and risk profile, fostering informed decision-making and enduring confidence in the institution.

Fairness ensures the equitable treatment of all shareholders, majority and minority alike, as well as customers, employees, and business partners. The Bank is firmly committed to upholding the rights of every stakeholder and to ensuring that no party is subject to discrimination or disadvantage in its dealings with the institution.

Responsibility reflects the Bank's unwavering commitment to ethical conduct, regulatory compliance, and corporate

social stewardship. Management is entrusted to operate within established policies and applicable laws, while simultaneously advancing the broader interests of the community and the environment.

Independence preserves objectivity and impartiality essential to effective oversight. The composition of the Board, particularly the role of Independent Directors, ensures that governance decisions are free from undue influence, thereby protecting the long-term interests of all shareholders.

Together, these five pillars constitute the governance foundation upon which the Bank continues to build trust, resilience, and sustainable prosperity.

Corporate Governance Framework

The corporate governance framework of UCB has been designed and sustained as a comprehensive and coherent system through which the Bank is directed, managed, and controlled in a manner that promotes accountability, safeguards integrity, and advances the long-term interests of its shareholders and stakeholders.

The Bank's governance structure is strictly aligned with the Companies Act 1994, Bank Company Act 1991 (and subsequent amendments), Corporate Governance Code 2018 (and subsequent amendments), guidelines and circulars from Bangladesh Bank, Listing Regulations of the Stock Exchanges, and directives/notifications/orders from Bangladesh Securities and Exchange Commission (BSEC). These standards ensure a clear delineation of duties between the Board of Directors and the executive management team, preserving the independence of executive functions while enabling powerful statutory oversight.

The framework is structured around a clear and disciplined allocation of roles and responsibilities among the Board of Directors, its Committees, and Senior Management. The Board retains ultimate oversight authority, setting the Bank's strategic direction, establishing risk appetite, and ensuring that management operates within approved policies and applicable regulatory requirements. Senior Management, in turn, is entrusted with the execution of the Board's directives and the day-to-day conduct of the Bank's affairs with diligence and transparency.



The corporate governance framework of the Bank represents a structured and integrated system through which the Bank is strategically directed, effectively managed, and transparently accountable to its shareholders and all relevant stakeholders. The framework is built upon the following interrelated principles that enable the Bank to form a cohesive governance ecosystem and operate with purpose, accountability, and sustained excellence by creating long-term value.

- Governance forms the apex of the framework, establishing the foundational principles, policies, and oversight mechanisms through which the Board of Directors exercises its authority and fulfils its fiduciary responsibilities with integrity and diligence.
- Stakeholders remain central to the Bank's governance philosophy. The Bank is firmly committed to maintaining open, equitable, and constructive engagement with shareholders, customers, regulators, employees, and the wider community, ensuring that their legitimate interests are consistently recognized and protected.
- Integrity and Transparency underpin every dimension of the Bank's operations. The Bank upholds the highest standards of honest conduct and accurate disclosure, fostering a culture of trust and ethical behavior across all levels of the institution.
- Compliance and Reporting ensure that the Bank operates in full conformity with applicable regulatory frameworks, supported by timely and accurate reporting.
- ESG – Environmental, Social, and Governance considerations reflect the Bank's enduring commitment to responsible and sustainable banking practices that create lasting value for society and the environment.
- Strategy, Planning and Performance provide the institutional direction and discipline necessary to translate governance principles into measurable outcomes, ensuring that the Bank remains competitive, resilient, and shareholder focused.
- Risk Management completes the Framework by ensuring that risks are proactively identified, rigorously assessed, and prudently mitigated, safeguarding the Bank's financial soundness and reputational integrity.

Key Focus Areas in 2025

Throughout the year, the Board provided active strategic oversight, balancing growth with prudent governance and long-term stakeholder value. The risk management framework was further strengthened, addressing previous experience, macroeconomic volatility, cybersecurity threats, and technological shifts. Governance practices remained fully aligned with the BSEC Corporate Governance Code 2018 and Bangladesh Bank, underpinned by robust internal controls and continuous regulatory monitoring. The Board ensured transparent financial reporting, operational efficiency and Management accountability, while reinforcing an organization-wide culture of integrity, compliance and adherence to the Code of Conduct.

Board of Directors

The Board of Directors of the UCB provides strong and purposeful leadership, exercising strategic oversight and upholding the highest standards of corporate governance across all dimensions of the Bank. The Board draws upon its members' diverse and distinguished expertise spanning finance, innovation, strategy, and sustainability, cultivated through leadership roles across multiple industries, to shape the Bank's long-term vision, guide critical business decisions, and safeguard the enduring interests of its shareholders and stakeholders.

The Board comprises 5 (five) experienced and highly accomplished members, of whom three are Independent Directors, bringing varied professional, business, and academic backgrounds enriched by long and distinguished careers. This composition ensures a balanced and objective governance dynamic, reinforcing the Board's capacity for independent judgement and impartial oversight. The profiles of all members of the Board are set out on pages ... to ... of this Report.

The Board's composition and functioning are characterized by the following key governance attributes, each reflective of the Bank's commitment to governance best practices:

- The positions of Chairman and Chief Executive Officer are held by separate individuals, ensuring a clear and effective segregation of leadership responsibilities and preserving the independence of Board oversight from executive management.
- The Audit Committee and the Risk Management Committee are each chaired by Independent Directors, reinforcing the objectivity, impartiality, and credibility of the oversight functions discharged by these critical Committees.
- The respective roles and responsibilities of the Chairman, the Directors, and the Chief Executive Officer are clearly and formally defined, eliminating ambiguity and ensuring disciplined accountability across the governance structure.
- The Board assumes ultimate responsibility for strategic oversight and institutional direction, while the Management team remains accountable for the efficient and effective execution of day-to-day operational affairs — a distinction that ensures clarity of purpose at every level of the organization.

Name of the Directors	Status with the Board	Executive Committee	Audit Committee	Risk Management Committee	Subsidiaries
Mr. Sharif Zahir	Chairman	✓	-	✓	-
Mr. Md. Shazzad Hossoin	Independent Director & Vice Chairman	✓	-	✓	-
Mr. Md. Tanvir Khan	Director & Chairman, Executive Committee	✓	-	-	-
Mr. Obaidur Rahman, FCA	Independent Director & Chairman, Audit Committee	-	✓	✓	-
Mr. Md. Yusuf Ali	Independent Director & Chairman, Risk Management Committee	-	✓	✓	-

Assistive Committees of the Board

In pursuance of BRPD Circular No. 2 dated 11 February 2024, the Board of Directors of UCB is supported in its governance responsibilities by 3 (three) duly constituted assistive Committees – Executive Committee, Audit Committee, and Risk Management Committee. Each Committee operates strictly within the regulatory framework prescribed by Bangladesh Bank and the applicable governance guidelines. In accordance with BRPD Circular No. 21 dated 12 May 2024, no separate Nomination and Remuneration Committee (NRC) has been constituted. The functions ordinarily assigned to the NRC are, accordingly, vested in and discharged by the Audit Committee.

Executive Committee	Audit Committee	Risk Management Committee
The Executive Committee functions within the scope of authority formally delegated by the Board, addressing routine business and operational matters that necessitate timely decisions. The Committee operates at all times within the boundaries of the Board-approved policies and institutional framework.	The Audit Committee provides rigorous oversight of the integrity of the Bank's financial reporting processes, the adequacy and effectiveness of its internal control systems, and the performance of both internal and external audit functions. In addition to its core mandate, the Committee duly discharges the responsibilities of the Nomination and Remuneration Committee in accordance with the regulatory directive.	The Risk Management Committee maintains vigilant and continuous oversight of the Bank's overall risk profile, encompassing credit concentration risk, liquidity management, and emerging risk exposures. The Committee's structured deliberations promote disciplined risk-taking and provide the Board with the informed analytical foundation necessary for sound decision-making.

In the interest of transparency and effective governance, the decisions and deliberations of all three Committees are reported to the Board on a regular basis, ensuring that the Board retains comprehensive oversight of all material matters within the Bank's governance and operational framework.

Roles and Responsibilities of the Board of Directors & the Committees

The major roles and responsibilities of the Board, among others, include setting the Bank's vision, mission, and policies, and determining the goals, objectives, and strategies to ensure efficient use of the Bank's resources. The roles and responsibilities of the Board of Directors are outlined in detail in the BRPD Circular No. 2 dated 11 February 2024, which acts as the primary source of guidance for the Board of Directors of a commercial bank.

The major roles and responsibilities of the Executive Committee are to carry out duties within its delegated authority, while the Audit Committee is required to oversee internal controls, financial reporting, and compliance with regulatory requirements. The Risk Management Committee, however, is entrusted with identifying, assessing, and mitigating key risks, including credit, market, and operational risks. The same BRPD Circular also serves as the source for the roles and responsibilities of the assistive committees.

Skills, Competencies and Experience of the Board

The Board of Directors of UCB comprises individuals with diverse and complementary expertise, ensuring effective oversight and strategic direction. They bring multidimensional experience spanning Banking, Asset Management, Manufacturing, Real Estate, IT/E-commerce, and Trading. The Board is further strengthened by Independent Directors with specialized knowledge in Auditing, Taxation, Internal Control & Compliance, Foreign Exchange, and Corporate Governance. Respective expertise of the directors has been disclosed in page 30.

Policy for Appointment of Board of Directors

The appointment of directors, including independent directors, requires prior approval from the Bangladesh Bank, specifying a set of criteria that directors must meet, including experience, background checks, and a declaration of confidentiality. Additionally, the appointment of independent directors requires prior approval from the Bangladesh Securities & Exchange Commission based on the criteria set in the CG Code. Notably, the requirements, as outlined by the regulators, are adopted as policy for induction.

Directors' Shareholding Status

No Independent Director holds the share of the Bank. However, the shareholder Directors holds the required share as per the regulatory threshold.

Independence of Non-Executive Directors

The Bank is firmly committed to upholding governance practices that preserve and protect the full independence of its Non-Executive Directors. The Bank ensures that all Non-Executive Directors enjoy unrestricted freedom to discharge their responsibilities with objectivity, diligence, and impartiality. In fulfilment of this commitment, Non-Executive Directors consistently attend Board meetings and actively engage in deliberations on all matters placed before the Board, contributing meaningfully to informed and balanced decision-making.

All Non-Executive Directors of the Bank conduct themselves in accordance with a formally adopted Code of Conduct, in compliance with the applicable circulars and directives issued by Bangladesh Bank and the notifications of the Bangladesh Securities and Exchange Commission (BSEC) from time to time.

The Non-Executive Directors include Independent Directors who provide neutral, arms-length oversight across all governance domains. Independent Directors are not involved in the day-to-day operational management of the Bank. They are afforded full and unrestricted access to Senior Management, the internal audit function, and the external auditors, ensuring that their oversight role is exercised with complete independence, adequate information, and unimpeded professional judgement — thereby reinforcing the integrity and effectiveness of the Board's governance responsibilities.

Name of the Directors	Executive Director	Non-executive Director	Shareholder Director	Independent Director
Mr. Sharif Zahir	-	✓	✓	
Mr. Md. Shazzad Hossoin	-	✓		✓
Mr. Md. Tanvir Khan	-	✓	✓	
Mr. Obaidur Rahman, FCA	-	✓		✓
Mr. Md. Yusuf Ali	-	✓		✓

Reporting by the Committees to the Board

Each Committee periodically update on their work to the Board.

Chairman of the Board and his Role & Responsibilities

The Board is helmed by the Chairman and his primary role is to ensure that the Board is effective in its task of setting and implementing the Bank's direction and strategy. He is responsible for the leadership of the Board. Appointment of the Chairman is done by the Board.

MD & CEO and his Role and Responsibilities

The Managing Director & CEO is appointed by the Board with prior approval of the Bangladesh Bank. The role of the Managing Director & CEO has been defined by the Board of Directors is outlined in detail in the BRPD Circular No. 5 dated 27 February 2024.

Role of the Senior Management Team

Day-to-day management of the Bank is vested in the Senior Management Team (SMT), chaired by the Managing Director and comprising key senior executives. The SMT is responsible for monitoring overall performance across all functions and remains committed to serving the Bank's interests and driving sustainable growth.

Duality of Role for MD/CEO, CFO, HIAC, and CS

The Board has appointed separate individuals to the roles of MD/CEO, CFO, Company Secretary and Head of Internal Audit & Compliance, with clearly defined responsibilities. None hold concurrent executive positions elsewhere.

The roles of CFO, Head of Internal Audit & Compliance, and Company Secretary are clearly defined in accordance with Bangladesh Bank circulars and the Corporate Governance Code 2018. The CFO oversees all financial operations, reporting, budgeting and business control. The Head of Internal Audit & Compliance ensures effective internal controls across the Bank, providing independent assurance to the Board and Management. The Company Secretary, accountable to the Board through the Chairman, advises on governance, ensures regulatory compliance and facilitates timely information flow across internal and external stakeholders. A brief profile of the said officials is given below:

Name	Position	Age	Education	Experience
Mr. Mohammad Mamdudur Rashid	Managing Director and CEO	60 Years	Fulbright Scholar and graduate of Brandeis University, USA	38+ Years
Mr. Faruk Ahammad, FCA	Chief Financial Officer	52 Years	Fellow Chartered Accountant	38+ Years
Mr. Mohammod Monwar Hossain	Head of Internal Audit & Compliance	50 Years	Master in Bank Management	23+ Years
Mr. Tanvir A Siddiqui, ACS	Company Secretary	47 Years	Associate Chartered Secretary	20+ Years

Role of the Company Secretary

The Company Secretary plays a pivotal role in maintaining statutory registers, preparing and filing statutory returns, and advising the Board on corporate governance matters. The role further encompasses facilitating effective communication between the Bank and its shareholders, upholding shareholder rights and promoting transparency and accountability. The Company Secretary's expertise in legal and regulatory compliance ensures the Bank operates within the applicable framework, remaining well-positioned to meet the evolving needs of its stakeholders.

Financial Reporting and Transparency

Financial Statements have been prepared in accordance with IAS and IFRS, with timely publication of quarterly, half-yearly and annual reports reflecting the Bank's commitment to disclosure beyond statutory requirements. The Financial Statements included in this Annual Report have been audited by M/S Aziz Halim Khair Choudhury, Chartered Accountants.

Internal Controls

The Board maintains full oversight of strategic, financial and compliance matters, with internal control responsibilities delegated to the Senior Management Committee. The Internal Audit Department, headed by the Head of Internal Audit & Compliance, operates across the Bank on a risk-based approach, reporting to Management and the Audit Committee to ensure effective implementation of Board policies and decisions.

Code of Conduct

The Bank conducts its operations with fairness, mutual benefit and strict adherence to applicable laws, regulations and human rights principles. Leaders are responsible for setting ethical standards by example, guiding decisions in alignment with UCB's Code of Conduct and related policies. Where specific circumstances are not explicitly addressed, sound judgment is applied. The Code of Conduct is available on the Bank's website.

Communication with Shareholders

UCB places strong emphasis on shareholder engagement, maintaining open communication throughout the year and encouraging active participation at shareholders' meetings. Financial performance is shared quarterly through Quarterly, Half-Yearly and Annual Financial Statements, with results also published in major newspapers. The Annual Report, serving as the primary stakeholder communication, is distributed digitally via registered BO account email addresses. Printed copies are available upon written request at the Registered Office or Investor Relations Department, and all reports are accessible on UCB's website.

Company's Corporate Website

UCB's website serves as a comprehensive resource, providing shareholders and stakeholders with information on Board composition, Committee structures, policies, financial disclosures, statutory filings, shareholding details and unclaimed dividends. The Investor Relations section ensures timely access to relevant information. The Bank further reinforces transparency by regularly publishing company-specific updates through newspapers and its website.

Guidelines and Key Policies

UCB operates within a comprehensive corporate governance framework, underpinned by a suite of policies, procedures, and codes of conduct. These instruments serve as the foundation for ethical conduct, operational excellence, and regulatory compliance across all levels of the organization

Compliance with Laws and Regulations

UCB has complied with all mandatory requirements of the Companies Act 1994, SEC Rules 2020, Corporate Governance Code 2018 (amended 2022) and applicable listing regulations. Ethical conduct and regulatory compliance remain fundamental to the Bank's operations. M/s. Hossain & Hossain, Chartered Accountants, appointed as Independent Corporate Compliance Auditor by the Board, has issued the requisite Compliance Certificate, duly disclosed in this Annual Report.

Conclusion

UCB upholds robust corporate governance, guided by the Board's commitment to transparency, accountability and ethical conduct. Strong internal controls and a sound risk management framework safeguard stakeholder interest, while continuous enhancement of governance practices reflects the Bank's dedication to sustainable growth and long-term value creation for shareholders and society.

Sincerely Yours,



Tanvir A Siddiqui, ACS
Company Secretary

Corporate Governance Certificate

HOSSAIN & HOSSAIN
CHARTERED ACCOUNTANTS

Annexure-B
[Certificate as per condition No. 1(5)(xxvii)]

Report to the Shareholders of
United Commercial Bank PLC
on
Compliance on the Corporate Governance Code
For the year ended December 31, 2025

We have examined the compliance status to the Corporate Governance Code by **United Commercial 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 (amended up to 2024) of the Bangladesh Securities and Exchange Commission.

Such compliance with the Corporate Governance Code is the responsibility of the Bank. 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 Bank has complied with the conditions of the Corporate Governance Code as stipulated in the above-mentioned Corporate Governance Code issued by the Commission, except for the status relating to Condition 2(b), 7(3).

(b) The Bank has complied with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) as required by this Code.

(c) Proper books and records have been kept by the Bank as required under the Companies Act, 1994, the securities laws and other relevant laws or not complied.

(d) The Governance of the Bank is satisfactory, with the status stated in clause (a) of the report.

For: Hossain & Hossain
Chartered Accountants

Md. Anowar Hossain FCA
Partner
Enrollment Number: 2079

Place: Dhaka
Date: May 14, 2026

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Corporate Governance Checklist

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
1 Board of Directors					
Size of the Board of Directors	1(1)	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)	✓		
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; 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 with 5 members, including 3 Independent Directors, was formed by Bangladesh Bank through Special Order on August 27, 2024.
	1(2)(b)(i)	Who 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;	✓		
	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: Provided that spouse, son, daughter, father, mother, brother, sister, son-in-law, and daughter-in-law shall be considered as family members;	✓		
	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;	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	1(2)(b)(vi)	Who is not a shareholder, director excepting independent director or officer of any member or TREC 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;	✓		
	1(2)(b)(ix)	Who has not been reported as a defaulter in the latest Credit Information Bureau (CIB) report of Bangladesh Bank for non-payment of any loan or advance or obligation to a bank or a financial institution.	✓		
	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;			No Independent Director has been appointed by the board during this year.
	1(2)(d)	The post of independent director(s) cannot remain vacant for more than 90 (ninety) days; and			N/A
	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: 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:			N/A
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	✓		
	1(3)(b)	Independent director shall have following qualifications			

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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 business association; or			N/A
	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	✓		
	1(3)(b)(iii)	Former or existing official of government or statutory or autonomous or regulatory body in a 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:	✓		
	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;	✓		
	1(3)(c)	The independent director shall have at least 10 (ten) years of experiences in any field mentioned in clause (b);	✓		
	1(3)(d)	In special cases, the above qualifications or experiences may be relaxed subject to prior approval of the Commission.			N/A
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;	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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 of the Board Meeting.			N/A
The Directors' Report to Shareholders	1(5)	The Board of the company shall include the following additional statements or disclosures in the Directors' Report prepared under section 184 of the Companies Act, 1994 (Act No. XVIII of 1994):			
	1(5)(i)	An industry outlook and possible future developments in the industry	✓		
	1(5)(ii)	The segment-wise or product-wise performance;	✓		
	1(5)(iii)	Risks and concerns including internal and external risk factors, threat to sustainability and negative impact on environment, if any;	✓		
	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);	✓		
	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;	✓		
	1(5)(vii)	A statement of utilization of proceeds raised through public issues, rights issues and/or any other instruments;	✓		
	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.;	✓		
	1(5)(ix)	An explanation on any significant variance that occurs between Quarterly Financial performances and Annual Financial Statements;	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	1(5)(x)	A statement of remuneration paid to the directors including independent directors;	✓		
	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;	✓		
	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;	✓		
	1(5)(xv)	A statement that the system of internal control is sound in design and has been effectively implemented and monitored;	✓		
	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;	✓		
	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;	✓		
	1(5)(xx)	An explanation on the reasons if the issuer company has not declared dividend (cash or stock) for the year;	✓		
	1(5)(xxi)	Board's statement to the effect that no bonus shares or stock dividend has been or shall be declared as interim dividend;	✓		

	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;	✓		
	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 Compliance and their spouses and minor children (name-wise details);	✓		
	1(5)(xxiii)(c)	Executives; and	✓		
	1(5)(xxiii)(d)	Shareholders holding ten percent (10%) or more voting interest in the company (name-wise details);	✓		No one has Ten percent (10%) or more voting interest
	1(5)(xxiv)(a)	A brief resume of the director	✓		
	1(5)(xxiv)(b)	Nature of his or her expertise in specific functional areas; and	✓		
	1(5)(xxiv)(c)	Names of companies in which the person also holds the directorship and the membership of committees of the Board	✓		
	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	✓		
	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;	✓		
	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;	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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 MD and the CFO to the Board as required under condition No. 3(3) shall be disclosed as per Annexure-A;	✓		
	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.	✓		
Meetings of the Board of Directors	1(6)	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.	✓		
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			N/A
	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.			N/A
2 Governance of Board of Directors of Subsidiary Company					
	2(a)	Provisions relating to the composition of the Board of the holding company shall be made applicable to the composition of the Board of the subsidiary company.			N/A

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	2(b)	At least 1 (one) independent director on the Board of the holding company shall be a director on the Board of the subsidiary company;		✓	
	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 Managing Director (MD) or Chief Executive Officer (CEO), Chief Financial Officer (CFO), Head of Internal Audit and Compliance (HIAC) and Company Secretary (CS)					
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: Provided further that the remuneration and perquisites of the said CFO or CS shall be shared by appointing companies proportionately;	✓		
	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).	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
Requirement to attend Board of Directors' Meetings	3(2)	The MD or CEO, CS, CFO and HIAC of the company shall attend the meetings of the Board: Provided that the CS, CFO and/or the HIAC shall not attend such part of a meeting of the Board which involves consideration of an agenda item relating to their personal matters.	✓		
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)	Financial 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)	Financial 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.	✓		
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	✓		
	4(ii)	Nomination and Remuneration Committee			In compliance with the Bangladesh Bank's BRPD Circular Letter no. 21 dated 12 May 2024, the responsibilities of Nomination & Remuneration Committee have been entrusted to the Audit Committee of the Board
5 Audit Committee					
Constitution of the Audit Committee	5(1)(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)(a)	The Audit Committee shall be composed of at least 3 (three) members;			N/A

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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 the Committee member expires, Board shall appoint new Committee member immediately or not later than 60 (sixty) days from the date of vacancy.			N/A
	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.	✓		
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): Provided that in absence of Chairperson of the Audit Committee, any other member from the Audit Committee shall be selected to be present in the annual general meeting (AGM) and reason for absence of the Chairperson of the Audit Committee shall be recorded in the minutes of the AGM.	✓		
Meeting of the Audit Committee	5(4)(a)	The Audit Committee shall conduct at least its four meetings in a financial year:	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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.	✓		
Role of Audit Committee	5(5)(a)	Oversee the financial reporting process.	✓		
	5(5)(b)	Monitor choice of accounting policies and principles;	✓		
	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	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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: Provided that the management shall disclose to the Audit Committee about the uses or applications of the proceeds by major category (capital expenditure, sales and marketing expenses, working capital, etc.), on a quarterly basis, as a part of their quarterly declaration of financial results: Provided further that on an annual basis, the company shall prepare a statement of the proceeds utilized for the purposes other than those stated in the offer document or prospectus for publication in the Annual Report along with the comments of the Audit Committee			N/A
Reporting to the board of Directors	5(6)(a)	Reporting to the Board of Directors			
	5(6)(a)(i)	The Audit Committee shall report on its activities to the Board.	✓		
	5(6)(a)(ii)	The Audit Committee shall immediately Report to the Board on the following findings, if any:			
	5(6)(a)(ii)(a)	Report on conflicts of interests			N/A
	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;	✓		
	5(6)(a)(ii)(c)	Suspected infringement of laws, regulatory compliances including securities related laws, rules and regulations; and			N/A
	5(6)(a)(ii)(d)	Any other matter which the Audit Committee deems necessary shall be disclosed to the Board Immediately			N/A
Reporting to The Authorities	5(6)(b)	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.			N/A

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
Reporting to the Shareholders and General Investors	5(7)	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)					In compliance with the Bangladesh Bank's BRPD Circular Latter no. 21 dated 12 May 2024, the responsibilities of Nomination & Remuneration Committee have been entrusted to the Audit Committee of the Board.
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			N/A
	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;			N/A
	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).			N/A
Constitution of the NRC	6(2)(a)	The Committee shall comprise of at least three members including an independent director			N/A
	6(2)(b)	All members of the Committee shall be non-executive directors;			N/A
	6(2)(c)	Members of the Committee shall be nominated and appointed by the Board;			N/A
	6(2)(d)	The Board shall have authority to remove and appoint any member of the Committee;			N/A
	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;			N/A

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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;			N/A
	6(2)(g)	The company secretary shall act as the secretary of the Committee;			N/A
	6(2)(h)	The quorum of the NRC meeting shall not constitute without attendance of at least an independent director;			N/A
	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.			N/A
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			N/A
	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;			N/A
	6(3)(c)	The Chairperson of the NRC shall attend the annual general meeting (AGM) to answer the queries of the shareholders:			N/A
Meeting of the NRC	6(4)(a)	The NRC shall conduct at least one meeting in a financial year;			N/A
	6(4)(b)	The Chairperson of the NRC may convene any emergency meeting upon request by any member of the NRC;			N/A
	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);			N/A
	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			N/A
Role of the NRC	6(5)(a)	NRC shall be independent and responsible or accountable to the Board and to the shareholders;			N/A

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	6(5)(b)	NRC shall oversee, among others, the following matters and make report with recommendation to the Board:			N/A
	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 following:			N/A
	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;			N/A
	6(5)(b)(i)(b)	The relationship of remuneration to performance is clear and meets appropriate performance benchmarks; and			N/A
	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;			N/A
	6(5)(b)(ii)	Devising a policy on Board's diversity taking into consideration age, gender, experience, ethnicity, educational background and nationality;			N/A
	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;			N/A
	6(5)(b)(iv)	Formulating the criteria for evaluation of performance of independent directors and the Board;			N/A
	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			N/A
	6(5)(b)(vi)	Developing, recommending and reviewing annually the company's human resources and training policies;			N/A
	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.			N/A
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: -			

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
	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;	✓		
	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 Provided that spouse, son, daughter, father, mother, brother, sister, son-in-law and daughter-in-law shall be considered as family members.	✓		
	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.		✓	
8 Maintaining a website by the Company					
	8(1)	The company shall have an official website linked with the website of the stock exchange.	✓		
	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).	✓		

	Condition No.	Title	Compliance Status (Put ✓ in the appropriate column)		Remarks (if any)
			Complied	Not Complied	
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 shall such certificate shall be disclosed in the Annual Report.	✓		
	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.	✓		

BAPLC Membership Certificate



BANGLADESH ASSOCIATION OF PUBLICLY LISTED COMPANIES

Renewed Certificate

This is to certify that

UNITED COMMERCIAL 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-2026/052**

Date of issue : **February 1, 2026**

BAPLC

Secretary General

Dividend Distribution Policy

Preamble

In compliance with Directives No. BSEC/CMRRCD/2021-386/03 of Bangladesh Securities and Exchange Commission (BSEC) dated January 14, 2021; United Commercial Bank PLC formulated this policy as the Dividend Distribution Policy of UCB.

Objective of the Policy

The purpose of the policy is to comply with the Directives of the Bangladesh Securities and Exchange Commission (BSEC) and all other related regulatory bodies. The parameters set out in the policy are applicable to the distribution of dividends. United Commercial Bank PLC aimed to maximization of shareholders value and believes that this can be attained by driving growth. The Policy endeavours to strike an optimum balance between rewarding shareholders through dividends and ensuring that sufficient profits are retained for the growth of the Company and other needs. The objective of the Policy is to lay down a consistent approach for the declaration and distribution of dividends. Effective Date Dividend Distribution Policy shall be effective from the date of its approval by the Board of Directors.

Dividend Recommendation and Approval Process

Dividends will be recommended and approved as per applicable Acts, and Articles of the Association of the Bank along with the regulatory directives issued from time to time. Entitlement of Dividend: Shareholders whose names shall appear in the Members Register of the Company or in the Depository Register of CDBL on the Record Date of the respective year's AGM will receive the entitled dividend.

Process of Distribution of Cash Dividend

Cash dividend shall be paid directly to the bank account within 30 (thirty) days from the date of approval by the Shareholders in the AGM subject to comply with circulars/directives of Bangladesh Securities and Exchange Commission (BSEC) or Bangladesh Bank or other regulatory authority from time to time.

- Through Bangladesh Electronic Funds Transfer Network (BEFTN);
- Through bank transfer or any electronic payment system as recognized by the Bangladesh Bank (if not possible through BEFTN);
- In case of margin loan and claim by loan provider, through the Consolidated Customers Bank Account (CCBA);
- To the separate bank account of the merchant Banker or portfolio manager through BEFTN;
- Through the security custodian following Foreign Exchange Regulation for non-resident sponsors, directors, shareholders, unit holders, or foreign portfolio investors (FPI);
- Through the issuance of a Cash Dividend warrant and sending it through the post in case of non-availability of information of the shareholder or unit holder.
- Amount of declared cash dividend payable for the concerned year/period shall be kept in a separate bank account as per circular of Bangladesh Securities and Exchange Commission (BSEC) or Bangladesh Bank or other regulatory authority from time to time.

Manner and Procedure of Stock Dividend Distribution

The stock dividend shall be credited within 30 (thirty) days of approval subject to the clearance of the regulatory requirements if any from Bangladesh Securities and Exchange Commission (BSEC), Bangladesh Bank, and other regulatory bodies: a) To the BO account; b) To the suspense BO Account for undistributed or unclaimed stock dividend/bonus shares. A new Suspense BO Account has been opened every year for the respective year's suspense shares; c) The bonus dividend shall be transferred to the suspense BO account if the BO account is not available or the BO account is inactive; d) The sale proceeds of fractional bonus dividend shall be paid off as per circular of Bangladesh Securities and Exchange Commission (BSEC) or Bangladesh Bank or other regulatory authority from time to time. Tax matters: Tax will be deducted at source as per applicable tax laws.

Submission of Dividend Distribution Compliance Report

In compliance with the Dhaka Stock Exchange (Listing) Regulation-2015 and Chittagong Stock Exchange (Listing) Regulation - 2015 and other regulatory requirements a Dividend Distribution Compliance Report will be submitted in the specified format to BSEC, DSE, and CSE within 7 days from the date of completion of dividend distribution of the concerned years. Amendments / Modifications: If any change/amendment is required in this policy in terms of any change in applicable law or regulations, the concerned law and regulations will prevail over this policy and the said provisions in this policy will be modified in due course to make it consistent with the laws of this land. Such an amended policy shall be placed before the Board for approval.

Disclosure Policy

This Dividend Distribution Policy will available on the Banks website and will be published in the Banks Annual Report. Summary of Unclaimed Dividend: A summary of the total unclaimed dividend will be published in the Annual Report of the Bank each year.

Code of Conduct

Introduction

UCB emphasized the importance of an effective Code of Conduct and Ethics Policy for the promotion of fair and ethical practices by all individuals involved within the banking institution as the policy is a fundamental basis to support the bank's mission and its business operations.

Our employee Code of Conduct and Ethics Policy applies to everyone who works at UCB including employees (both permanent and on probation). As we grow our business and expand our network, it is essential that our employees understand and act upon our Code of Conduct and Ethics Policy. All employees of UCB are required to comply with our Code of Conduct and Ethics Policy and any breach of conduct could lead to termination of employment in serious cases and employees' declaration is obtained at the time of joining UCB. Furthermore, to help our employees in understanding and apply the principles of our Code of Conduct and Ethics Policy, a course is included in FTC.

Confidential information about United Commercial Bank PLC's business or business plans, products and services, marketing methods, technology, or systems must never be disclosed to a third party except pursuant to a statute or regulations, or valid court order. The Bank owes a strict suttee of confidentiality to their customers.

Conflicts of Interest

All employees of United Commercial Bank PLC should be scrupulous in avoiding any action or interest that conflicts or gives the appearance of a conflict with the Bank's interests.

Prohibition of External Influence

Employees must not seek to leverage external pressure or influence for personal advantage within the organization. Any attempt to do so will be treated as a violation of policy and may result in disciplinary action.

Prohibition on Receiving Gifts and Entertainment

Employees are not permitted to accept gifts, entertainment, or other favours from current or potential customers of the Bank. This policy ensures that all employees act impartially, without undue influence or bias, safeguarding the Bank's interests and maintaining the highest ethical standards.

Integrity in Records and Reporting:

Employees must maintain accurate, complete, and timely records in line with organizational policies. All books, accounts, and reports should reflect true transactions, supported by robust internal and disclosure controls to uphold transparency and trust.

Preventing Fraud, Theft, and Unlawful Conduct

Employees must remain vigilant against any fraud, theft, or illegal activity within the organization. Any suspicious or confirmed incidents should be promptly reported to a supervisor or management. By doing so, employees act as whistle blowers under UCB's Whistleblowing Policy, helping safeguard the organization's interests and integrity.

Ethical Use of Position and Information

Employees shall not appropriate for themselves any business or investment opportunities that arise through the use of the Bank's property, confidential information, or their position within the organization. They are strictly prohibited from utilizing the Bank's assets, information, or position for personal benefit, nor shall they engage in any activity that competes, directly or indirectly, with the interests of the Bank.

Compliance with Laws, Rules and Regulations

United Commercial Bank PLC's policy is to maintain an open and cooperative relationship with our regulators and to comply with all applicable laws, rules, and regulations. Bank also disseminates information regarding compliance with laws, rules, and regulations that affect business.

Diversity and Inclusion

UCB recognizes and respects each employee as a unique individual entitled to fundamental human rights, and is committed to fostering a workplace that values cultural and ethnic diversity. The Bank believes that cultivating an inclusive environment—one that attracts, retains, and fully engages a diverse workforce—enhances innovation, creativity, and overall organizational effectiveness.

Equal Employment Opportunity

UCB is committed to providing equal employment opportunities to all individuals, ensuring that all employment decisions are based on merit, qualifications, and business needs. The Bank maintains a workplace free from discrimination on the basis of gender, age, religion, race, ethnicity, disability, or any other status protected by applicable laws. UCB promotes fairness, transparency, and inclusivity across all aspects of employment, including recruitment, training, promotion, compensation, and career development, thereby fostering a respectful and equitable work environment for all employees.

Prevention of Harassment and Discrimination

United Commercial Bank PLC (UCB) remains steadfast in its commitment to fostering a workplace environment built on dignity, respect, and inclusivity. The Bank strictly prohibits all forms of harassment and discrimination — whether verbal, physical, visual, or digital — directed at any individual on the basis of gender, religion, age, ethnicity, disability, or any other personal attribute.

Every employee of UCB is expected to uphold the highest standards of professional conduct and mutual respect in all workplace interactions. The Bank enforces a zero-tolerance policy toward any behaviour that undermines the dignity or psychological well-being of its employees, with particular emphasis on ensuring a safe, equitable, and respectful environment for female employees.

Any reported or substantiated instance of harassment or discriminatory conduct is subject to prompt investigation and appropriate disciplinary measures, in strict accordance with the Bank's established policies and applicable regulatory frameworks. UCB continues to strengthen its internal mechanisms to proactively prevent misconduct and promote a culture where every employee feels valued, protected, and empowered to perform at their best.



RISK MANAGEMENT OF THE BANK

From the Desk of the Chief Risk Officer

The operating environment in 2025 remained complex, shaped by persistent global uncertainties and domestic macroeconomic pressures. While global growth showed resilience despite moderating inflation and gradual monetary easing, external headwinds—including geopolitical tensions, trade fragmentation, and volatile commodity prices—continued to influence emerging markets.

For Bangladesh, the year was marked by elevated inflation, exchange rate pressures, and a tightening monetary stance by Bangladesh Bank. These factors, combined with constrained foreign currency liquidity and import compression measures, had a direct impact on business activity, credit demand, and repayment capacity across key sectors.

Against this backdrop, United Commercial Bank PLC maintained a vigilant and forward-looking risk management approach. We strengthened our risk scenario planning framework, incorporating macroeconomic stress variables such as inflation shocks, exchange rate volatility, and sector-specific vulnerabilities—particularly in import-dependent industries, SMEs, and leveraged corporates.

Regular portfolio reviews, supported by data from our financial reporting indicate that while asset quality pressures persist, our risk absorption capacity remains stable.

Credit Risk and Asset Quality

The banking sector in Bangladesh continues to face structural challenges relating to Non-Performing Loans (NPLs). In line with industry dynamics and regulatory classification guidelines, UCB's NPL ratio stood at 15.50%, with total classified loans amounting to BDT 9,576 crore.

We maintained prudent provisioning practices in accordance with Bangladesh Bank regulations, with specific and general provisions totalling BDT 2,524 crore.

Key risk mitigation actions included:

- Strengthening credit underwriting standards and sectoral exposure limits
- Enhanced Early Warning Signals (EWS) framework for proactive identification of stressed accounts
- Focused recovery and collection drives, particularly for legacy NPL portfolios
- Controlled growth in unsecured retail and SME exposures

Bank's Key Risk Indicators and their Status in 2025

In 2025, the Bank demonstrated overall resilience, with liquidity indicators maintained within prescribed regulatory thresholds, supported by prudent liquidity management and adherence to regulatory requirements.

However, supervisory assessment indicates a degree of deterioration in asset quality and capital adequacy during the year. The observed trend is broadly consistent with prevailing macroeconomic conditions, including elevated inflation, tightening liquidity, foreign exchange market pressures, and sectoral stress affecting borrower repayment capacity across the banking industry.

The Bank has undertaken corrective and mitigating measures in response to these developments. These include increased monitoring of classified, rescheduled, and watch-list accounts; intensified recovery and collection efforts; and maintenance of adequate provisioning in line with regulatory guidelines. Capital planning and management initiatives have also been reinforced to ensure continued compliance with minimum regulatory capital requirements.

From a supervisory perspective, continued focus is necessary on credit risk management practices, timely recognition of impaired assets, and strengthening of capital buffers to enhance resilience against potential stress scenarios.

A comparative analysis of the Bank's key risk indicators is presented in the table below.

Risk Category and Parameter	Key Risk Indicator	Policy Parameter	Actual Position	
			31.12.2025	31.12.2024
Credit Risk: (Assets quality)	Gross NPL Ratio	<5%	15.50%	14.90%
	Net NPL Ratio	<3.50%	7.23%	7.90%
	Rated Borrowers Ratio to Rateable Borrowers	-	92.26%	90.96%
Liquidity Risk	Cash Reserve Requirement (CRR)	≥4%	4.09%	4.87%
	Statutory Liquidity Requirement (SLR)	≥13%	20.48%	13.66%
	Advance to Deposit Ratio (ADR)	≤87%	83.03%	91.31%
	Liquidity Coverage Ratio (LCR)	≥100%	127.50%	118.72%
	Net Stable Funding Ratio (NSFR)	≥100%	156.21%	108.61%

Risk Category and Parameter	Key Risk Indicator	Policy Parameter	Actual Position	
			31.12.2025	31.12.2024
Strategic Risk	Capital to Risk Weighted Assets Ratio (CRAR) with Conservation Buffer	≥12.50%	8.42%	10.59%
	Tier 1 Plus Conservation Buffer	≥8.50%	5.83%	7.11%
	CET 1 Plus Conservation Buffer	≥7%	4.85%	5.99%
	Leverage Ratio	≥3.75%	4.04%	4.26%
	Credit rating	-	AA (ECRL 2)	AA (ECRL 2)

The key ratios presented in the above table indicate a deterioration in asset quality and capital adequacy, while the Bank's liquidity position remains strong. Nevertheless, the Bank remains vigilant in monitoring both existing and emerging risks that could impact its operations.

However, in 2025, the Bank has prioritized addressing these risks through comprehensive portfolio reviews and stress testing, ensuring a proactive approach to managing its risk landscape:

- Increasing the overall risk management culture across the Bank, with clear accountability and governance structures
- Enhancing risk awareness and capacity building through structured training and development programs
- Improving service quality and operational discipline across all business and support functions
- Reinforcing the Bank's resilience across key risk indicators, including asset quality, capital adequacy, and liquidity buffers

Market and Liquidity Risk Management

Liquidity management remained a strategic priority amid ongoing foreign exchange (FX) market stress and tightening system liquidity.

UCB adopted a conservative stance by:

- Maintaining strong Statutory Liquidity Ratio (SLR) and Cash Reserve Ratio (CRR) buffers
- Actively managing Asset-Liability maturity mismatches
- Optimizing foreign currency liquidity through export proceeds, remittance flows, and interbank arrangements

Our Liquidity Coverage Ratio (LCR) and Net Stable Funding Ratio (NSFR) remained within regulatory thresholds, reflecting resilience under stressed conditions.

Enhancing Governance and Risk Culture

In alignment with evolving regulatory expectations, UCB continued to enhance its risk governance framework, ensuring:

- Strong Board and Management oversight through risk committees
- Integration of Risk-Based Supervision (RBS) principles
- Alignment with Internal Capital Adequacy Assessment Process (ICAAP) guidelines

We also reinforced a risk-aware culture across the organization through continuous training, performance-linked risk KPIs, and accountability mechanisms.

Financial Crime Risk and Compliance

With increasing digitization and transaction volumes, financial crime risks remain a key focus area. UCB strengthened its:

- Anti-Money Laundering (AML) and Counter-Terrorism Financing (CFT) controls
- Transaction monitoring systems with enhanced analytics
- Customer Due Diligence (CDD) and Source of Wealth (SOW) verification processes

Close coordination with regulators and law enforcement agencies ensured timely reporting and mitigation of suspicious activities.

Technology, Cybersecurity and Operational Resilience

As digital banking adoption accelerates, UCB continues to invest in:

- Cybersecurity infrastructure and threat monitoring systems
- Disaster Recovery (DR) and Business Continuity Planning (BCP) frameworks
- Secure and resilient IT architecture to safeguard customer data

We adopted a multi-layered defence strategy to mitigate evolving cyber threats, ensuring uninterrupted service delivery and protection of critical systems.

Data, Analytics and Future Readiness

Recognizing the importance of data-driven decision-making, UCB is progressively enhancing its capabilities in:

- Advanced analytics for credit risk assessment and early warning systems
- Automation of risk reporting and dashboarding (aligned with your internal MIS/BI initiatives)

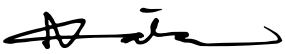
Strengthening data governance frameworks for accuracy, consistency, and regulatory compliance

Despite a challenging macroeconomic and regulatory landscape, UCB remains committed to maintaining a resilient balance sheet, disciplined risk management practices, and strong governance standards.

Our continued focus on asset quality, liquidity resilience, regulatory compliance, and digital risk management positions us to navigate uncertainties while supporting sustainable growth in Bangladesh's evolving financial sector.

Focus Areas for 2026

- Enhance cybersecurity, technology resilience, and data governance frameworks to safeguard critical systems and ensure business continuity in an evolving threat landscape.
- Enhance operational risk management practices by strengthening governance structures, leadership oversight, and end-to-end risk management processes.
- Harness digitalisation and advanced analytics to elevate risk detection, monitoring, and control effectiveness, with a focus on combating financial crime and emerging cyber threats.
- Adopt a forward-looking approach to macroeconomic and geopolitical risk monitoring, incorporating robust stress testing to assess potential impacts on portfolios and capital adequacy.
- Embed a strong and inclusive risk culture across the organisation, promoting accountability, ethical conduct, and psychological safety to encourage transparent risk reporting and escalation.
- Deepen climate risk management capabilities, including scenario analysis and stress testing, to better understand and mitigate environmental and transition risks.



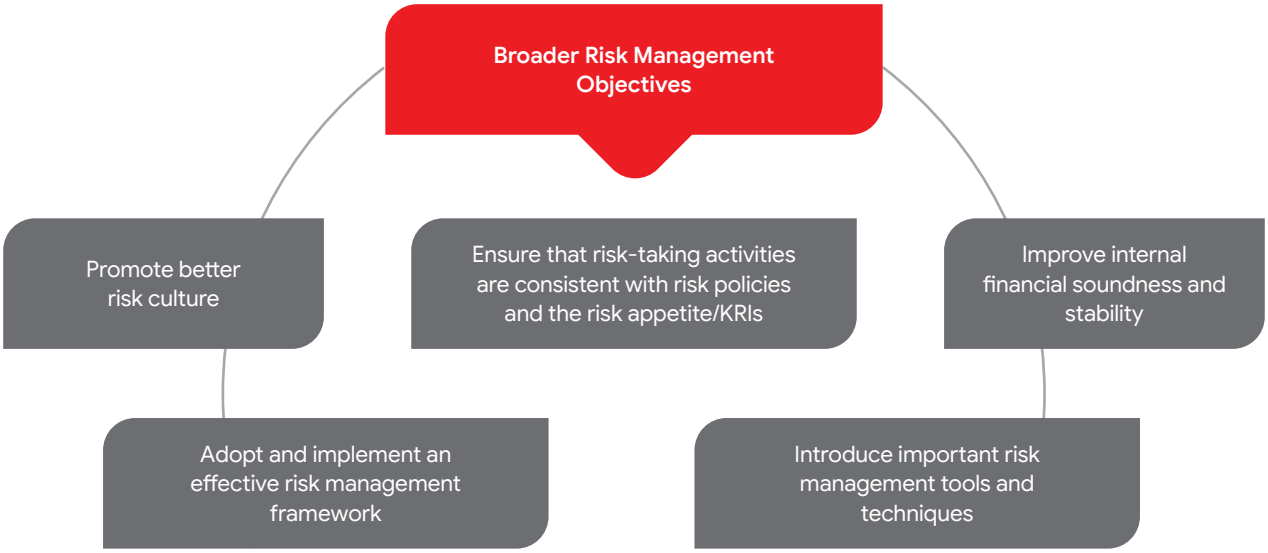
Nabil Mustafizur Rahman
Chief Risk Officer

Risk Management Framework

Risk management is a discipline at the core of every banking company and encompasses all activities that affect its risk profile. A 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).

1.0 Risk Management Overview

United Commercial Bank PLC (UCBPLC) embraces risk management as an integral part of its business, operations, and decision-making processes. In order to ensure that UCB 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. These inputs enable the business units to assess the risk-vs-reward of their propositions, thus enabling risk to be priced appropriately in relation to the return. Generally, the objectives of the bank's risk management activities are to protect the bank from the risks and achieve bank's goals:



2.0 Bank's Risk Management Policy

It is important to not only comply with regulatory requirements but also improve the financial and operational performance of the bank. The risk management policy has evolved as a key part of the organizational structure. Indeed, it is now more vital for the stability of banks in the long run.

UCBPLC has an all-inclusive outlook on risk management. As a result, all of the activities related to risk management are being driven by the bank's risk management policy, delineating a clear vision for our entire enterprise. The UCBPLC risk management policy covers detailed guidelines for sound risk management. We also adhere to the industry's best practices at the national and international level.

Aspects of Risk Management Policies of Bank



3.0 Bank's Risk Management Framework

United Commercial Bank PLC has developed a Risk Management Framework (RMF) as a standardized approach to effectively manage its risks and opportunities. The Bank's Risk Management Framework provides its Board and Management with tools to anticipate and manage both the existing and potential risks, taking into consideration changing risk profiles as dictated by changes in business strategies, the external environment and/or the regulatory environment.

The key components of the Bank's Risk Management Framework are represented as:

- Governance
- Risk Appetites/KRIs
- Risk Management Tools
- Robust MIS

The design of the Bank's Risk Management Framework incorporates a complementary 'top-down strategic' and 'bottom-up tactical' risk management approach.

Risk Management Process:

- Risk Management Tools
- Risk Appetites/KRIs
- Risk Governance
- Risk Culture

3.1 Risk Culture

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. Since the banking business involves risk-taking, it is fundamental that risks are appropriately managed. A sound and consistent risk culture throughout the bank is a key element of effective risk management. The bank has developed its risk 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. The sound risk culture of the bank encourages effective risk management, promotes sound risk-taking, and ensures the risk-taking activities. The Bank's risk governance structure, risk appetite/KRIs, and risk management tools are influenced by risk culture of the Bank. The risk culture is built upon:

- **Tone from the top:** Clear and consistent communication from leaders on risk behaviour expectations and the importance of UCB's values.
- **Accountability:** All UCB employees in every business function are held accountable for risk ownership and their actions in accordance with the three lines of defense model.
- **Compensation:** Programs are designed to discourage and punish behaviour that is inconsistent with the bank's values, policies and Code of Conduct.
- **Training:** UCB maintains a risk culture by offering all employees with effective and informative mandatory and non-mandatory risk management training modules, as well as presentations and other training media on a variety of risk management issues.
- **Reporting:** Risk register for reputational and operational risk, as well as other crucial variables, are tracked and reported. Employee feedback is also sought through a number of surveys.
- **Centralized Decision-making:** The member of Executive Risk Management Committee and senior management team responsible for the review.

3.2 Risk Governance & Organization

Risk governance refers to the structure, rules, processes, and mechanisms by which decisions about risks are taken and implemented. A strong governance structure is important to ensure an effective and consistent implementation of the bank's risk management framework. The Board is ultimately responsible for the bank's strategic direction, which is supported by the risk appetite/KRIs and relevant risk management frameworks, policies, and procedures. The Board is assisted by different risk committees and control functions in ensuring that the bank's risk management framework is effectively maintained. The bank's risk management philosophy is embodied in the Three Lines of Defence approach, whereby risks are managed at the point of risk-taking activity.

1st Line of defence Business and Operation Units:

- To have in place effective process to identify, assess, measure, monitor, mitigate and report on their risks.
- To operate in accordance with the risk policies and delegated mandates.
- To be responsible for having skills, operating procedures, systems and controls

2nd Line of defence (Risk Management Division): relates to the appropriate Internal Control framework put in place to ensure effective and efficient operations, including the following:

- adequate control of risks;
- prudent conduct of business;
- reliability of financial and non-financial information reported or disclosed (both internally and externally); and,
- compliance with laws, regulations, supervisory requirements, and the institution's internal policies and procedures.

The Risk Management Division will be overseeing this internal control framework which will encompass risk control function and compliance function, and should cover the whole organization, including the activities of all business, support, and control units. The risk management division, headed by the Senior Executive Vice President also has the responsibility for recommending and monitoring the bank's risk appetite and policies, and for following up and reporting on risk related issues across all risk types.

The third line of defence consists of the bank's internal audit which performs independent periodic reviews of the first two lines of defence, provides assurance and informs strengths and potential weaknesses of the two first lines.

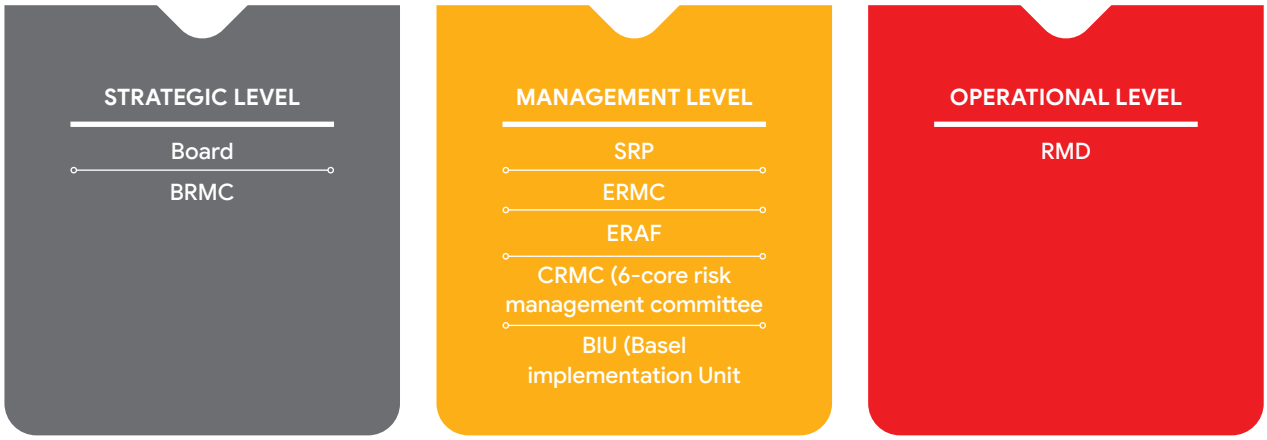
3rd Line of defence (Internal Audit Division):

- To conduct independent periodic reviews of the first- and second-line defence.
- To provide assurance and inform strengths and potential weaknesses of the two first lines.
- To add value in accomplishing the objectives of operational effectiveness & efficiency

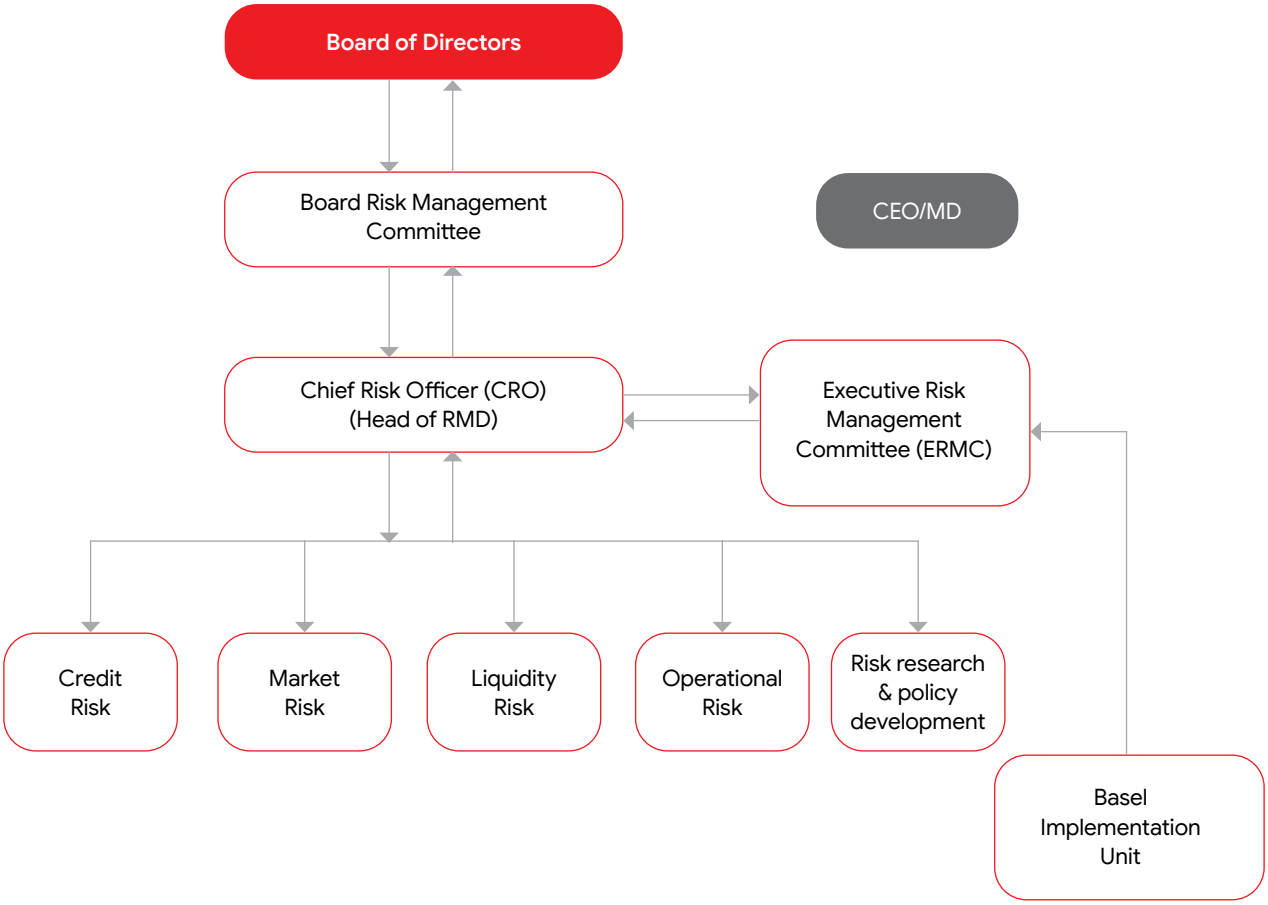
- To act as an objective source of independent advice to the governing body and senior management for improvement of risk management, control, compliance and governance processes.
- To assure the senior management on reliable financial reporting and compliances with laws, regulations & policies.
- To add value in accomplishing the objectives of operational effectiveness & efficiency.

3.2.1 Risk Management Structure

Risk management procedures are approved, monitored, and mitigated at different stages of the bank by a combination of the board and its committees, management level committees, the risk management division, and the Basel Implementation Unit (BIU). The risk management structure of UCB consists of three layers, through which an effective and sound risk management system has been established throughout the bank.



Risk Governance System



3.2.2 Roles & Responsibilities of Risk related Committees

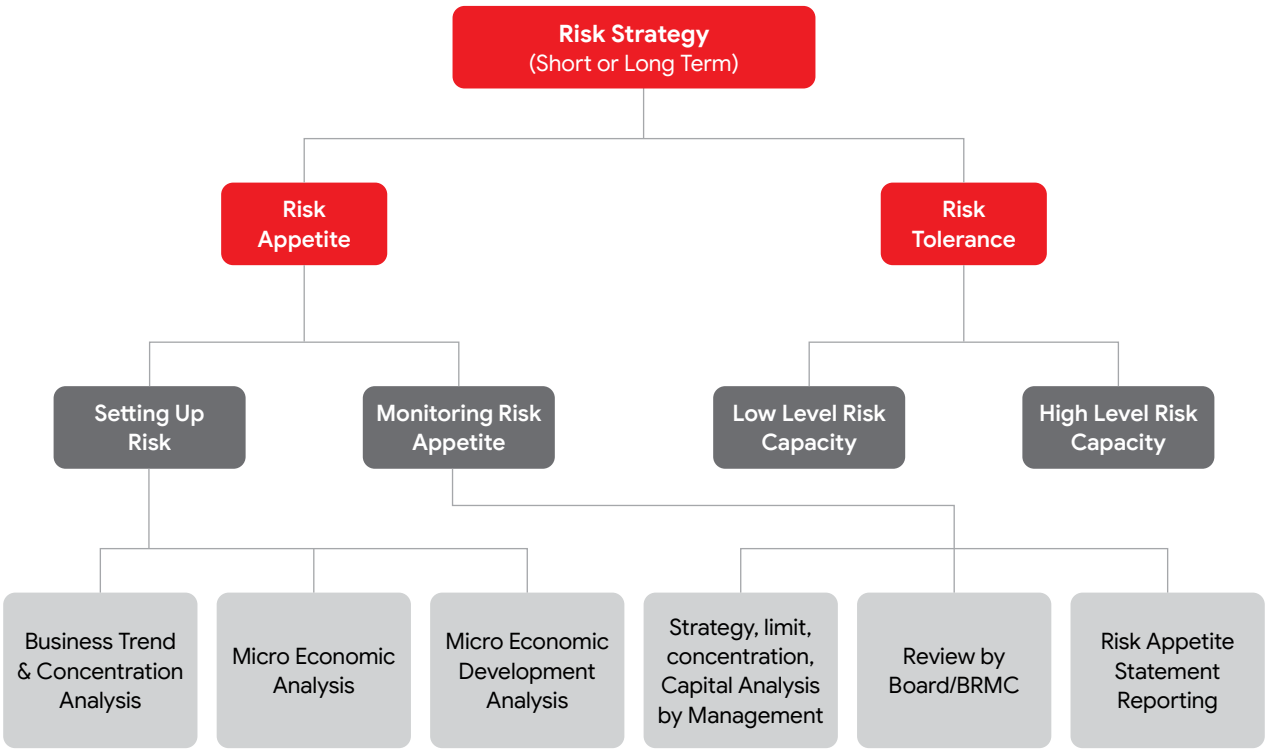
Level	Roles & Responsibilities
Board Risk Management Committee (BRMC)	• Formulate and review the risk management strategies and policies at least once in a year. • Monitor and implement the risk management policy and process. • Ensure the construction of an adequate organizational structure. • Supervise the activities of ERMC, SRP Team and CRMC. • Ensure, formulate, review and recommend risk appetite, limit and tolerance level. • Ensure compliance with BB instructions regarding core risk management. • Hold four meetings at least in a year. • Submit proposals, suggestions, and summaries of BRMC meetings to the Board of Directors on at least on quarterly basis. • Ensure that RMD has adequate and efficient staff resources. • Assess the overall effectiveness of risk management functions on a yearly basis.
Executive Risk Management Committee (ERMC)	UCB has formed an ERMC comprising of the Chief Risk Officer (as the Chairman), the heads of divisions from ICC, CRM, Treasury, AML, ICT, ID, Operation, Corporate and SME Business, Finance, and Special Assets Management, and representatives of other divisions related to risk. • The following responsibilities are carried out by the ERMC: • Identify, measure, and manage the bank's existing and potential risks; • Hold at least one meeting a month based on the findings of the risks/ report; • Ensure incorporation of all the decisions in the meeting minutes; • Control risks through proper implementation of the decisions of the ERMC, BRMC, and Board meetings; • Submit proposals, suggestions, and a summary of ERMC meetings to the BRMC; • Assess the need for adequate capital and ensure that it is maintained; • Determine the risk appetite, limits in accordance with strategic planning; • Contribute to the formulation of risk policies for business units; • Monitor and follow up the reviews and reports of the Bangladesh Bank and inform the BRMC.
Supervisory Review Process (SRP) Team	• Ensure that the bank has implemented Pillar 2 of the RBCA framework according to Bangladesh Bank instructions; • Develop an internal process document called the Internal Capital Adequacy Assessment Process (ICAAP) for assessing the bank's overall risk profile; • Ensure that the bank has overall capital adequacy in relation to its risk profile and follows a strategy for maintaining its capital at an adequate level; • Report in time the bank's quantitative information regarding ICAAP along with the supplementary documents to BRMC, the board and Bangladesh Bank.
Core Risk Management Committee (CRMC)	• Adopt a core risk assessment methodology developed in-house; • Conduct a periodic assessment of each of the Core Risk Guidelines and their implementation status. • Reviewing and approval of the core risk rating and recommendation for improvement • Extend supervisory support for implementation of the committee's meeting minutes; • Submit proposals, suggestions, and a summary of the CRMC meetings to RMD and BRMC

Level	Roles & Responsibilities
Risk Management Division (RMD)	The bank has an independent, full-fledged Risk Management Division (RMD) which is headed by the Senior Executive Vice President. The bank has separate desks within the RMD to oversee each key risk area. It also maintains a close relationship with BIU to have better communication. The RMD deals with the following major functions: • Manage the process for developing risk policies and procedures; • Designing bank's overall risk management strategy; • Collecting and analyzing data/information for identifying risks and making appropriate recommendations for risk mitigation; • Preparing risk management reports, arranging monthly meeting of ERMC and preparing meeting minutes, disseminating the decisions to the concerned department/ divisions, monitoring and follow up of implementation status; • Ensuring timely submission of risk management reports, meeting minutes, compliance report and other documents to BB; • Assisting BRMC/ERMC by providing risk issues that are needed to be addressed; • Ensuring significant contribution in establishing sophisticated risk management infrastructure with a sufficiently robust data-base, data architecture and information technology; • Conducting, developing and overseeing Stress Testing activity; • Utilizing the Stress Test result and scenario analysis to better understand potential risk exposures under a variety of adverse circumstances; • Assisting senior management in formulating strategic planning considering bank's risk exposures and industry as a whole; • Supporting the Board, BRMC and ERMC in formulation, review and approval of the enterprise-wide risk governance framework which includes the bank's risk culture, risk appetite, risk limits, and Management Action Trigger (MAT); • The ongoing monitoring of the risk-taking activities and risk exposures in line with the Board approved risk appetite, risk limit and corresponding capital or liquidity needs (i.e. capital planning) • Taking initiatives for interim review of risk appetites on request of other related departments and informing the board of directors and BRMC time to time about the status of risk exposures as compared to appetite; • Establishing an early warning or trigger system for breaches of the bank's risk appetite or limits; • Taking initiatives for establishing enterprise/comprehensive risk management policies and procedures with the approval of the board; • Monitoring compliance of irregularities found in core risk inspection reports of BB and implement from lessons learnt; • Adopting proper financial protection measures through risk transfer, risk avoidance, and risk retention programs; • Taking appropriate steps to control or mitigate risk exposures and ensure reporting the same to senior management and BRMC. • Audit socialization of common audit common observations.
Basel Implementation Unit (BIU)	• Raise the quality and level of the capital to ensure the bank is better equipped to absorb losses on both a going concern and a gone concern basis. • Increase the risk coverage of the capital framework. • Introduce the leverage ratio to serve as a backstop to the risk-based capital measure. • Raise the standards for the supervisory review process (Pillar 2) and • Ensure public disclosures (Pillar 3), etc.
Enterprise Risk Associates' Forum (ERAF)	• To escalate as well as discuss risk issues raised from the various corners of the Bank on monthly basis and seek resolution. • Risk assessment and grading of risk issues is done at this level and where required risk issues is forwarded to ERMC for resolution.

3.3 Risk Strategy and Risk Appetite

Risk appetite is defined as the amount and type of risk that the bank is able and willing to accept in pursuit of its strategic and business objectives. UCB sets risk appetite, including tolerance and limit, every year to ensure appropriate alignment between strategy, growth aspirations, operating plans, capital and risk. The bank's risk appetite framework consists of risk capacity, risk appetite statement, and key risk appetite measurement. Application of the risk appetite statement and monitoring of the key risk appetite measurement help to ensure the bank stays within appropriate risk boundaries. The risk appetite statement plays an important role in cascading the risk strategy through the bank. As per instruction of the central bank, the bank sends a board approved copy of the same appetite to the Bangladesh Bank within the prescribed time each year.

Setting & Monitoring Risk Appetite



3.4 Risk Management Tools & Models:

In managing credit, 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.

- Guidelines process, Standards & Limits
- Policies & Procedures
- Recovery Plan
- Stress Testing
- Risk Register
- Monitoring & Reporting

3.4.1 Risk Policies, Procedures, Process, Standards and Limits

Policies and Procedures:

The Board of Directors and Senior Management have formulated risk management policies and procedures to deal with various risks that arise from the bank's business and operational activities. The bank's policies and more detailed procedures provide guidance for the day-to-day implementation of broad risk strategies and limits designed to protect the bank from imprudent and unwarranted risks. These policies and procedures include not only those relevant to specific risk areas like credit policy, liquidity management policy, and operational risk management policy, but also those related to overall risk management.

The management reviews risk policies, procedures, and limits on a yearly basis and updates them when necessary. Policies are guided by the bank's risk appetite, which sets the limits and controls within which the bank can operate.

- Key risk policies are approved by the Board of Directors.
- Senior executive/management and/or key risk committees approve management level risk policies and manuals associated with processes such as new product initiation and development.

Level	Roles & Responsibilities
• Risk Management Guidelines	• Risk Management Guidelines
• Credit Risk Management Guidelines	• Credit Risk Management Guidelines
• ALM Guidelines	• ALM Guidelines
• Foreign Exchange Guidelines	• Foreign Exchange Guidelines
• ICC Guidelines	• ICC Guidelines
• ML& TF Risk Management Guidelines	• ML& TF Risk Management Guidelines
• ICT Security Guidelines	• ICT Security Guidelines
• Wholesale Borrowing & Funding Guidelines	• Wholesale Borrowing & Funding Guidelines
• Collateral Valuation Guidelines	• Collateral Valuation Guidelines

Process:

The activities are associated with identifying, evaluating, documenting, reporting and controlling risk.

Standards:

Standards are developed covering the whole enterprise and documented in a series of policies, manuals, and handbooks under the purview of the Risk Management Division.

Limits

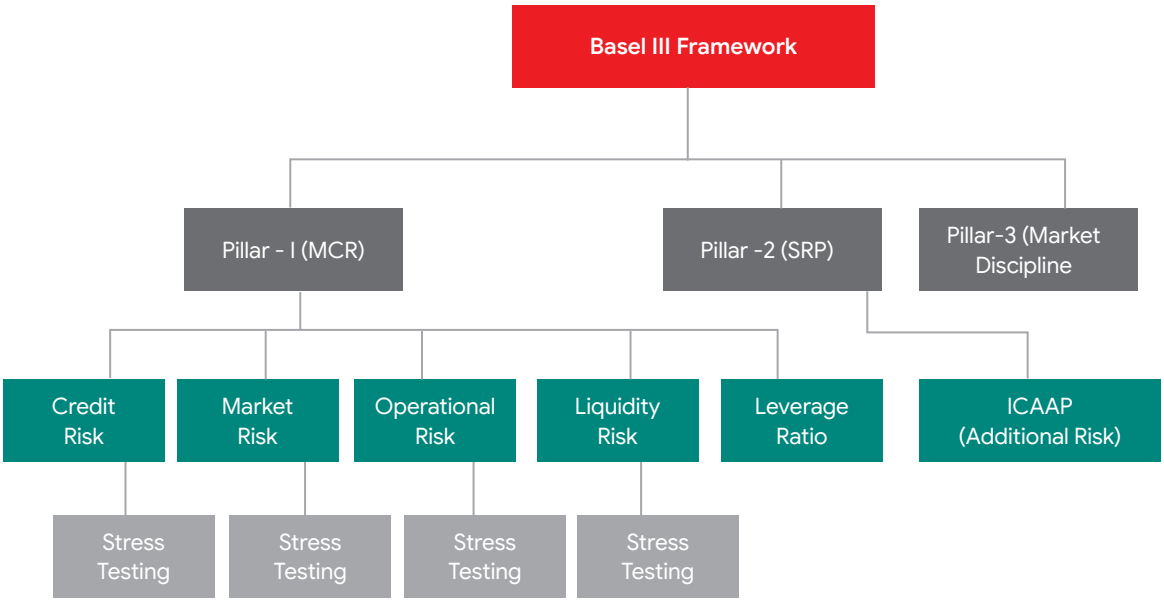
Control risk-taking activities within the tolerance level established by the board and senior management. Limits also establish accountability for key tasks in the risk-taking process and establish the level or conditions under which transactions may be approved or executed.

3.4.2 Pillar 1 & 2 under Basel III and Stress Testing

Through the Pillars 1 & 2 under Basel III and the bank's stress testing programs at the enterprise level, the bank can estimate the potential impact on income, capital, and liquidity of significant changes in market conditions, credit environment, operational conditions, liquidity demands, or other risk factors.

The development, approval, and on-going review of the bank's pillars 1 & 2 under Basel III and stress testing programs are subject to the Bangladesh Bank's updated guidelines and instructions. Reports for Pillar 1 under Basel III and the stress testing are prepared on a quarterly basis, and the report for Pillar 2 under Basel III is prepared on a yearly basis and presented to ERMC, BRMC, and the Board.

Basel III Framework and Stress Testing



3.4.3 Risk Register

The risk register is one of the effective tools for comprehensive risk management that is maintained by the bank to identify the key business and financial risks through impact and probability analysis and to define and implement respective controls and mitigating factors to reduce the risks faced by the bank.

RMD reviews the risk register based on the reports provided by the business line managers, suggests the mitigation measures to the concerned units, and also submits the effectiveness of the mitigation measures to ERMC.

3.4.4 Measurement, Monitoring and Reporting

Risk Measurement

The bank uses models for different purposes, including estimating the value of transactions, measuring risk exposures, determining credit risk ratings and parameters, and calculating economic and regulatory capital. The use of quantitative risk methodologies and models is balanced by a strong governance framework and includes the application of sound and experienced judgment.

Regular Monitoring

Regular monitoring ensures that business activities are within approved limits or guidelines and are aligned with the bank's strategies and risk appetite. Breach (if it occurs) of any of these limits or guidelines is reported to senior management, risk committees, and/or the Board, depending on the limit.

Risk Reports

Aggregate measures of risk, across products and businesses, are used in compliance with policies, limits, and guidelines. They also provide a clear statement of the amounts, types and sensitivities of the different risks in the bank's portfolios. Senior management and the Board use this information to comprehend the bank's risk profile as well as the performance of the portfolio.

3.4.5 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.

3.5 Risk Management Process

The risk management process is the systematic application of management policies, procedures, and practices to the assessment, treatment, controlling and monitoring of risk. It is an iterative process that, with each cycle, can contribute progressively to organizational improvement by providing management with a greater insight into risks and their impact. UCBPLC adopts the following steps of the Risk Management Process:



Communicate and Consult:

This is a preparatory step that aims to identify the responsible persons involved in risk assessment and also the persons engaged in the treatment, monitoring and review of risk

Establish the Context:

This is another preparatory stage that is close to starting the formal risk management process.

Identify the Risks:

The next step is to identify possible risks that may affect, either negatively or positively, the objectives of the business and the activity under analysis.

Analyse the Risks:

The risk analysis step assists in determining which risks have a greater consequence or impact than others.

Evaluate the Risks:

Risk evaluation entails comparing the amount of risk discovered during the analysis process to previously established risk criteria and determining if these risks need to be treated.

Treat the Risks:

Risk treatment is about considering options for treating risks, evaluating those options, preparing the risk treatment plans and implementing those plans to achieve the desired outcome.

Monitor the Risks:

Risks need to be monitored periodically to cope with changing circumstances. The risk management process needs to be regularly repeated so that new risks are captured in the process and effectively managed.

Report on Risk Mitigation Methodology

Risk mitigation is the process of reducing risk and minimizing the likelihood of an incident. United Commercial Bank PLC. is continually addressing the risks to protect the bank fully by developing and implementing its own guidelines and different types of risk management tools consistent with the complexity, size and nature of business, risk strategy as well as Bangladesh Bank guidelines. The bank considers capital adequacy, expected level of profitability, market reputation, experienced personnel, logistic support, macro and microeconomic scenarios, risk management practices, etc. to determine its risk strategy. The risk management strategy is therefore fundamentally based on maintaining adequate capital, liquidity, and operational control at all times in order to safeguard the interests of depositors, borrowers, shareholders and other stakeholders.

1.0.0 Risk Mitigation Methodology

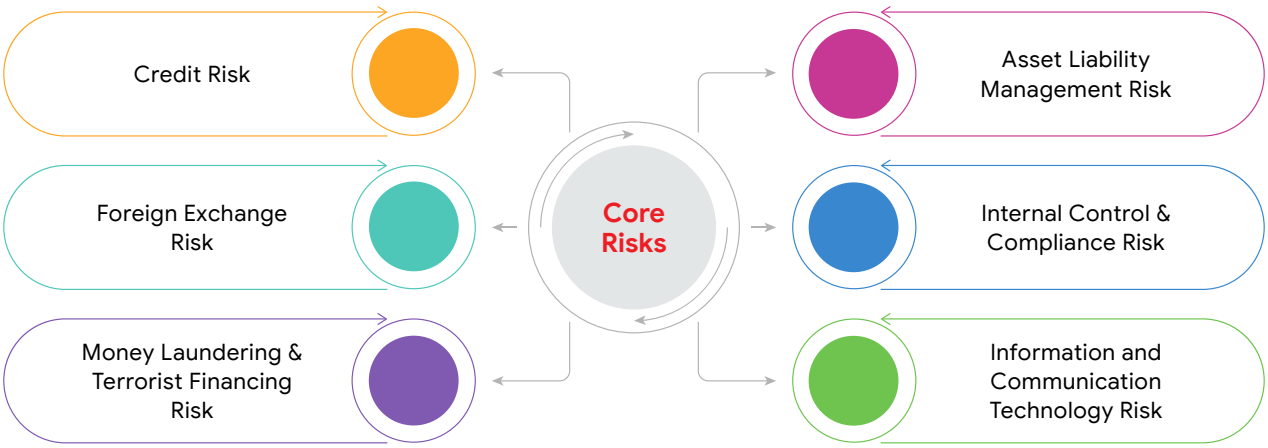
UCB develops and implements its own guidelines and different types of risk management tools consistent with the complexity, size and nature of business, risk strategy and Bangladesh Bank guidelines for sound risk management and risk mitigation. The bank considers capital adequacy, expected level of profitability, market reputation, experienced personnel, logistic support, macro and microeconomic scenarios, risk management practices, etc. to determine its risk strategy. The bank's reputation and its ability to achieve depends on the ability to identify, assess and mitigate risks at all levels. The risk management strategy is therefore fundamentally based on maintaining adequate capital, liquidity, and operational control at all times in order to safeguard the interests of depositors, borrowers, shareholders and other stakeholders.

1.1.0 Risk Mitigation Approach

The bank has adopted a sound risk mitigation approach to ensure risk exposures within the bank. Risks of the bank are mitigated consistently in line with the Board-approved risk appetite that supports the bank's strategy. The risk mitigation approach sets standardized practices to promote accountability and necessary oversight for the effective management of all these risk types. Taking into consideration the foreign exchange reserve position of Bangladesh, changed political landscape of the nation, continuation of Iran and USA war, Russia and Ukraine war, Middle east crisis and other circumstances, the bank has taken several fruitful steps to mitigate the risk.

1.2.0 Risks and uncertainties faced by the Bank

Risk is inherent in the banking business. When a bank runs on the principle of avoiding all risks, it will be stagnant and will not adequately serve the legitimate needs of the customers. On the other hand, a bank that takes excessive risks is likely to run into difficulty. Banking risks can be sourced in many ways through its activities and it is possible to draw up a long list of the types of risks to which banks are exposed. Bangladesh Bank has identified six core risks for banks and issued policy guidelines for sound management of these core risks that are central to the functioning of risk management activities. These core risks are Credit Risk, Asset Liability Management Risk, Foreign Exchange Risk, Internal Control & Compliance Risk, Money Laundering & Terrorist Financing Risk and Information and Communication Technology Risk. On the other hand, as per the Guidelines on Risk-Based Capital Adequacy Framework in line with the Basel-III issued by Bangladesh Bank, risk profile is measured to determine overall risk position of the bank for economic capital allocation. According to the Basel-III guidelines, three major risks that a bank faces are considered under pillar-1 that are Credit risk, Market risk and Operational risk. In addition to the pillar-1, additional ten risks are also considered under Pillar-2 of the RBCA guidelines through ICAAP that are Residual Risk, Concentration Risk, Interest Rate Risk in Banking Book, Liquidity Risk, Reputational Risk, Strategic Risk, Settlement Risk, Environmental, Climate Changes Risk and Other Material Risk. The details of these principal risks and uncertainties have been described later in this section and also enumerated in the disclosure section of the risk management report.



Core Risks

- Credit Risk,
- Asset Liability Management Risk,
- Foreign Exchange Risk,
- Internal Control & Compliance Risk,
- Money Laundering & Terrorist Financing Risk and
- Information and Communication Technology Risk.

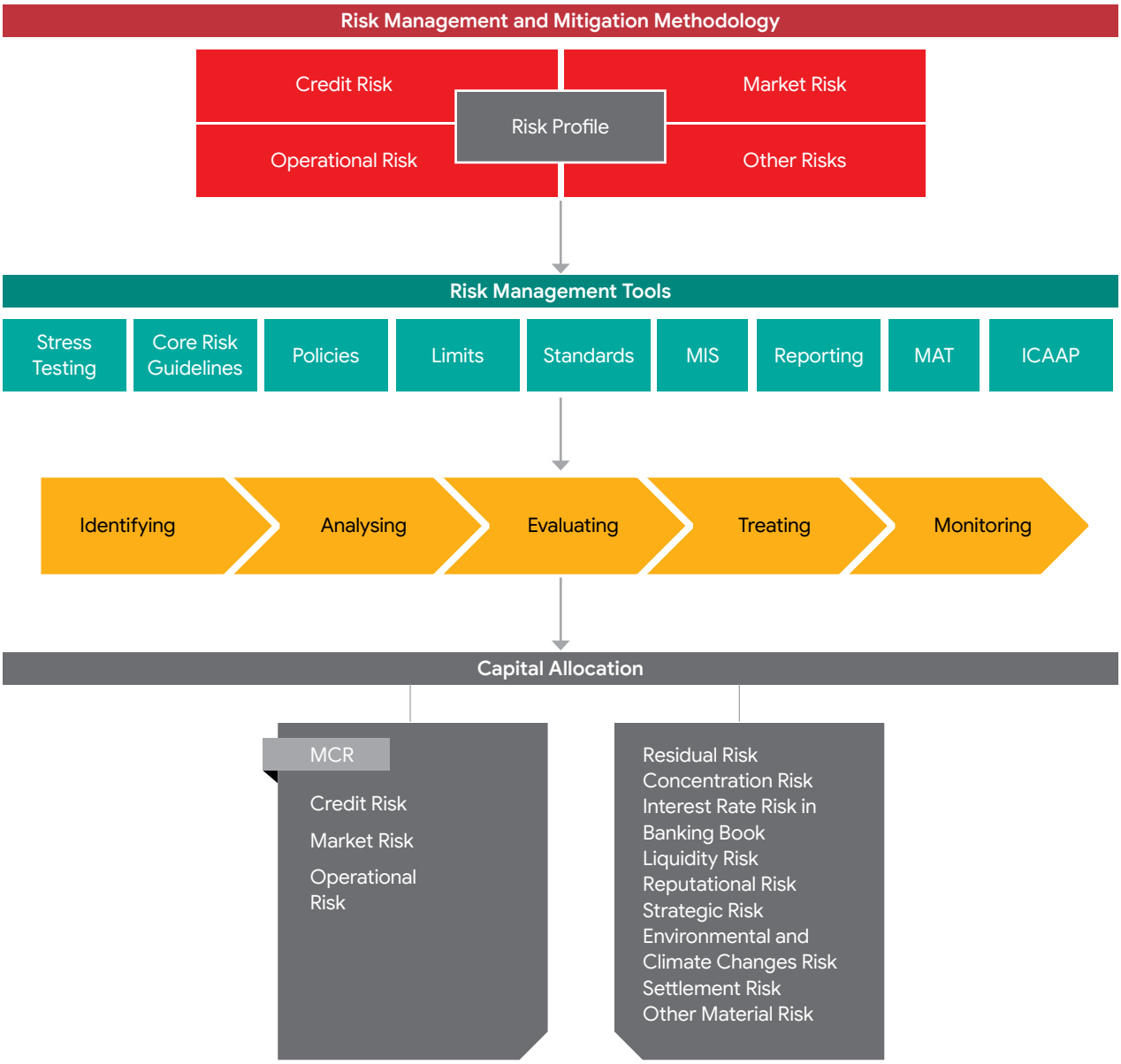


Risk Profile:

1. Credit risk
2. Market risk
3. Operational risk
4. Residual Risk
5. Concentration Risk
6. Interest Rate Risk in Banking Book
7. Liquidity Risk
8. Reputational Risk
9. Strategic Risk
10. Settlement Risk
11. Environmental and Climate Changes Risk and
12. Other Material Risk

1.3.0 Risk Management and Mitigation Strategies

Risk mitigation strategies need to be dynamic to successfully establish sound risk management. However, there are certain types of risks that are more likely to occur and impede business goals. Hence, effective policies or action plans need to be in place to ensure highly effective risk management. In the banking business, risk is inherent. As a result, risk management can have a significant impact on financials. As a part of regulatory and global benchmarking, the bank has developed risk mitigation strategies based upon the risk management policies and guidelines of Bangladesh Bank and its own risk appetites, KRIs limits, standards, MIS, reporting, MAT and capital allocation as per the Basel framework, including stress testing. The acknowledged risks that the bank is currently mitigating are represented in the below diagram:



In view of core risk guidelines, the bank has established different divisions to address specific risks, e.g., the Credit Risk Management Division (CRMD), Credit Administration Division (CAD), Special Asset Management Division (SAMD), Treasury Division, IT Division, Internal Control and Compliance Division (ICCD), Anti-Money Laundering & ATF Division etc. Further, to manage the overall risks of the bank and Basel-III implementation, the bank has formed a dedicated Basel Implementation Unit and Risk Management Division.

Besides, the bank has different high-powered committees to monitor and ensure smooth risk management activities. For example, the Senior Management Team (SMT), Asset Liability Committee (ALCO), Executive Risk Management Committee (ERMC), Supervisory Review Process (SRP) Team, Central Compliance Committee (CCC), Credit Risk Management Committee (CRMC), etc. Capital is allocated as per the risk profile, i.e., the amount or type of risk the bank is exposed to. The forward risk profile is a forward-looking view of how the risk profile may change both under expected and stressed economic conditions.

1.4.0 Credit Risk

The world over, credit risk has proved to be the most critical of all risks faced by a banking institution. Credit Risk arises as a result of customers or counter-parties not being able to or willing to fulfill their financial and contractual obligations as and when they fall due. These obligations arise from lending, trade financing and other activities undertaken by the Bank. So, Credit Risk is the potential loss of interest as a result of the failure of the borrower or the counterparties to meet their obligations in accordance with agreed terms.

It is a real challenge for credit risk managers to correctly identify pockets of risk concentration, quantify the extent of risk. The two distinct dimensions of credit risk management can readily be identified as preventive measures and curative measures. Preventive measures include risk assessment, risk measurement and risk pricing, early warning system to pick early signals of future defaults and better credit portfolio diversification. The curative measures, on the other hand, aim at minimizing post-sanction loan losses through such steps as securitization, derivative trading, risk sharing, legal enforcement, etc. carried, identify opportunities for

diversification and balance the risk-return trade-off in their credit portfolio.

UCB has placed strong emphasis in creating credit risk awareness among all employees dealing with lending products within the Bank. Credit risk awareness programs are conducted regularly to create a risk aware culture and empower staff with the capability to identify and manage credit risks more effectively. Selection and training of lending personnel is considered a key process in the management of credit risk. The key methods used to identify, assess, control and monitor the Credit Risk of the Bank are as follows:

Credit Risk Identification

- Critical analysis and review of delinquent accounts to identify weakness in credit.
- Benchmark of asset quality against industry peers.

Apart from this, Credit risk for the counterparty arises from an aggregation of the following:

- Financial Risk/Performance behavior
- Business/Industry risk
- Management Risk
- Security Risk
- Relationship Risk
- Compliance Risk

Credit Risk Assessment and Measurement

- Use of internal credit risk rating to grade the quality of borrowers.
- Collect the Credit Information Bureau (CIB) report of the potential borrower.
- Stress testing of loan portfolios under various scenarios.
- Segregation among Business-CRM-CAD-SAMD (Recovery)



Credit Risk Control

- Credit Policy which documents the credit risk rating, collateral policy and policies on rehabilitation and restructuring of problematic and delinquent loans.
- Efficient credit personnel to deal with the credit approval, processing and review.
- Segregation of duties between credit approvals functions and credit origination.
- Independent credit control and monitoring

Credit Risk Monitoring

- Past due principal or interest payments, past due trade bills, account excesses and breach of loan covenants.
- Loan terms and conditions are monitored, financial statements are received on a regular basis and any covenant breaches or exception are to be referred to the proper authority for timely follow-up.
- Timely corrective action is to be taken to address findings of any internal, external or regulatory inspection/audit.
- All loan facilities are reviewed and approved through the submission of a Credit Application annually

1.4.1 Credit Risk Mitigation Measurement

UCB uses a number of tools and programs to control and mitigate its credit risk at the operational level to which it is exposed. The control and mitigation tools of the bank are mentioned below:

Key Risk	Methodology Tools used	Mitigation Process	Measured In	Frequency
Portfolio Risk	Reasons for growth	ICAAP, MAT, RAS, Limit	MRMR, CRMR	Monthly, Quarterly, Half yearly & Yearly
Credit Concentration	HHI, Gini, SEI, SI	Sectoral Cap. Capital Allocation	MRMR, CRMR, ICAAP	Monthly, Quarterly, Half yearly & Yearly
OBS Exposure	Reason for Growth, CCF	Risk Limit	MRMR, Commitment, Leverage Ratio	Monthly, Quarterly, Half yearly & Yearly
Security/Collateral/ Margin Status	Reason for Growth, Coverage Assessment	RAS	MRMR, CRMR, Stress Testing	Monthly, Quarterly, Half yearly & Yearly
Asset Quality, Categorization & Classification	Transaction Matrix, Reason for Classification	RAS, Management Action Trigger, Ad hoc	MRMR, CRMR, ICAAP, Stress Testing	Quarterly

Key Risk	Methodology Tools used	Mitigation Process	Measured In	Frequency
Credit Rating Status of borrowers	Reason for deterioration	Continuous follow-up, Capital Allocation	CRMR, MCR	Quarterly
Undrawn Commitment	Reason for Increase	RAS, Management Action Trigger	MRMR, CRMR, MCR	Monthly, Quarterly, Half yearly & Yearly
Regulatory Adherence	Single Borrower Limit, Env. Risk Rating	Risk Limit, Cap	MAT, CRMR, ICAAP,	Monthly, Quarterly, Half yearly & Yearly

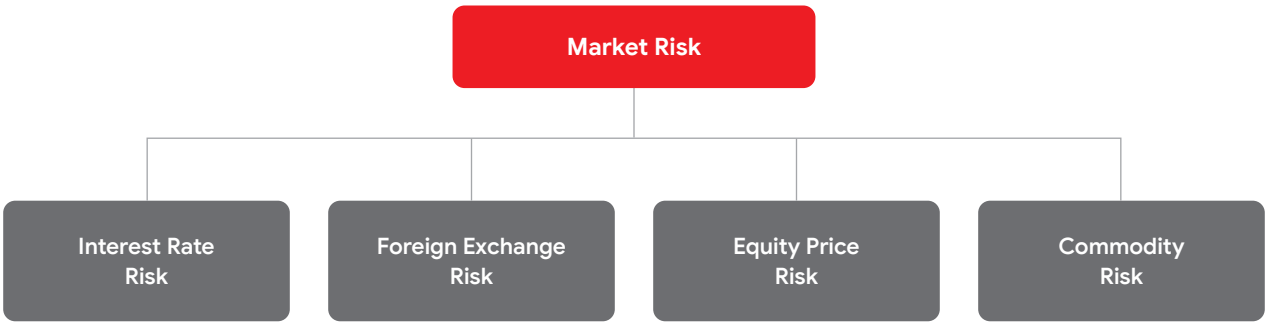
1.5.0 Market risk

Market risk is the risk of losses in On and Off-balance sheet positions arising from movements in market price such as changes in interest rate and price of equity, foreign exchange and commodity. As such, market risk consists of the followings basic risk parameters as under:

- Interest rate risk;
- Foreign exchange risk;
- Equity price risk;
- Commodity risk

The Treasury Division manages the Market risk including the liquidity, interest rate and foreign exchange risks with oversight from Asset-Liability Management Committee (ALCO) comprising senior executives of the Bank. ALCO is chaired by the Managing Director & CEO. The Committee meets at least once in a month. The Board approves all risk management policies, sets limits and reviews compliance on a regular basis. The overall objective is to provide cost effective funding to finance the asset growth and trade related transactions, optimize the funding cost, increase spread with the lowest possible liquidity, maturity, foreign exchange and interest rate risks.

A description of each market risk category is provided below:



1.6.0 Interest Rate Risk

Interest rate risk is the potential impact on the Bank's earnings and net asset value due to changes in market interest rates. Interest rate risk is the result of mismatches of interest rate re-pricing of financial assets and liabilities.

Interest rate risk calculates both specific risk and general market risk. The capital charge for specific risk is designed to protect against an adverse movement in the price of an individual security owing to factors related to the individual issuer.

The capital requirements for general market risk are designed to capture the risk of loss arising from changes in market interest rates.

Total Risk Weighted Assets for Interest Rate Risk is Tk.857.71 million and capital requirement is Tk.85.77 million in year ended 2025.

1.6.0 Approach to Managing Market Risk:

1.6.1 Gap analysis

Under this system, a gap i.e. the difference between the amount of rate sensitive assets and the amount of rate sensitive liabilities is calculated at a pre- determined time bucket. The interest rate factor (say 1%) is then applied on the gap of rate sensitive assets and rate sensitive liabilities for measuring the earning impact due to movement of interest rate.

Based on the position of financial assets and liabilities gap as of 31 December 2025, the Bank calculated that, with the 2% rise in interest rate for all its rate sensitive assets and the amount of rate sensitive liabilities, Bank's yearly Net Interest Income will be increased by Taka 520.02 million.

Detailed calculation of the Net Interest Income impact at each time bucket is shown below:

(BDT in Million)

Particulars	Up to 3 months	3 - 6 months	6 - 12 months
Rate Sensitive Assets (RSA)	319,321.61	76,723.48	72,061.45
Rate Sensitive Liabilities (RSL)	280,600.63	84,405.35	77,099.76
Gap (RSA – RSL)	38,720.97	-7,681.87	-5,038.31
Cumulative Gap	38,720.97	31,039.10	26,000.79

Interest Income Impact:

(BDT in Million)

Particulars	Up to 3 months	3 - 6 months	6 - 12 months
Assumed Increase in Interest Rate	2%	3%	4%
Increased in Net Interest Income (NII)	520.02	780.02	1,040.03

1.6.2 Duration Analysis:

Duration is the time-weighted average maturity of the present value of the cash flows from on- balance sheet assets and liabilities. It measures the relative sensitivity of the value of these instruments to changing interest rates, and therefore reflects on the economic value i.e. the present value of shareholders' equity of the Bank.

1.6.3 Foreign Exchange Risk:

FX risk refers to the potential change in earnings resulted from exchange rate fluctuations, adverse exchange positioning or change in the market prices. FX 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. This risk usually affects import-export business, but it can also affect investors making international investments. If money is converted to another currency to make an investment, then any changes in the currency exchange rate will cause that investment's value to either decrease or increase when the investment is sold and converted back into the original currency. FX Risk may arise from:

- Exchange Rate fluctuations
- Adverse Foreign Exchange position of the Bank,
- Changes in market price of Foreign Exchange

FX Risk management is one of the important responsibilities of the Treasury Division and Financial Institution and Off-Shore Banking Unit of the Bank. Regular FX operations are done complying with the Central Bank's guidelines. Treasury Division conducts the FX transactions and the Back Office of the Treasury Division is responsible for verification of the deals and passing of their entries in the books of account. 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 was within the stipulated limit prescribed by the Central Bank. UCB has adopted a policy guideline with a view to reducing the FX Risk.

Foreign exchange position is measured by Treasury Division. In the year ended 2025, Total Risk Weighted Assets for Foreign Exchange Risk is BDT. 92.95 million and capital requirement is BDT. 9.29 million.

1.6.4 Equity Risk

Equity risk is defined as losses due to changes in market price of equity held by the Bank. To measure and identify this risk, mark to market valuations of the equity instruments that are traded in secondary market are made. The minimum capital standard for equities is expressed in terms of two separately calculated charges for the "specific risk" of holding a long or short position in an individual equity and for the "general market risk" of holding a long or short position in the market as a whole.

In the year ended 2025, Total Risk Weighted Assets for Equity Risk was BDT. 1,155.68 million and capital requirement was BDT. 115.57 million.

1.6.5 Commodity Risk

Commodity risk refers to the uncertainties of future market values and of the size of the future income, caused by the fluctuation in the prices of commodities. These commodities may be grains, metals, gas, electricity etc.

As Bangladesh Market has no organized Commodity Market, UCB does not have any exposure in the Commodity Risk.

1.7.0 Market Risk Mitigation Measurement:

UCB deals with the following mitigation tools and programs to control and mitigate its market risk at the operational level to which it is exposed.

Key Risk	Methodology Tools used	Mitigation Process	Measured In	Frequency
Market Sensitivity	VaR , Sensitivity, Interest Rate Risk, Duration Gap, Portfolio Analysis	MAT, Management Strategy, Stop Loss Cap, Counterparty Cap, Capital Allocation	MRMR, CRMR, Stress Testing, ICAAP	Monthly, Quarterly, Half yearly, Yearly
Regulatory Compliance	Investment Limit	MAT, Management Strategy, Capital Allocation	MRMR, CRMR, Risk Appetite	Monthly, Quarterly, Half yearly, Yearly
Concentration Risk	HHI,SEI,SI, Gini	Management Strategy	ICAAP	Yearly

1.8.0 Liquidity Risk:

Liquidity Risk arises when bank may not meet its financial obligations/commitment as they become due. Liquidity risk also includes the inability of the bank to liquidate any assets at reasonable price in a timely manner. An investment may sometimes need to be sold quickly. An inactive secondary market may limit the funds that can be generated from the asset. Some assets are highly liquid and have low liquidity risk (stock of a publicly traded company), while other assets are highly illiquid and have high liquidity risk (Building).

United Commercial Bank PLC. 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 rests with Treasury Division under the supervision of ALCO Committee, 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.

1.8.1 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 longer time periods. Another important factor is the critical role a bank's reputation plays in its 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)
- Advance to Deposit Ratio (ADR)
- Liquidity Coverage Ratio (LCR)
- Net Stable Funding Ratio (NSFR)
- Structural Liquidity Profile (SLP)
- Maximum Cumulative Outflow (MCO)
- Volatile Liability Dependency Ratio
- Liquid Asset to Total Deposit Ratio
- Liquid Asset to Short Term Liabilities, etc.

1.8.2 Liquidity Risk Management System

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 Asset Liability Committee (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 a 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.

1.8.3 Policies and processes for mitigating liquidity risk

In order to develop comprehensive liquidity risk management framework, the bank has 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 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 an effective tool to determine the bank's cash position. A maturity ladder estimates a bank's cash inflows and outflows and thus net deficit or surplus (GAP) on a day to day basis and different buckets (e.g. call, 2-7 days, 1 month, 1-3 months, 3-12 months, 1-5 years, over 5 years).

1.9.0 Liquidity Risk Mitigation Measurement:

UCB uses the following monitoring tools and programs to mitigate its liquidity risk at operational level:

- Assets-Liability Management Guidelines
- Wholesale Borrowing and Funding Guidelines,
- Liquidity Contingency plan (LCP),
- Management Action Trigger (MAT)

UCB maintained additional capital through the computation of capital charges against regulatory liquidity indicators.

Key Risk	Assessment Tool	Measured In	Frequency	Mitigation Process
Sensitivity	RSA, RSL, LCR, NSFR	Stress Testing, CRMR, ICAAP, ALCO Paper, MRMR	Monthly, Quarterly, Half Yearly, Yearly	Management Action Trigger, Escalation to Senior Management, ALCO, Capital Allocation
Liquidity Ratio	CRR, SLR, MCO, ADR	ALCO Paper, ICAAP, MRMR	Monthly, Quarterly, Half Yearly, Yearly	
Maturity Mismatch	Duration Gap, SLP	ALCO Paper, Stress Testing, ICAAP, MRMR, CRMR	Monthly, Quarterly, Half Yearly, Yearly	

1.10.0 Operational risk:

Operational Risk is the risk of loss resulting from inadequate or failed internal processes, people and systems or from external events. The responsibility of mitigating the operational risk of the Bank lies with Internal Control & Compliance Division under the guidance of Audit Committee of the Board. The audit committee delivers policies and directions from time to time to keep the operating efficiency of the Bank up to the mark.

It is the process by which an organization's resources are directed, monitored, and measured. It plays an important role in preventing and detecting fraud and protecting the organization's resources. At the organizational level, internal control objectives relate to the reliability of financial reporting, timely feedback on the achievement of operational/strategic goals, and compliance with laws and regulations. At the specific transaction level, internal control refers to the actions taken to achieve a specific objective (e.g., how to ensure the organization's payments to third parties are for valid services rendered.) Internal control can provide reasonable, not absolute, assurance that the objectives of an organization will be met. Effective internal control implies the organization generates reliable financial reporting and substantially complies with the laws and regulations that apply to it.

Effective internal control leads an organization to be more sustainable. Ensuring efficiency and effectiveness in operational activities; reliability, completeness and timelines of financial disclosures and compliance with applicable laws & regulations, there is no alternative to effective internal control system.

Internal controls are typically embedded in bank's day-to-day business and are designed to ensure, to the extent possible, that bank activities are efficient and effective, information is reliable, timely and complete and the bank is compliant with applicable laws and regulation. Sound internal governance forms the foundation of an effective operational risk management framework.

Common international practice for sound operational risk governance often relies on three lines of defense – (i) business line management, (ii) an independent operational risk management function and (iii) an independent review. Depending on the bank's nature, size and complexity, and the risk profile of a bank's activities, the degree of formality of how these three lines of defense are implemented will vary. In all cases, however, a bank's operational risk governance function is integrated into the bank's overall risk management governance structure.

1.10.1 Measurement of Operational Risk:

Bank used Basic Indicator Approach to measure Operational Risk. Under this approach, the capital charge for operational risk is a fixed percentage (denoted by alpha) of average positive annual gross income of the bank over the past three years. Figures for any year in which annual gross income is negative or zero, excluded from both the numerator and denominator when calculating the average.

1.10.2 Requirement of capital charges for operational risk: (BDT in Million)

Basis	Operational Risk	2023	2024	2025	Capital Charge
Solo	Gross Income	30,144.09	33,156.50	35,692.29	4,949.64
Consolidated	Gross Income	34,948.04	47,669.84	40,471.50	6,154.47

1.11.0 Operational risk mitigating measures

Some significant operational risks have low probabilities but potentiality considerable financial impact. UCB uses the following tools and programs to mitigate and control the operational risk at operational level:

Key Risk	Tools and Programs	Measured in	Frequency	Mitigation Process
No. of Complaint received from customers/through Bangladesh Bank, No. of complaint settled % of Complaint settled	Service Quality	CRMR, ICAAP	Half Yearly, Yearly	Management Action Trigger, Escalation to Senior Management, Capital Allocation
Total amount of cash in hand/vault of branches, ATMs, etc.	Insurance Coverage Status	CRMR	Half Yearly	
Control lapses in operational process	Operational, Risk Control Self-Assessment	ICAAP	Yearly	
Fraud & all other Operational Risks	Incident Reporting, Internal Audit, KRI, RCSA	Stress Testing, ICAAP	Monthly, Quarterly, Yearly	

1.12.0 Money Laundering Risk and Terrorist Financing Risk

Money Laundering Risk can be defined as the loss of reputation and expenses incurred as penalty for being negligent in prevention of money laundering. The Bank has a designated Chief Compliance Officer at Corporate Office and Compliance Officers at branches, who independently review the transactions of the accounts to verify suspicious transactions.

The convergence of several remarkable changes in the world markets propelled Money Laundering to become a worldwide problem. UCB considers Money Laundering and Terrorist Financing Risk not only a compliance requirement of the regulatory bodies but also as one of its core business values. The Board of Directors and the Management are firmly committed to combat Money Laundering activities.

1.13.0 Internal Control and Compliance Risk

Over the last decade, the business world has faced unprecedented changes and challenges, resulting in a slew of compliance regulations. Banks of all sizes are now more concerned than ever about compliance risk management. New banking products, increased government scrutiny and intense focus on compliance requirements bring forth greater risks and a larger set of rules and regulations. Banks are forced to take a fresh look at their compliance practices and the technology infrastructure that supports them and to pursue a broad range of compliance and risk initiatives across the organization.

Internal Control is a process, affected by an entity's Board of Directors, Management and other personnel, designed to provide reasonable assurance regarding the achievements of objectives. An essential element of an effective system of internal control is a strong control culture. It is the responsibility of the Board of directors and senior management to emphasize the importance of internal control through their actions and words. This includes the ethical values that management displays in their business dealings, both inside and outside the organization. The words, attitudes and actions of the board of directors and senior management affect the integrity, ethics and other aspects of the bank's control culture.

A system of effective controls is a critical component of bank management and a foundation for the safe and sound operation of banking organizations. A system of strong internal controls can help to ensure that the goals and objectives of a banking organization will be met, that the bank will achieve long-term profitability targets, sustainable growth and maintain reliable financial & managerial reporting. Such a system can also help to ensure that the bank will comply with laws and regulations as well as policies, plans, internal rules and procedures, and decrease the risk of unexpected losses or damage to the bank's reputation. An essential element of a strong internal control system is the recognition by all employees of the need to carry out their responsibilities effectively and to communicate to the appropriate level of management any problems in operations, instances of non-compliance with any code of conduct, or other policy violations or illegal actions that are noticed.

In this context Bangladesh Bank issued new 'Guidelines on Internal Control & Compliance in Banks' on March 08, 2016 with an amendment on September 04, 2016. As per that guidelines, Audit activities should be independent and sovereign. It will act independently without internal influence of Management and Head of Audit will directly report to Audit Committee of the Board with an administrative reporting line to Head of ICCD. Board of Directors of the bank has already approved the Organogram of ICCD in light of Bangladesh Bank guidelines. UCB's internal audit is designed as an independent, objective assurance and consulting activity to add value and improve an organization's operations. This aims to accomplish organizational objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes.

1.13.1 Internal Control and Compliance Risk Mitigation Measurement:

To mitigate and control internal control and compliance risk at the operational level, UCB created the following tools and programs.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
No. of branches audited, major irregularities found and officers involved. whether it is placed to audit committee, action taken against the accused, No. of non-compliance	Internal Control and Compliance Status of Internal Audit Report, Risk Control Self-Assessment	CRMR, ICAAP	Half-yearly, Yearly	Presented to Senior Management and Risk Management Committee of the Board of Directors
No. of major irregularities found, compliant issues and non-compliant issues. Action taken for regularizing the non-compliant issues	Internal Control and Compliance Status of all inspection reports of Bangladesh Bank, Risk Control Self-Assessment	CRMR, ICAAP	Half Yearly, Yearly	

1.14.0 Information Technology Risk

Nowadays, technology plays a key role for digital transformation, banking operation, delightful customer experience as well as services. Banks and other financial institutions have become more dependent on internet, computer and other electronic data to run their daily operations. Risks surrounding IT, such as network failure, lack of skills, hacking and viruses and poor system integration have the potential to have a negative impact on an organization. Rather, information and communication technology is changing over the time. The Bank has taken initiatives to serve its customers through the modern technology.

Clear policies and procedures have been formulated, training programs have been arranged, roles and responsibilities of all relevant officials have been defined with a view to maintain IT risk effectively. So, the Bank is in a place to manage the IT Risk efficiently taking a good number of initiatives, among many improvements in the Bank's IT infrastructure, the following items are mentioned:

- Core Banking Solutions has been implemented and optimized for all 231 Branches of the Bank
- Introduction of Real Time Gross Settlement (RTGS)
- Introduction of 24x7 Security Operation Center (SOC) and Cyber R&D Lab
- Introduction of Vulnerability Assessment and Penetration Testing (VA/PT) tools
- Robust Cybersecurity control and Monitoring through SIEM, PAM, SOAR, End Point Protection, WAF, Anti-DDOS, NGFW, etc.
- Certified with Industry Standard Certification (PCIDSS, ISO 27001, ISO 22301, SWIFT CSP, etc.
- Installation of National Identity Card (NID) Verification System
- Introduction of Revamped Digital On-boarding Solution UClick
- Anti-Skimming Solution installation at all ATMs
- Introduction of Call Centre Solution
- Optimization of SWIFT System has been done
- Introduction of Human Resource Management Information System (HRMIS) Solution
- 3G GSM MODEM installed to ensure seamless Branch Connectivity
- Introduction of Two Factor Authentication(2FA) Project (Verified by Visa and MasterCard 3D Secure)
- Introduction of Fraud Monitoring (FRM) and Incident Management (IDM)
- ICT Policies and Process Manuals have been aligned with the Bangladesh Bank Guidelines and instructions

1.15.0 Residual Risk

The Risk-Based Capital Adequacy (RBCA) framework and other supervisory regulations issued by Bangladesh Bank on credit risk management allow banks to offset credit or counterparty risk with collateral along with the legal and financial documents. While the bank uses different techniques to reduce its credit risk, improper application of these techniques may give rise to additional risks that may render the overall risk management less effective.

Accordingly, these additional risks (e.g. documentation risk, valuation risk) are termed "Residual Risk." Residual risk is a risk that arises mainly from the following situations:

1.15.1 Error in Documentation:

The bank collects and preserves documents against credit to have legal protection in case of adverse events like default on loans.

1.15.2 Error in Valuation of Collateral:

Bank maintained appropriate valuation of collateral (both physical and financial) and guarantees (bank guarantee and personal guarantee) against loans and advances and for mitigation of default probability.

1.15.3 Approach to managing residual risk:

UCB manages residual risk in the following approach:

- Establish a policy or plan for reducing documentation lapses and valuation errors.
- Create a Material Documents Checklist (Major, Moderate and Minor).
- Regularly monitor and control residual risk performance.
- Review the client-wise related audit reports and credit rating status of clients.

1.15.4 Residual Risk Mitigation Measurement:

To mitigate and control residual risk at the operational level, UCB employs the following tools and programs.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
Credit Rating of Clients	Reason for Growth	CRMR, MCR	Half-yearly, Quarterly	Continuous follow-up, Capital Allocation
Documentation Lapses	Audit Report Review	ICAAP	Yearly	Continuous follow-up, Capital Allocation

1.16.0 Concentration Risk:

Concentration risk arises when any bank invests most or all of its assets in single or few individuals, entities, sectors or instruments. That means when any bank fails to diversify its credit and investment portfolios, concentration risk emerges.

In the context of Pillar-2, concentration risk can be of the following two types:

- Credit Concentration Risk arises when the credit portfolio of the bank is concentrated on a few individuals, entities, or sectors.
- Market Concentration Risk arises when the investment portfolio of the bank is concentrated on a few instruments, or any instrument of a few companies or any instrument of a few sectors.

1.16.1 Approach to Managing Concentration Risk

United Commercial Bank PLC. has developed an extraordinary approach to managing concentration risk. In this regard, the bank maintains the following major functions:

- Ensure compliance with and integrity of concentration risk policies and procedures.
- Track the sector-wise exposure, division-wise exposure, group-wise exposure, single borrower-wise exposure, and top borrower-wise exposure on a regular basis to assess credit concentration risk.
- Monitor the instrument-wise (financial securities) investment, sector-wise investment in listed instruments and currency-wise investment of foreign exchange portfolio on regular basis to measure the market concentration risk.
- Randomly test all aspects of concentration risk management activities.

1.16.2 Concentration Risk Mitigation Measurement

United Commercial Bank PLC. uses the following tools and programs to mitigate and control the concentration risk at operational level.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
Credit Concentration	HHI, Gini, SEI, SI	CRMR, ICAAP	Half-yearly, Yearly	Sectoral Credit Cap, Capital Allocation
Market Concentration	HHI, Gini, SEI, SI	ICAAP	Yearly	Market Risk Cap, Capital Allocation

1.17.0 Reputation Risk

Reputation Risk may arise from the possibility that negative publicity regarding the bank and its business practices, in the territory or elsewhere through related entities, whether accurate or not, will adversely impact the operations and position of the bank.

Reputational risk arises from the failure to meet stakeholders' reasonable expectations of an organization's performance and behavior. Reputational risk is a subset of operational risk that can adversely affect the capital base if the driving forces behind the risk turn worse.

1.17.1 Approach to Managing Reputational Risk

United Commercial Bank PLC. always remains vigilant and conscious about the following events to manage and control the reputational risk:

- Negative media report.
- Non-payment of cheques and accepted bills.
- Penalty imposed by the regulators
- Technological disruption.
- Violation of laws, regulations.
- Fake notes in the ATM machine.
- Insufficient fund in the ATM machine etc.

1.17.2 Reputational Risk Mitigation Measurement

United Commercial Bank PLC. utilizes the following tools and programs to mitigate and control the reputational risk at operational level.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
No. of negative media report published, Types of Report	Electronic and Print Media	CRMR	Half-yearly	Escalation to Senior Management and Risk Management Committee of the Board of Directors, Capital Allocation
No. of penalty imposed by the regulatory body, No. of case of violation of laws, regulations with amount	Letter of Regulatory Body, Review the Statement	CRMR	Half-yearly	
No. of non-payment cheques and accepted bills with amount	Review the Statement	CRMR, ICAAP	Half-yearly, Yearly	
Credit Rating Position of Bank (If falls below 2 of BB rating grade)	Credit Rating Report Conducted by ECAIs	ICAAP	Yearly	
No. of internal fraud and external fraud with total value in taka	Audit Report, Statement of Fraud and Forgeries	ICAAP	Yearly	
No. of ATM Machine where fund was Insufficient, No. of customer's complaint, Quality of customer service.	Customer's Complaint Documents, Customer Service Evaluation Statement	CRMR, ICAAP	Half-yearly, Yearly	

1.18.0 Strategic Risk

Strategic risk is the current or prospective risk to earnings and capital arising from adverse business decisions, improper implementation of decisions, or lack of responsiveness to changes in the business environment, both internal and external.

1.18.1 Approach to Managing Strategic Risk

United Commercial Bank PLC. manages strategic risk in the following way:

- Review the performance of senior management against set goals at least annually
- Monitor market changes and advancements in technology to determine new services or products. Establish a strategic policy or plan for management succession.
- Monitor and control the performance of outsourcing arrangements.
- Set compensation guidelines and methods for management and employees.
- Set a training plan and adequately budget for training

1.18.2 Strategical Risk Mitigation Measurement

United Commercial Bank PLC. uses the following tools and programs to mitigate and control the strategic risk at operational level.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
CAMELS Rating Position of Bank (If falls below 2 of BB rating grade)	Letter of Regulatory Body	ICAAP	Yearly	Management Action Trigger, Escalation to Senior Management and Board of Directors, Capital Allocation
Operating expenses, Classified Loans and Advances ratio, Recovery of classified Loans, Written-off Loans, Interest waiver, Rescheduling of Loans and Advances that breach certain limit/times set by Bangladesh Bank	Review the different Statement	ICAAP	Yearly	

1.19.0 Settlement Risk

Settlement Risk arises when an executed transaction is not settled as the standard settlement system suggests or within predetermined method.

1.19.1 Approach to Managing Settlement Risk

United Commercial Bank PLC. manages settlement risk in the following manner:

- Eliminate the delay between the two legs of a transaction.
- Reduce the number and size of payments requiring settlement.
- Establish a settlement policy or plan for management succession.

1.19.2 Settlement Risk Mitigation Measurement

United Commercial Bank PLC. uses the following tools and programs to mitigate and control the strategic risk at operational level.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
Non-receiving or delayed receiving of receivable bills (foreign & domestic)	Review the different Statement	ICAAP	Yearly	Management Action Trigger, Escalation to Senior Management and Board of Directors, Capital Allocation

1.20.0 Environmental & Social Risk (ESR)

Environment and social risk encompasses the potential direct and/or indirect adverse impact on the bottom-line and financial position of a bank. Such risk emanates from:

- Environmental adverse scenario which includes, but not limited to, resource depletion, ecosystem degradation, biodiversity loss, carbon emission, pollution, contamination, waste generation, emissions, and overall carbon footprint) etc.
- Climate change which originates Physical risk and Transition risk.
- Social Adverse scenario which includes, but not limited to, human right violation, labour issue, community impact, land acquisition and settlement, social inequality and exclusion etc.

1.20.1 Approach to Managing Environmental & Social Risk

United Commercial Bank PLC. developed an effective approach to managing environmental and social risk. In this regard, the bank manages environmental and social risk in the following manner:

- Adopt a comprehensive environmental and social risk management policy.
- Implement Sector-wise Environmental and Social Due Diligence (ESDD) Checklist according to Bangladesh Bank directives.
- Make a positive contribution to environmental and social concerns by enacting policies.
- Recognize the balancing of non-financial factors such as environmental and social issues
- Protect the natural order upon which all life depends while lifting people out of poverty and advancing economic development.
- Train relevant employees to take responsibility for and implementation of these policies.
- Define the term “environment” to include both ecological aspects and related social aspects.
- Assess the environmental and social aspects of all investment applications.
- Prioritize and actively seek to finance projects with direct or indirect environmental benefits.

1.20.2 Environmental & Social Risk Mitigation Measurement

United Commercial Bank PLC. uses the following tools and programs to mitigate and control the strategic risk at operational level.

Key Risk	Tools and Programs	Measured In	Frequency	Mitigation Process
Environmental Risk Rating Position of Loans and Advances (If consider “High” rating grade)	Assess the Sectors specified as high risky in the related guidelines, ESDD Check List	Activities regarding Green Banking Report, ICAAP	Quarterly, Yearly	Escalation to Senior Management and Board of Directors, Capital Allocation

1.21.0 Other Material Risk

These are risks that are not directly covered by core risk guidelines of Bangladesh Bank, more precisely additional risk under pillar II of Basel III. The Risk Management Division is primarily responsible for assessing and developing controls for mitigating these risks. In order to do so, the Risk Management Division of the bank is performing various exercises like assessment of quality risk-weighted assets of the bank, stress testing to assess the sensitivity of the bank against adverse scenarios, additional capital (on top of MCR under Pillar-II) will be assessed using a model, namely the Internal Capital Adequacy Assessment Process (ICAAP), performing the capital reporting model, etc.

On top of that assessment, the bank's RMD reports these risks to ERMC and BRMC, which ultimately assists the bank in allocating adequate capital in accordance with Basel III requirements while also implementing active strategies to precisely manage all of the bank's potential and actual risks.

Disclosure of Risk Reporting

In the banking business, risk is inherent and needs to be minimized to achieve the organizational goal. Bangladesh Bank has identified six core risks for banks and issued policy guidelines for sound management of these core risks that are central to the functioning of risk management activities in the banking industry. As per Bangladesh Bank's directive as well the Bank for International Settlements (BIS) guidelines, United Commercial Bank PLC. formulates its own strategies to manage particular risks, i.e., credit risk, market risk, operational risk, liquidity risk, etc., and prepares risk management reports on a monthly, quarterly, half-yearly, and yearly basis.

1.0 Risk Management Principles

United Commercial Bank PLC. is continuously following the international standards for managing risks as specified by the Bank for International Settlements (BIS) as well as the regulatory directives in its core principles of effective banking supervision.

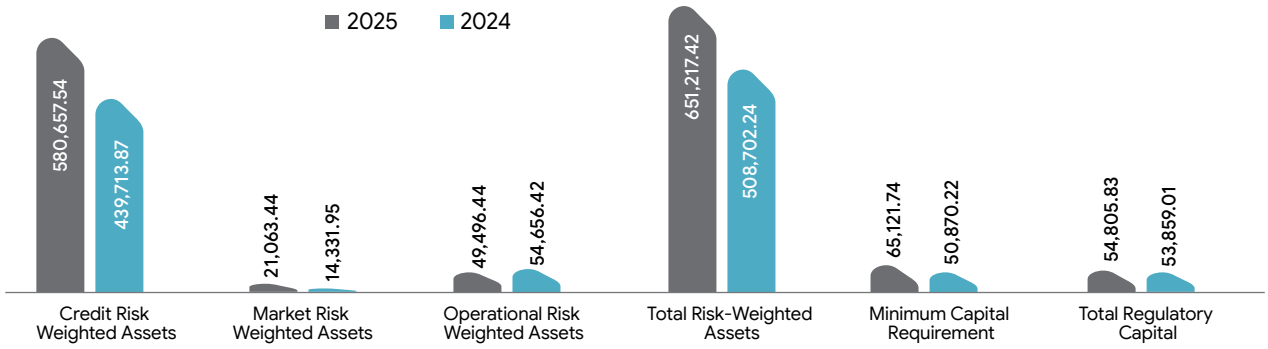
2.0 Risk Profile & Risk Management Process

The risk profile of a bank is measured by the economic capital usage calculated for credit, market and operational risk. UCBPLC determines the overall risk positions by calculating total Risk Weighted Assets (RWAs) of credit, market and operational risk at each quarter end and allocated capital against them. The risk profile of UCB as measured by economic capital allocation by risk types is as follows:

BDT in Million

Risk Types	2025	2024
Credit Risk Weighted Assets	580,657.54	439,713.87
Market Risk Weighted Assets	21,063.44	14,331.95
Operational Risk Weighted Assets	49,496.44	54,656.42
Total Risk-Weighted Assets	651,217.42	508,702.24
Minimum Capital Requirement	65,121.74	50,870.22
Total Regulatory Capital	54,805.83	53,859.01

BDT in Million



Risk Profile: (RWA) (Solo Basis)

BDT in Million

Credit Risk	Market Risk	Operational Risk
580,657.54	21,063.44	49,496.44

As per the risk profile, credit risk was accounted for 89.17% of total Risk Weighted Assets (RWA) where the Market Risk and Operational Risk were 3.23% and 7.60% respectively at the end of December, 2025.

3.0 Capital Adequacy: Implementation of Basel III

Capital adequacy is the measure of the financial strength and sustainability of a bank. A bank's capital is the "cushion" for potential losses that protects the bank's depositors or other borrowers. Thus, capital management is considered an integral

part of the risk management of UCBPLC. The bank has a capital management process in place to measure, deploy and monitor its available capital as per the guidelines on Risk-Based Capital Adequacy Framework in line with the Basel III issued by Bangladesh Bank.

Capital to Risk Weighted Assets Ratio (CRAR) (Solo Basis)

Particulars	2025	2024
Total Regulatory Capital	54,805.83	53,859.01
Risk-Weighted Assets	651,217.42	508,702.24
CRAR	8.42%	10.59%

At the end of 2025 and 2024, Capital to Risk Weighted Assets Ratio (CRAR) of United Commercial Bank PLC. stood at 8.42% and 10.59% respectively, which indicate that the capital of the Bank is below the minimum required CRAR of 10.00% excluding capital conservation buffer on solo basis.

3.1 Minimum Capital Requirement (MCR) under Basel III (Pillar-1)

According to the Basel III, the Minimum Capital Requirement (MCR) for the banks in Bangladesh is currently 10% of its total RWAs with the addition of a Capital Conservation Buffer of 2.50% of total RWAs from the year 2019.

BDT in Million

Particulars	2025	2024
Tier 1 Capital	37,314.27	36,171.85
Tier 2 Capital	17,491.55	17,687.16
Total Regulatory Capital	54,805.83	53,859.01
Minimum Capital Required @ 10% of RWAs	65,121.74	50,870.22
Excess /(Shortfall)	(10,315.92)	2,988.79
Buffer @ 2.50% of RWAs	16,280.44	12,717.56
Excess /(Shortfall) including Capital Conservation Buffer	(26,596.35)	(9,728.77)

At the end of 2025 and 2024, the total Regulatory Capital of United Commercial Bank PLC. was BDT. 54,805.83 million and BDT. 53,859.01 million respectively. The Bank has maintained BDT. 10,315.92 million shortfalls of capital after deducting the minimum capital requirement (excluding buffer) of 10.00% of RWAs in 2025 respectively.

3.2 Adequate Capital Requirement under ICAAP of Basel-III (Pillar-2)

The Supervisory Review Process (Pillar-II of Basel-III) of the risk-based capital adequacy framework aims to ensure that banks have sufficient capital in place to mitigate all risks. It encourages banks to take action in creating and making proper use of sophisticated risk management techniques in terms of monitoring and managing their risks. UCBPLC is maintaining an adequate level of capital each year as per Bangladesh Bank's SREP review and the bank has perfectly minimized the capital charge under residual risk year to year through rigorous oversight of bank's SRP team.

3.3 Market Disclosure: Pillar-3 of Basel-III

Market discipline has established transparency and discipline in the financial markets. Stakeholders can judge a bank's position with regard to assets held. It also allows them to take note of the risks relating to these assets and the adequacy of capital available to handle any likely losses. Thus, UCB has created a set of disclosure principles as per the guidelines of Bangladesh Bank which includes information on assets, risk exposure, risk assessment processes, and capital adequacy to meet risk. The disclosure has been reported in a separate section of this annual report.

4.0 Stress Testing Report

The underlying tool is used to assess the bank's vulnerability to unexpected but presumable changes in various related factors (e.g. increase in NPL, change in interest rate, fall in security value etc.). The impact of this model is expressed through the change in overall CRAR of the bank. The Central Bank has advised all banks to perform stress testing on a quarterly basis. The outcome of stress testing needs to be submitted to Bangladesh Bank upon review by senior management and the Board of Directors.

Stress Testing Result as of 2025:

Particulars	Solo Basis			Consolidated Basis		
	Minor	Moderate	Major	Minor	Moderate	Major
Increase in NPLs in sector with the highest exposure	-0.25	-0.51	-0.77	-0.25	-0.50	-0.75
Increase in NPLs in sector with second highest exposure	-0.15	-0.29	-0.44	-0.14	-0.29	-0.44

Particulars	Solo Basis			Consolidated Basis		
	Minor	Moderate	Major	Minor	Moderate	Major
Increase in NPLs in top 2 sectors	-0.40	-0.81	-1.21	-0.40	-0.79	-1.19
Increase in NPLs	-1.80	-3.63	-5.51	-1.80	-3.64	-5.52
Increase in NPLs due to default of top borrowers	-3.73	-5.51	-5.67	-3.67	-5.42	-5.58
Depletion in Collateral	-1.53	-2.05	-2.58	-1.51	-2.02	-2.54
Negative Shift in NPL categories	-0.79	-1.07	-1.34	-0.78	-1.05	-1.32
Negative shift in rating categories	-0.15	-0.29	-0.43	-0.14	-0.27	-0.40
Interest Rate	-0.38	-0.57	-0.76	-0.37	-0.56	-0.75
FEX : Currency Appreciation	-0.03	-0.04	-0.05	-0.03	-0.04	-0.05
Equity Shock	-0.24	-0.33	-0.41	-0.24	-0.32	-0.40

5.0 Credit Risk

Credit risk arises from the potential that a bank's borrower will fail to meet its obligations in accordance with agreed terms and results in a negative effect on the profitability and capital of the bank. Measuring the credit risk of an entire bank is a complicated assessment, involving many quantitative and qualitative factors. In the context of UCBPLC, the most important factors of which are summarized below:

5.1 Credit concentration:

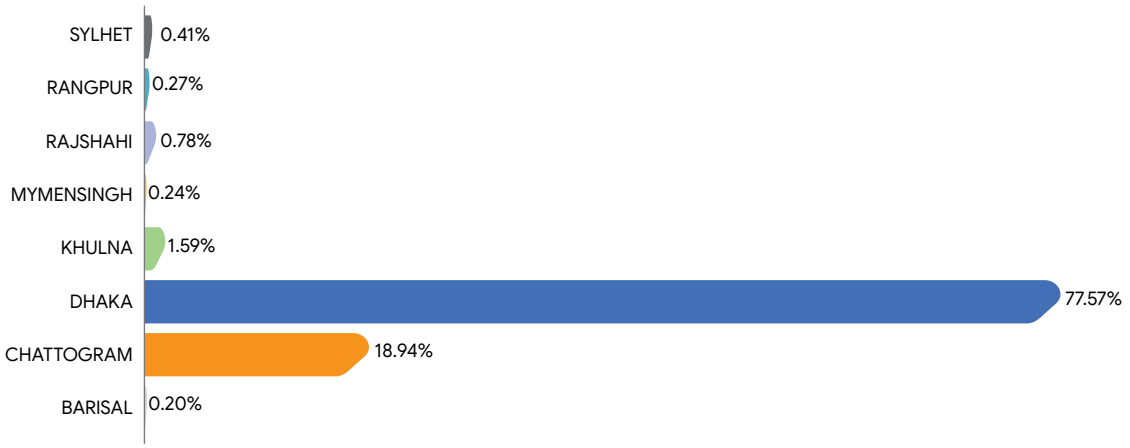
When the credit portfolio of a bank is concentrated on a few individuals or entities or sectors, credit concentration risk arises. Credit risk is increased by credit concentration like portfolio, geographic, sector, group concentration, funded and non-funded etc. To avoid concentration, the principle of credit diversification is followed as per the Risk Appetite Statement (RAS) and CRM policy guidelines.

Area wise concentration:

Division	BDT in Million	In %
Barisal	1,230.19	0.20%
Chattogram	117,002.68	18.94%
Dhaka	479,279.56	77.57%
Khulna	9,851.35	1.59%
Mymensingh	1,513.46	0.24%
Rajshahi	4,842.71	0.78%
Rangpur	1,642.72	0.27%
Sylhet	2,527.43	0.41%
Total	**617,890.10**	**100.00%**

a. Area Distribution of Credit Exposure

Area Distribution of Credit Exposure

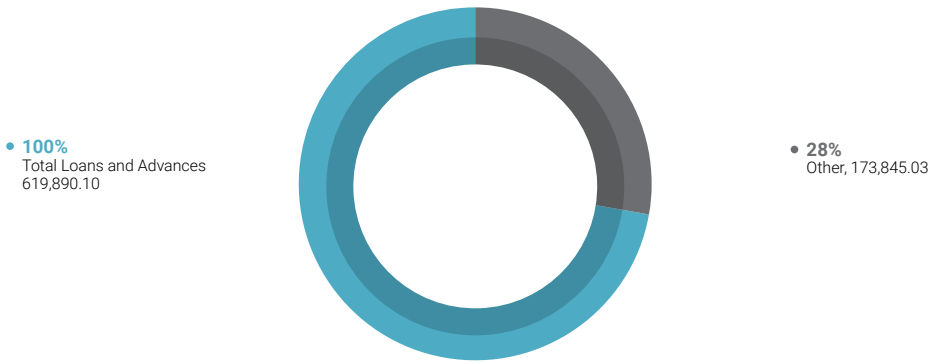


b. Top-20 Borrowers concentration

Particulars	BDT in Million
Total Loans and Advances	617,890.10
Top 20 Borrowers Concentration	173,845.03

Area Distribution of Credit Exposure

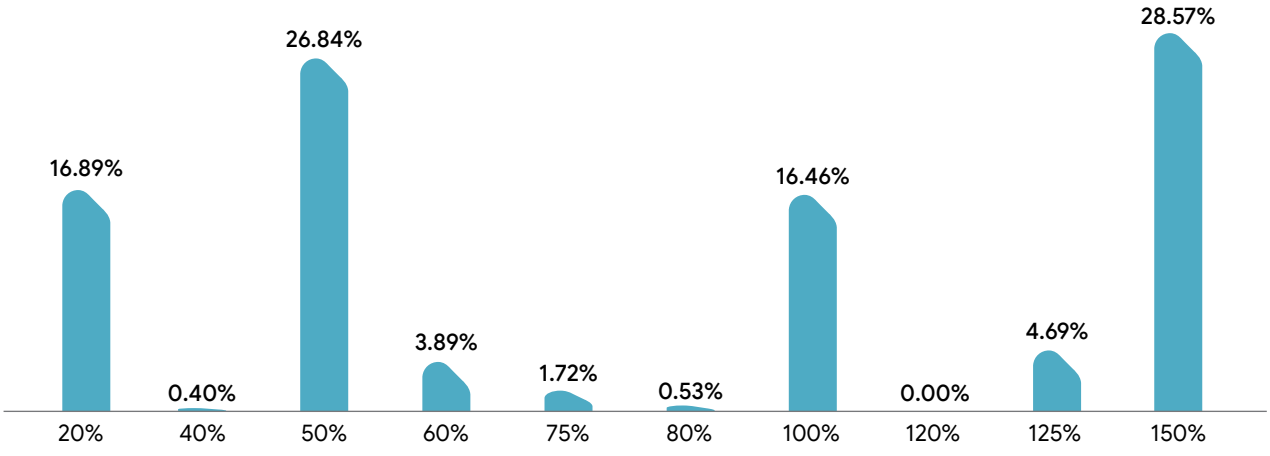
Top-20 Borrowers Concentration



Composition of RWA of loan portfolio:

Category of Risk weight	BDT in Million	In %
20%	104,372.48	16.89
40%	2,483.96	0.4
50%	165,839.02	26.84
60%	24,053.37	3.89
75%	10,636.15	1.72
80%	3,297.51	0.53
100%	101,723.81	16.46
120%	0.00	0
125%	28,982.61	4.69
150%	176,501.19	28.57
Total	**617,890.10**	**100.00**

Composition of Risk Weighted Asset of loan portfolio



d. Industry-wise loan concentration

Types of Credit Exposure	BDT in Million	In %
Agriculture	7,400.75	1.20%
Brick Field, Auto Bricks, Tiles	2,708.99	0.44%
Cement Industries	21,189.25	3.43%
Chemical & Chemical Products	30,096.32	4.87%
Commercial Trade Financing	95,441.10	15.45%
Construction (Other than Housing)	50,216.83	8.13%
Diagnostic/Medical/Clinic	4,457.46	0.72%
Educational Institute, Hotel, Restaurant	9,249.42	1.50%
Electronics Media	303.98	0.05%
Engineering, Basic Metal & Products	33,850.14	5.48%
Food Products & Processing	39,316.05	6.36%
Housing Industry	22,906.68	3.71%
Jute Industries	85.89	0.01%
Leather & Leather Products	336.87	0.05%
Paper & Paper Products Industries	12,246.54	1.98%
Power & Energy	26,164.45	4.23%
RMG & Accessories	67,350.13	10.90%
Ship Manufacturing	1,546.25	0.25%
Ship Re-cycling	18,104.04	2.93%
Telecommunication	2,667.61	0.43%
Textile Industries	36,683.75	5.94%
Transport & Communication	4,108.11	0.66%
Wood & Wooden Products	2,548.85	0.41%
Others	128,910.63	20.86%
Total	**617,890.10**	**100%**

5.2 Assets Quality

The quality of assets is of paramount importance and how well the banks manage them to remain with high quality assets dictates the success of the bank. One of the major parameters of measuring bank's performance is the quality of assets. It draws attention to the quality of credit that provides earnings for the bank. This shows the stability of the bank when faced with particular risks. At the end of December, 2025, loans of UCB (including SMA) stood at 84.50% of total loans and advances, while NPL stood at 15.50%.

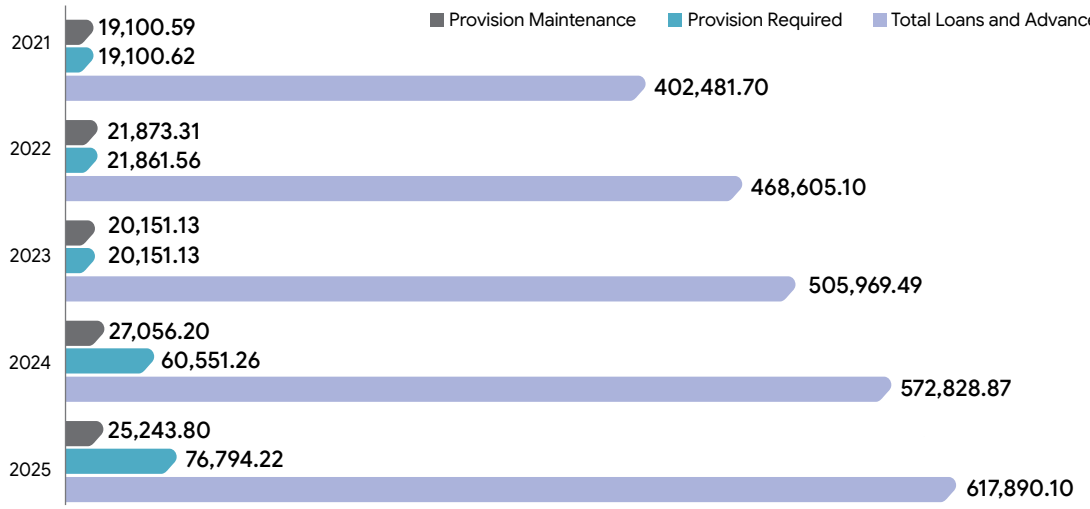
Composition of Loans and Advances

BDT in Million

Particulars	2025	2024	2023	2022	2021
Total Loans and Advances	617,890.10	572,828.87	505,969.49	468,605.10	402,481.70
Provision Required	76,794.22	60,551.26	20,151.13	21,861.56	19,100.62
Provision Maintenance	25,243.80	27,056.20	20,151.13	21,873.31	19,100.59

Composition of Loans and Advances

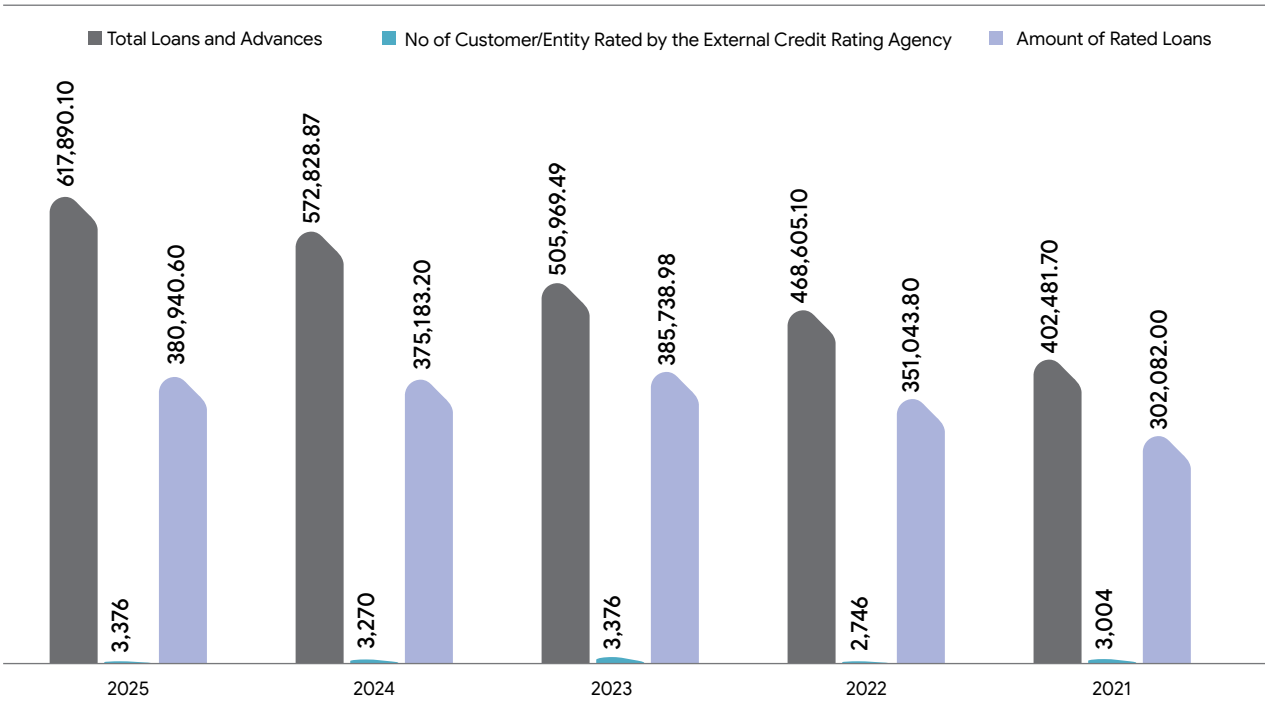
BDT in Million



5.3 Credit Rating of the Borrowers

UCB always gives emphasis to the client's credit rating. A good rating of the borrowers implies the identification of high-quality borrowers that improve the asset quality and also require less capital. According to Bangladesh Bank's Standardized Approach of Risk Based Capital Adequacy (RBCA) guidelines of Basel-III, the client's credit rating is the most important tool for managing credit risks. The bank gives more attention to its branches to increase the number of rated-borrowers to reduce risk-weighted assets (RWAs). The rating growth is graphically presented here.

Particulars	2025	2024	2023	2022	2021
Total Loans and Advances	617,890.10	572,828.87	505,969.49	468,605.10	402,481.70
No of Customer/Entity Rated by the External Credit Rating Agency	3,376	3,270	3,376	2,746	3,004
Amount of Rated Loans	380,940.60	375,183.20	385,738.98	351,043.80	302,082.00



6.0 Market Risk:

Market risk is the risk that any changes in market prices, such as interest rates and capital market conditions, will affect the bank's income or the value of its holdings of financial instruments. The objective of market risk management is to manage and control market risk exposure within acceptable parameters. The major components of Market risk and the position of UCB are as follows:

6.1 Interest Rate Risk:

United Commercial Bank PLC. computes an estimated change in the bank's net interest income (NII) given changes in interest rates. To evaluate the impact on earnings, interest rate sensitive liabilities (RSL) in each time bucket are subtracted from the corresponding Interest Rate Sensitive Assets (RSA) to produce a re-pricing "gap" for that time bucket.

BDT in Million

Particulars	2025	2024	Change
RSA ≤ 1 Year	468,106.54	449,819.15	18,287.39
RSL ≤ 1 Year	442,105.74	367,908.19	74,197.55
Net Gap	26,000.79	81,910.95	(55,910.16)
Impact on NII (Rate Change by @2%)	520.02	1,638.22	(1,118.20)

The probable impact on net interest income of UCBPLC at the end of December, 2025 was measured at BDT. 520.02 million, which was BDT. 819.11 million in 2024.

6.2 Equity Price Risk:

United Commercial Bank PLC. uses the mark to market valuation method against a predetermined limit. From an accounting perspective, the cost or market value of a share, whichever is lower, should be considered. If the market value falls below the cost, the bank must keep a provision for unrealized losses.

UCB has maintained sufficient provisions against its investment in the share market for un-realized losses and the limit of capital market exposures is also maintained as per Bangladesh Bank instruction.

6.3 Foreign Exchange Risk:

The foreign exchange risk of the Bank is minimal as all the transactions are carried out on behalf of the customers against underlying commitments and other remittance requirements. The impact of Foreign Exchange transaction risk is identified by providing exchange rate shocks to the net open position of the bank.

BDT in Million

Particulars	2025	2024
Net Open Position Limit	7,352.72	7,213.80
Net Open Position	929.5	4,296.46
Regulatory Capital	54,805.83	53,859.01
Net Open Position to Regulatory Capital	13.42%	13.39%

At the end of 2025, the bank's open position was BDT. 929.50 million against the FEX holding limit equivalent to BDT. 7,352.72 million as determined by Bangladesh Bank.

7.0 Liquidity Risk:

The bank's approach to managing liquidity (cash and cash equivalents) is to ensure, as far as possible, that it will always have sufficient liquid assets to meet its liabilities when due, under both normal and stressed conditions, without incurring unacceptable losses or taking risk of damage to the bank's reputation.

Liquidity Risk Indicators (LRI)

Ratios	2025	2024
Cash Reserve Requirement (CRR)	4.09%	4.87%
Statutory Liquidity Requirement (SLR)	20.48%	13.66%
Advance to Deposit Ratio (ADR)	83.03%	91.31%
Liquidity Coverage Ratio (LCR)	127.50%	118.72%
Net Stable Funding Ratio (NSFR)	156.21%	108.61%

Typically, the bank ensures that it has sufficient cash and cash equivalents to meet expected operational expenses through the preparation of the cash flow forecast, which is prepared based on the timeline of payment of the financial obligation and accordingly sufficient liquidity/fund is arranged to make the expected payment by the due date.

8.0 Operational Risk:

UCBPLC, through its Risk Management Division and Internal Control and Compliance Division, controls the operational procedures of the bank. The Internal Control and Compliance Division undertakes periodic and special audits of the branches and departments at the Corporate Office for review of the operation and compliance with statutory requirements.

Particulars	2025	2024
No. of Branches Audited	147	137
No. of Major Non Compliances	Nil	Nil
Whether it is placed to audit committee	N/A	N/A

9.0 Money Laundering Risk

The Bank complies meticulously with the Money Laundering Prevention (Amendment) Act, 2015, Anti-terrorism (Amendment) Act, 2013 and related circulars of BFIU, Bangladesh Bank to prevent money laundering and combating terrorism financing. A Central Compliance Committee (CCC) has been formed headed by the Chief Anti Money Laundering Compliance Officer (CAMLCO).

BDT in Million

Particulars	CTR	STR
No. of Accounts	10125	347
Amount	410,400.10	9,720.40

10.0 Residual Risk

Residual risk is a risk that arises mainly out of errors in documentation and errors in valuation of collateral. The bank always tries to collect and maintain documentation appropriately and conduct valuation of collateral both physically and financially at market rates. The residual risk of the bank has been measured and reported in the ICAAP-2024 submitted to Bangladesh Bank in 2025, where the loans and advances of BDT. 29,711.33 million was assessed against residual risk. The base for capital charge was BDT. 25,672.67 million and an amount of BDT.2,567.27 million in capital has been kept. The ICAAP Report-2025 will also be submitted in 2026 as per the time-frame of Bangladesh Bank, and the bank is expecting to lower the residual risk.

11.0 Concentration risk

Credit concentration risk arises when the credit portfolio of the bank is concentrated on a few individuals, entities, or sectors. As there are no unanimously agreed tools to measure the concentration risk, some indicators are applied, such as:

a) Herfindahl Hirschman Index (HHI),

b) Simpson's Equitability Index (SEI),

c) Shannon's Index (SI),

d) Gini Coefficients (GC)

The concentration risk of the bank has been measured and reported in the ICAAP-2024 submitted to Bangladesh Bank in 2025, where the capital charge was BDT. 508.70 million. The ICAAP Report-2025 will also be submitted in 2026, as per the time-frame of the Bangladesh Bank.

12.0 Reputation Risk

Reputation risk may arise from the possibility that negative publicity regarding the bank and its business practices, in the territory or elsewhere through related entities, whether accurate or not, will adversely impact the operations and position of the bank. The reputational risk of the bank has been measured and reported in the ICAAP-2024 submitted to Bangladesh Bank in 2025, where BDT.1,116.70 million capital was charged. ICAAP report-2025 will also be submitted in 2026, as per the time-frame of Bangladesh Bank.

13.0 Strategic Risk

Strategic risk is the current or prospective risk to earnings and capital arising from adverse business decisions, improper implementation of decisions, or lack of responsiveness to changes in the business environment, both internal and external. Strategic risk of the bank has been measured and reported to the ICAAP-2024 submitted to Bangladesh Bank in 2025, where BDT.3,061.32 million was charged and it was adjusted from the capital kept under Operational Risk in Pillar-1 (MCR) of Basel-III. As a result, no additional capital was required under the strategic risk of the bank. ICAAP Report-2025 will also be submitted in 2026, as per the time-frame of Bangladesh Bank.

14.0 Settlement Risk

Settlement risk arises when an executed transaction is not settled as the standard settlement system suggests or within a predetermined method. The settlement risk of the bank has been measured and reported in the ICAAP-2024 submitted to Bangladesh Bank in 2025, where BTD 508.70 million capital was charged due to the outstanding amount of non-receiving and the payment amount was above 5% of the total loans and advances. The ICAAP Report-2025 will also be submitted in 2026, as per the time frame of Bangladesh Bank.

15.0 Environmental & Social Risk

UCB has developed an effective approach to managing environmental & social risk. In this regard, the bank measured environmental & social risk and reported it in the ICAAP-2024 and submitted it to Bangladesh Bank in 2025, where BDT 5.27 million capital was charged. ICAAP Report -2025 will also be submitted in 2026 as per the time frame of Bangladesh Bank.

16.0 Other Material Risk

These are risks that are not directly covered by the core risk guidelines of Bangladesh Bank, and more precisely, additional risks under pillar II of Basel III are measured under this risk. Other material risks have been reported in the ICAAP-2024 and submitted to Bangladesh Bank in 2025, where no capital was charged. ICAAP Report-2025 will also be submitted in 2026 as per the time frame of Bangladesh Bank.

17.0 Policy Development

UCB has made significant progress in transitioning to uniform central operations rather than silo operations based in customer touchpoints. As part of that, policy and operational procedure development and review remain a top priority of the Bank. In parallel to the development and review of direct risk-related policies and procedures, Risk Management Division has simultaneously focused on ensuring the development and review of cross-divisional policies and procedures. In reference to policy-related issues, the bank has developed/revised a number of policies for the year 2025 which are as follows:

Core Risk Management Policies:

- Risk Management Policy
- Credit Risk Management Policy
- ALM Risk Management Policy
- Foreign Exchange Risk Management Policy
- ICC Risk Management Policy
- AML Risk Management Policy
- ICT Risk Management Policy

Other Risk Management Policies

- Risk Appetites Statement (RAS)
- Management Action Triggers (MAT)
- Methodology for Customer Services & Complaint Management
- Operational Risk Management Policies, etc.

18.0 Meeting & implementation of minutes

UCB arranged meetings of different risk-related committees according to the direction of Bangladesh Bank. During 2025, the bank has arranged the meetings of ERMC, BRMC etc. and discussions with the risk management activities regarding their findings, observations, and recommendations on various issues of interest and concern.

19.0 Reporting & Compliance

Aggregate measures of risk, across products and businesses, are used in compliance with policies, limits, and guidelines. They also provide a clear statement of the amounts, types, and sensitivities of the different risks in the bank's portfolios. Senior management and the Board use this information to comprehend the bank's risk profile as well as the performance of the portfolio. The bank submitted the following risk reports during the year 2025:

Sl.	Name of the Reports	Frequency	Submitted To
A	Risk Management Reporting:	7,352.72	7,213.80
1	Monthly Risk Management Report (MRMR)	Monthly	ERMC/BRMC/BB
2	Minutes of the ERMC Meeting	Monthly	ERMC/BRMC/BB
3	Comprehensive Risk Management Report (CRMR)	Half Yearly	ERMC/BRMC/Board/BB
4	Risk Appetite Statements	Annually	ERMC/BRMC/Board/BB
5	Effectiveness of Risk Management Policies & Functions	Annually	BB
6	Recovery Plan for Bank	Annually	ERMC/BRMC/Board/BB
B	Basel - III Reporting and Capital Management		
1	Risk Based Capital Adequacy Reporting (Pillar-1)	Quarterly	ERMC/BRMC/Board/BB
2	ICAAP Report (Pillar-2)	Annually	ERMC/BRMC/Board/BB
3	Disclosure on Risk Based Capital: Market Discipline (Pillar-3)	Annually	BRMC/Board/BB
C	Stress Testing Report	Quarterly	ERMC/BRMC/Board/BB

Building Risk Culture & Awareness

In 2025, the following risk management training was provided to bank officials both online and offline in order to raise risk management awareness and build a strong risk management culture across the bank.

SI	Subject	No of courses	Total Participants
1	Asset Liability Risk Management	4	189
2	Credit Risk Management	7	136
3	Foreign Exchange Risk Management	7	176
4	ICC Risk Management	2	216
5	AML Risk Management	03 Course (33 Batch)	2,060
6	ICT Risk Management	10	5,802
7	Comprehensive Risk Management	0	0
8	Basel Accord	1	1
9	Overview on Stress Testing	1	2
10	Others	299	31,404
	Total	**331**	**37,926**

21.0 Capital Planning

A bank's capital planning is a dynamic, ongoing, and forward-looking mechanism to incorporate changes in a bank's strategic focus, risk tolerance levels, business plans, operating environment, or other factors that materially affect capital adequacy. Capital planning assists the bank's Board of Directors and senior management to:

- Identify risks, improve the bank's understanding of overall risks, set risk tolerance levels, and assess strategic choices in long-term planning.
- Identify vulnerabilities, i.e. concentrations, and assess their impact on capital.
- Integrate business strategy, risk management, capital and liquidity planning decisions.

In devising capital planning, both short-term and long-term capital needs have been considered, and the bank's overall strategy and business growth have been coordinated, usually with a forecast horizon of five years.

21.1 Raising Additional Tier 1 Capital

To strengthen the Tier-1 capital and to also keep the adequate capital base according to the Capital plan of the Bank, UCB has issued Perpetual Bond of BDT. 4,000 million in the year 2021 and 2nd Perpetual Bond of BDT. 3,000 million in 2023.

21.2 Raising Tier 2 capital

UCB is always keen to maintain a sufficient capital base to do business to support the healthy growth of the business and ensure compliance with the Basel III capital accord in line with the Bangladesh Bank. The bank's CRAR (Capital to Risk Weighted Assets Ratio) is 8.42% as of December 31, 2025, against the required capital including capital conservation buffer 12.50%. To keep an adequate capital base, the bank issued subordinated bond after obtaining required approvals from the Bangladesh Securities and Exchange Commission and Bangladesh Bank. In this connection, UCBPLC got approval for raising BDT 8,000.00 million under Tier 2 capital through issuance of subordinated bond, out of which, an amount of BDT 1,000 million has already been subscribed.

22.0 Risk-Based Supervision Framework

A robust regulatory and supervisory framework is essential for ensuring financial sector stability and maintaining a sound and resilient banking system. In line with this objective, Bangladesh Bank has undertaken a strategic initiative to transition from a traditional compliance-based supervisory approach to a Risk-Based Supervision (RBS) framework.

Historically, supervision has been largely compliance-driven, focusing on adherence to rules, regulations, and prescribed guidelines. While this approach has been effective in identifying regulatory breaches, it remains inherently reactive and incident-focused. The RBS framework introduces a forward-looking, principle-based methodology that emphasizes proactive identification, assessment, and mitigation of risks, thereby strengthening the overall risk governance architecture of banks.

22.1 Single Point Supervision and Composite Rating

A central feature of the RBS framework is the introduction of Single Point Supervision. Under the previous system, multiple departments of Bangladesh Bank—such as the Department of Offsite Supervision (DOS), Department of Banking Inspection (DBI), and Financial Integrity & Customer Services Department (FICSD)—conducted supervisory activities independently. This often resulted in coordination challenges and multiple, occasionally inconsistent, ratings for the same institution.

To address these inefficiencies, the RBS framework establishes a unified supervisory structure in which a single dedicated supervisory team, led by a designated Lead Supervisor, oversees each bank. This transition, expected to be completed by 2026, will streamline supervisory interactions and replace multiple touchpoints with a cohesive approach.

As a result, each bank will receive a single composite risk rating based on a standardized five-point scale, enhancing transparency, comparability, and consistency in supervisory assessments. This transformation is supported by the reorganization of 16 departments within Bangladesh Bank under a revised organogram.

22.2 Assessment of Major Risk Factors

Under the RBS framework, supervisory focus is directed toward evaluating the effectiveness of risk management practices across key risk domains, including Credit Risk, Market Risk, Operational Risk, Legal & Regulatory Risk, and Strategic Risk. In addition, critical financial indicators—such as earnings quality, capital adequacy, and liquidity—are assessed to determine overall financial resilience.

The framework further incorporates specialized assessments of Money Laundering Risk, Technology Risk, and Cultural Risk, reflecting the evolving and increasingly complex risk landscape within the banking sector. This comprehensive approach ensures that both quantitative and qualitative dimensions of risk are appropriately evaluated.

22.3 Evaluation of Risk Management Quality

The quality of risk management is assessed across six core functional areas: Operational Management, Board of Directors, Senior Management, Internal Audit, Compliance, and the Risk Management Division. This structured framework promotes clear accountability across organizational functions, minimizing ambiguity and reducing the risk of diffused responsibility.

Assessments are based on a combination of objective metrics and scenario-based judgmental analysis. This enables supervisors to identify strengths and weaknesses at different governance levels—for instance, where strategic oversight by the Board may be strong, but execution within risk management functions requires further enhancement.

22.4 Supervisory Process and Action Plan

Under the RBS framework, supervisory strategies are tailored according to the risk profile and assessment outcomes of each bank. The supervisory process emphasizes evaluation of systems, processes, and risk management practices, rather than focusing solely on transactional reviews.

Following the assessment, Bangladesh Bank prepares a bank-specific supervisory report summarizing key findings and assigning a composite risk rating. Detailed observations and identified deficiencies are documented in a Memorandum of Understanding (MoU), which forms the basis for corrective actions.

Each bank is required to submit a comprehensive action plan addressing the issues outlined in the MoU, along with periodic progress reports. This structured follow-up mechanism facilitates continuous monitoring and timely remediation of identified gaps.

The Lead Supervisor serves as the primary point of contact for all supervisory interactions, ensuring effective communication and oversight. Over the long term, Bangladesh Bank aims to establish an integrated data infrastructure that enables direct extraction of data from banks into a centralized database, ensuring accuracy, consistency, and accessibility of supervisory information.

22.5 Position of UCB PLC Regarding RBS

During the initial phase of RBS implementation, UCB PLC submitted the required data to Bangladesh Bank in February 2025, covering the period from 2018 to 2023 in accordance with prescribed formats. Based on the submitted information, Bangladesh Bank conducted a preliminary assessment of the Bank.

To finalize this assessment, a high-level delegation comprising ten officials from Bangladesh Bank conducted an onsite inspection and held detailed discussions with the Bank's Senior Management over a three-day period from May 12 to May 14, 2025.

In the second phase of implementation, the Bank has submitted audited data for the years 2023 and 2024 in compliance with regulatory requirements. The Risk Management Division is actively compiling, validating, and submitting required information to the Enterprise Data Warehouse (EDW) of Bangladesh Bank in line with the Rationalized Input Template (RIT)-based reporting framework.

Currently, under the third phase, the Bank is preparing data for the year 2025 while simultaneously aligning its systems and processes with full RBS implementation by 2026. A substantial portion of the required data has already been uploaded to the EDW portal, with steady progress being made toward full compliance.

The implementation of Risk-Based Supervision represents a significant advancement toward a more dynamic, risk-sensitive, and forward-looking supervisory regime. By enhancing accountability, improving coordination, and promoting proactive risk management, the RBS framework is expected to strengthen the resilience and stability of Bangladesh's banking sector.

UCB PLC remains fully committed to maintaining robust risk governance practices and ensuring complete compliance with the Risk-Based Supervision guidelines of Bangladesh Bank, thereby contributing to the overall stability and integrity of the financial system.

23.0 Implementation Status of IFRS-9/ECL

Bangladesh Bank vide BRPD Circular No-03, dated 23 January 2025 has instructed all Banks to implement Expected Credit Loss (ECL) based Loan Classification and provisioning under IFRS-9. Accordingly, UCB PLC has taken measures to implement the same. A Project Steering Committee (PSC), Project Implementation Team and a solution assessment team has already been formed which are working to fully implement the IFRS-9/ECL project. Key observations indicate that UCB has achieved notable progress in data consolidation, portfolio segmentation, and probable credit risk model development. Nevertheless, additional efforts are required in the areas of system automation, staff training, and seamless integration between the ECL engine, risk analytics platform, and the Core Banking System (CBS) to achieve full operational readiness.

UCB's Board of Directors and Management remain fully committed to implementing the IFRS 9 ECL framework in a phased and controlled manner, ensuring continued compliance with Bangladesh Bank guidelines and maintaining sound credit risk management and capital adequacy standards throughout the transition process.

Disclosure on Risk Based Capital (Basel III)



To strengthen global capital and liquidity rules with the goal of promoting a more resilient banking sector, the Basel Committee on Banking Supervision (BCBS) issued "Basel-III: A global regulatory framework for more resilient banks and banking systems" in December 2010. The objective of the reforms was to improve the banking sector's ability to absorb shocks arising from financial and economic stress, whatever the source, thereby reducing the risk of spillovers from the financial sector to the real economy. Through its reform package, BCBS also aims to improve risk management and governance as well as strengthen banks' transparency and disclosures. The Basel Committee's comprehensive reform package also addressed the lessons of the economic and financial crisis, which began in 2007, by holding insufficient liquidity buffers and building up excessive on and off-balance sheet leverage that resulted in a gradual erosion of the level and quality of the capital base.

To comply with international best practices and to make the bank's capital shock absorbent, Bangladesh Bank issued "Guidelines on Risk Based Capital Adequacy" (Revised Regulatory Capital Framework for Banks in Line with Basel-III) in December 2014 with the instructions to maintain the minimum capital requirement under pillar 1, an additional capital requirement under pillar 2 and a market disclosure requirement under pillar 3. United Commercial Bank PLC (UCBPLC) has given special attention to implement Basel-III inside the Bank. As per Bangladesh Bank guidelines, UCB has formed "Basel Implementation Unit (BIU)" which is under the supervision of a supervisory committee and includes senior management of the Bank. UCB has an exclusive body named the Supervisory Review Process (SRP) team constituted by the concerned departmental heads and headed by the Managing Director & CEO of the Bank.

Purpose

As part of Basel-III compliance, Market Discipline (pillar 3) is formulated with a view to establishing 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.

Disclosure Framework

United Commercial Bank PLC has adopted the Basel-III framework as part of its capital management strategy in line with the revised Guidelines of Bangladesh Bank and also developed a set of formal disclosure frameworks approved by the Board of Directors of the Bank which includes the 'Qualitative and Quantitative Disclosures' containing the components of Scope of Application, Capital Structure, Capital Adequacy, Credit Risk, Equities: Disclosures for Banking Book Positions, Interest Rate Risk in the Banking Book (IRRBB), Market Risk, Operational Risk, Liquidity Ratio, Leverage Ratio and Remuneration of the Bank.

Consistency and Validation

The quantitative disclosures are made based on audited financial statements of UCB and its subsidiaries as at and for the year ended 31 December 2025. Those are prepared under relevant International Accounting and Financial Reporting Standards and related circulars/ instructions issued by Bangladesh Bank from time to time. The assets, liabilities, revenues and expenses of the subsidiaries are combined with those of the parent company (UCB), eliminating intercompany transactions. Assets of the subsidiaries are risk weighted and equities of subsidiaries are crossed out with the investment of UCB while consolidating. So, information presented in the 'Quantitative Disclosures' section can easily be verified and validated with corresponding information presented in the consolidated and separate audited financial statements of UCB. The report is prepared once a year and is available on the website of the bank (www.ucb.com.bd).

It may be befitting if a brief discussion on the prevailing 3rd edition of Basel (Basel III) regulation precedes the intended disclosure for a better grasp of the matter by the stakeholders. The Basel III regime, like the 2nd edition, is also composed of three mutually reinforcing pillars or fundamentals, i.e. Minimum Capital Requirement, Supervisory Review Process and Market Discipline but at an enhanced level to cope up with the ever-evolving threats present in the financial market. Moreover, it introduces a non-risk-based Leverage Ratio and a global standard Liquidity Ratio. All the attributes of the regulation may be viewed at a glance in the following diagram:

Pillar 1			Pillar 2	Pillar 3	Liquidity
Stringent Capital Standards & Requirements	**Wide Risk Coverage**	**Non-Risk Based Leverage**	**Robust Risk Mgt. & Supervision**	**Market Discipline**	**Liquidity Standards**
• Quality & level of capital • "Gone concern" contingent capital • Capital conservation buffer • Countercyclical buffer	• Securitizations • Trading book • Counterparty credit risk	Leverage ratio	Supplemental pillar 2 requirements	Pillar 3 disclosure requirements	• Liquidity coverage ratio • Net stable funding ratio • Principles for sound Liquidity & Risk Mgt. Supervision • Supervisory monitoring

UCB Approaches the three Pillars and the Liquidity Standards:

- **Pillar-1:** Credit Risk, Market Risk & Operational Risk are considered under this Pillar for maintenance of the level of capital. Among the three approaches available to measure the Credit Risk, UCB employs 'Standardized Approach'. The same approach has been used for Market Risk measurement. As for Operational Risk, Basic Indicator Approach is followed. UCB is also maintaining the non-risk-based Leverage Ratio above the regulatory requirement.
- **Pillar-2:** All other risks as well as the entire Risk Management framework from both the internal and external (Supervisory) perspective are covered under this pillar. UCB has developed a comprehensive ICAAP (Internal Capital Adequacy Assessment Process) manual/module to capture the risks minutely. The regular SRP-SREP interaction ensures compliance with the Pillar-2 regulations.
- **Pillar-3:** This pillar ensures necessary disclosures intended for market participants to assess key information about the Bank's exposure to various risks and to provide a consistent and understandable disclosure framework for easy comparison among the banks operating in the market under the banner of Market Discipline.
- **Liquidity Standards:** UCB has successfully adopted and maintains the standards set for the two key Liquidity Ratios; the Liquidity Coverage Ratio (LCR) and the Net Stable Funding Ratio (NSFR).

Key information regarding capital position at a glance: (Solo basis)

BDT in Million

Key Items	Particulars	As of 2025	As of 2024
Risk Weighted Assets (RWAs)	Credit Risk	580,657.54	439,713.87
	Market Risk	21,063.44	14,331.95
	Operational Risk	49,496.44	54,656.42
	Total RWAs	651,217.42	508,702.24
Capital	CET 1 Capital	31,614.27	30,471.85
	AT 1 Capital	5,700.00	5,700.00
	Tier 1 Capital	37,314.27	36,171.85
	Tier 2 Capital	17,491.55	17,687.16
	Total Regulatory Capital	54,805.83	53,859.01
Minimum Capital Requirement (MCR)	MCR @10%	65,121.74	50,870.22
Surplus/ Shortfall of Capital	MCR	(10,315.91)	2,988.79
Leverage	Exposures	923,319.02	850,149.60
	Leverage (%)	4.04%	4.26%

Scope of Application

The disclosure made in the following sections has addressed UCB as a single entity (Solo Basis) as well as a consolidated entity (Consolidated Basis), the scope of which is as under:

- 'Solo' disclosure refers to only the affairs of the Bank but considering the Off-shore Banking Unit and Islamic Banking as an integral part.
- On the other hand, 'Consolidated' disclosure incorporates the affairs of its subsidiaries with the Bank. The consolidated disclosure of UCB is composed of the affairs of UCB and its five subsidiaries, namely:
    1. United Commercial Bank PLC.
    2. UCB Stock Brokerage Limited
    3. UCB Investment Limited
    4. UCB Asset Management Limited
    5. UCB Fintech Limited
    6. UCB Exchange (SG) PTE Ltd

A brief description of the Bank and its subsidiaries is given below:

United Commercial Bank PLC.

United Commercial Bank PLC ('UCB' or "the Bank") was incorporated in Bangladesh as a public limited company on 26 June 1983 under the Companies Act 1913. The Bank obtained approval from Bangladesh Bank to commence operations on 13 November 1983.

As of 31 December 2025, UCB operates:

- 234 branches (2024: 231), including one Islamic Banking branch that adheres to Islamic Shariah principles.
- 50 Islamic Banking windows within conventional branches, providing Islamic Banking services in compliance with Shariah principles.
- 188 sub-branches (2024: 177).
- 709 ATMs/CRMs (2024: 716).
- 620 agent banking outlets (2024: 855).

UCB is a publicly traded company listed on the Dhaka Stock Exchange (DSE) Limited and the Chittagong Stock Exchange (CSE) Limited. The Bank's Head office is located at: Plot – CWS-(A)-1, Road – 34, Gulshan Avenue, Dhaka – 1212, Bangladesh.

Off-shore Banking Unit (OBU)

The Off-Shore Banking Unit (OBU) of United Commercial Bank PLC operates as a distinct and specialized business division under a comprehensive regulatory framework. The Unit is governed by the Offshore Banking Act, 2024 (Act No. 2 of 2024), FE Circular No. 11 dated January 30, 2025, and subsequent circulars and guidelines issued by Bangladesh Bank.

The Bank received formal approval to establish the Unit vide letter no. BRPD (P-3) 744 (117)/2010-2577 dated June 9, 2010, and commenced operations on November 10, 2010. Currently operating from Dhaka under Bangladesh Bank's supervision, the OBU provides a full range of commercial banking services in foreign currencies, primarily supporting international trade, offshore lending, and foreign currency deposit services.

Maintaining strict operational and financial segregation from on-shore banking activities, the Unit prepares and presents its financial statements separately, ensuring transparency, regulatory compliance, and sound governance. Through disciplined Management and adherence to prudential standards, the Off-Shore Banking Unit continues to strengthen the Bank's footprint in the international banking landscape.

Islamic Banking

The Bank obtained permission for commencement of Islamic Banking operations from Bangladesh Bank vide, letter no. BRPD (P-3) 745 (17)/2020-1453 dated 6 February 2020. As part of its continued dedication to Islamic banking, UCB launched a specialized UCB Islamic Banking Branch in Gulshan in 2021. Building on this effort, the bank further advanced the initiative in 2025 by securing approval from Bangladesh Bank for 50 Islamic Banking windows within its existing branch network, significantly broadening access to Shariah-compliant financial services.

UCB extends Islamic financing facilities under various Shari'ah-compliant modes, including:

- Murabaha (cost-plus financing)
- Bai-Salam (advance purchase financing)
- Musharaka (profit-and-loss sharing partnership)
- Hire Purchase Under Shirkatul Melk (HPSM) (lease-purchase)
- Other approved Shari'ah modes

Additionally, the Bank mobilizes deposits through Shari'ah-compliant instruments, such as:

- Al-Wadiah (Current Accounts)
- Mudaraba (Savings, Short Notice Deposits, Term Deposits, and Recurring Deposits)

The financial statements for Islamic Banking operations are presented separately, ensuring transparency and compliance with regulatory requirements.

Agent Banking

The Bank obtained permission from Bangladesh Bank on 07.02.2017 through letter no. BRPD (p-3)745(17)2017-677 to start the operation of Agent Banking and subsequently started its commercial operation on February 1, 2018.

As of 31 December 2025, UCB has established 620 agent outlets across Bangladesh, securing the 5th position in the industry based on the number of agent outlets.

Key highlights:

- A strong, granular deposit portfolio of BDT 1,570 crore, sourced from grassroots-level banking.
- 308,449 accounts were acquired, representing approximately 11% of the Bank's total accounts.

Core Services Provided:

- Account opening
- Cash deposit and withdrawal
- Inward foreign remittance disbursement

- Utility bill collection
- Fund transfers via RTGS and BEFTN
- Salary disbursement
- Bank statement issuance
- Loan sourcing & repayment collection (SOD, SME, and Agricultural loans)
- Credit card application processing
- Balance inquiries, internet & SMS banking
- School fee collection
- Bangla QR merchant acquisition

Innovations & Technological Advancements:

UCB's Agent Banking platform has introduced several cutting-edge features to enhance accessibility and customer convenience, including:

- Fully digital, paperless on boarding using e-KYC.
- Bangla QR code on boarding through agents.
- Branch-led business model to enhance customer engagement.
- "UPAY"-collaborated business initiatives, promoting digital financial inclusion.

These innovations underscore UCB's commitment to financial inclusion and delivering modern, accessible banking solutions across Bangladesh.

Subsidiaries of United Commercial Bank PLC.

A subsidiary is an entity over which UCB exercises control through its shareholding and voting rights. Control is established when the Bank holds more than 50% of a company's shares or has the power to govern its financial and operational policies.

As per International Accounting Standard (IAS) 27 ("Separate Financial Statements") and International Financial Reporting Standard (IFRS) 10 ("Consolidated Financial Statements"), UCB prepares both Solo Financial Statements and Consolidated Financial Statements.

The non-controlling interest (NCI), representing minority shareholders' stake, includes share capital and profits attributable to minority shareholders. Intergroup transactions, balances, and unrealized profits/losses are eliminated in consolidation

UCB Stock Brokerage Limited

UCB Stock Brokerage Limited was restructured on 22 November 2020 from UCB Capital Management Limited (DSE TREC No. 181, CSE TREC No. 015).

Company Background:

- Incorporated on 20 November 2007 as UCB Capital Management Limited.
- Commenced operations on 19 June 2013.
- Operates under licenses from Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE).
- Registered with Bangladesh Securities and Exchange Commission (BSEC) as a Stock Dealer.

Core Activities:

- Brokerage services
- Margin loan facilities
- Stock trading and investment management

UCB PLC holds 24,999,999 shares of UCB Stock Brokerage Limited (Face Value: Tk. 100 each), equivalent to 99.99% ownership.

UCB Investment Limited

Incorporated on 3 August 2011, UCB Investment Limited is a private limited company operating under the Companies Act 1994.

- Registered with RJSC (C-94654/11).
- Obtained Merchant Banking License (MB-97/2020) from BSEC on 5 October 2020.
- Provides portfolio management, underwriting, fund management, and capital market advisory services.

UCB PLC holds 99,999,999 shares (Face Value: Tk. 10 each), equivalent to 99.99% ownership.

UCB Asset Management Limited

- Incorporated on 5 February 2019 under the Companies Act 1994.
- Registered with RJSC.
- Licensed as an Asset Management Company (BSEC/Asset Manager/2020/46) on 3 February 2020.
- Manage investment portfolios, mutual funds, and institutional asset management.

UCB PLC holds 499,999,999 shares (Face Value: Tk. 10 each), equivalent to 99.99% ownership.

UCB Fintech Limited

- Incorporated on 30 July 2020 under the Companies Act 1994.
- Offers mobile financial services, including:
- Cash-in, cash-out, and money transfers
    - Utility bill payments
    - E-commerce & in-store payments
    - Remittance services
    - G2P & P2G transactions

UCB PLC holds 499,999,999 shares (Face Value: Tk. 10 each), equivalent to 99.99% ownership.

UCB Exchange (SG) PTE Ltd

UCB Exchange (SG) PTE Ltd, a wholly owned subsidiary of United Commercial Bank PLC, was incorporated in Singapore on January 25, 2023, as a private limited company under the Companies Act 1967 in Singapore. It operates under the Unique Entity Number (UEN): 202302830G. Following its incorporation, UCB Exchange applied for a remittance license from the Monetary Authority of Singapore (MAS), which is currently under process.

The company's primary objective is to engage in remittance services and conduct transactions, activities, and operations typically associated with remittance and exchange houses. UCB PLC holds 1,000 shares of UCB Exchange (SG) PTE Ltd, each with a face value of 1 Singapore Dollar (SGD 1.00), representing 100% ownership of the company.

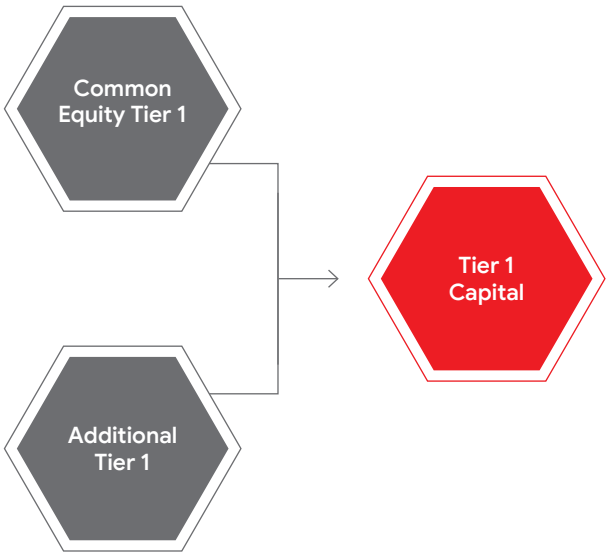
Capital Structure

Qualitative Disclosures

Capital serves as a buffer to absorb unexpected losses as well as to fund ongoing activities of the bank. It can be defined as "the buffer storage of cash and safe assets that banks hold and to which they need access in order to protect creditors in case the bank's assets are liquidated". The bank's capital ratio is a measure of its financial health. Capital is the funds – traditionally a mix of equity and debt – that banks have to hold in reserve to support their business.

The capital structure of the Bank is categorized into two tiers – Tier I and Tier II capital; as per the Risk Based Capital Adequacy guidelines (December 2014) of Bangladesh Bank. 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. Thereby, Tier 1 capital is the core measure of a bank's financial strength from a regulator's point of view.

Tier 1 Capital is comprised of Common Equity Tier 1 (CET1) and Additional Tier 1 (AT1). The components of Common Equity Tier 1 (CET1) capital is given below:



Additional Tier 1 (AT1) capital consists of the following items:

a) Non- cumulative Irredeemable Preference Shares

b) Instruments issued by the banks that meet the qualifying criteria for AT1 (The instrument is perpetual i.e. there is no maturity date)

c) Minority Interest, i.e. AT1 issued by consolidated subsidiaries to third parties

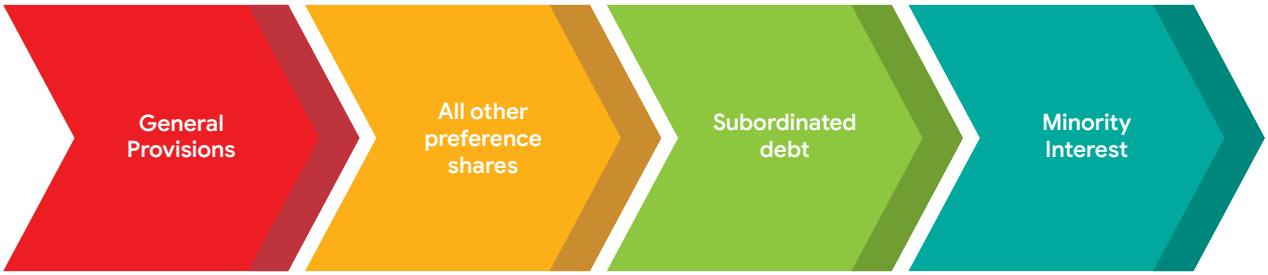
Perpetual Bond

After global economic turmoil in 2010, the global financial regulators are more concerned to enhance risk resilience capacity of the banks and introduced more risk sensitive capital adequacy framework namely Basel III. With a view to strengthening capital base of the bank and subsequently to meet up the capital adequacy ratio as per Bangladesh Bank's instruction in line with BASEL-III Accord, UCB got permission to issue Perpetual Bond, as per Bangladesh Bank Banking Regulation and Policy Department (BRPD) letter no. BRPD(BFIS)/661/14B(P)/2020/9990 dated November 23, 2020 & letter No. BRPD(BFIS)/661/14B(P)/2021/33 dated January 31, 2021 and subsequent Bangladesh Securities and Exchange Commission (BSEC) letter no. BSEC/CI/DS-130/PB/2020/294 dated December 14, 2020 & letter No. BSEC/CI/DS-130/2020/318 dated January 27,2021. UCB has considered Additional Tier-1 Capital BDT. 5,700.00 million as Perpetual Bond as on December 31, 2025.

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 is 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 the following items:



As per the guidelines of Bangladesh Bank, Tier-1 Capital of UCB comprises (i) Fully Paid-up Capital, (ii) Non-repayable Share Premium Account, (iii) Statutory Reserve, (iv) General Reserve, (v) Retained Earnings and (vi) Perpetual Bond.

And Tier-2 Capital comprises (i) General Provision, (ii) Subordinated debt/subordinated bond as approved by Bangladesh Bank etc.

Quantitative Disclosures

The amount of Regulatory capital of the Bank as on December 31, 2025, is stated below; (Note:1)

BDT in Million

Sl.	Particulars	Solo	Consolidated
1	Tier-1 (Going-Concern Capital)		
1.1	Common Equity Tier 1 (CET1)		
1.1.1	Paid-up Capital	15,503.76	15,503.76
1.1.2	Non-repayable Share premium account	1,454.98	1,454.98
1.1.3	Statutory Reserve	15,730.18	15,842.40
1.1.4	General Reserve	26.58	26.58
1.1.5	Retained Earnings	6,374.01	4,070.46
1.1.6	Dividend Equalization Reserve	-	-
1.1.7	Minority Interest in subsidiaries	-	-
	Sub-Total:	39,089.51	36,898.17
1.1.8	Regulatory Adjustments:	7,475.23	7,682.32
1.1.8.1	Goodwill and all other Intangible Assets	168.37	368.05
1.1.8.2	Deferred Tax Assets (DTA)	7,306.87	7,314.27
1.1.8.3	Reciprocal crossholdings and excess investment above limit	-	-
1.1.8.3	Others	-	-
	Sub-Total:	31,614.27	29,215.85
1.2	Additional Tier 1 (AT1)		
1.2.1	Non- cumulative Irredeemable Preference Shares	-	-
1.2.2	Instruments (Perpetual Bond)	5,700.00	5,700.00
1.2.3	Minority Interest; i.e., AT1 issued by consolidated subsidiaries	-	-
	Sub-Total:	-	-
1.3	Total Tier 1 Capital	37,314.27	34,915.85
2	Tier-2 (Gone-Concern Capital)		
2.1	General Provision	7,685.65	8,153.81
2.2	Subordinated debt	9,805.90	9,805.90
	Sub-Total:	17,491.55	17,959.71
2.4	Regulatory Adjustments:		
2.4.1	Reciprocal crossholdings in the T-2 Capital of BNBFIs & Insurance Entities	-	-
2.4.2	Others	-	-
2.5	Total Tier 2 Capital	17,491.55	17,959.71
3	**Total Regulatory Capital (Sl. 1.3+2.5)**	**54,805.83**	**52,875.56**

(Note:1) : As per Bangladesh Bank letter no. BSD-5 (Wing-3)/104/2026-410 dated 29 April 2026, Bangladesh Bank allowed the bank to finalise its financial statements for the year ended 31 December 2025 without adjusting the shortfall amount of BDT 5,594.93 crore which also includes shortfall in provisions for loans and advances of BDT 51,55.04 crore; and BDT 439.89 crore against other assets. Shortfall of other assets includes BDT 438.02 crore against Investment in Subsidiaries (Upay) and BDT 1.87 crore against WCSP receivables from Bangladesh Bank.



Capital Adequacy

Methodology of Capital Adequacy Determination

The Bank has computed the Capital Adequacy Ratio adopting the following approaches;

a. Standardized Approach for Credit Risk to compute Capital Adequacy under Basel III, using the following methods recommended by Bangladesh Bank:
   - Accepting credit rating agencies as external credit assessment institutions (ECAI) for claims on Corporate & 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 controlling environment rather than increasing capital to cover up weak risk management and control practices. UCB has been generating most of its incremental capital from retention of profit (stock dividend and statutory reserve transfer etc.) and issuance of Perpetual and Subordinated Bond to support incremental growth of Risk Weighted Assets (RWA). Risk Management Division (RMD) under the guidance of the Board of Directors/Risk Management Committee of the Board of Directors, the SRP Team/Executive Risk Management Committee and Basel implementation Unit of the Bank is taking active measures to identify, quantify, manage and monitor all risks to which the Bank is exposed to.

The Minimum Capital Requirement and Capital to Risk-weighted Asset Ratio (CRAR) of the Bank as on December 31, 2025, are as under:

(BDT in million)

Particulars	Solo	Consolidated
Capital requirement for Credit Risk	58,065.75	57,977.58
Capital requirement for Market Risk	2,106.34	2,315.45
Capital requirement for Operational Risk	4,949.64	6,154.47
Total Capital Requirement under Pillar-I	65,121.74	66,447.50
Capital to Risk-weighted Asset Ratio (CRAR)	8.42%	7.96%
Common Equity Tier 1 Capital to Risk-weighted Asset Ratio	4.85%	4.40%
Tier 1 Capital to Risk-weighted Asset Ratio	5.73%	5.25%
Tier 2 Capital to Risk-weighted Asset Ratio	2.69%	2.70%
Percentage of Minium Capital (shortfall)	(1.58%)	(2.04%)
Percentage of Capital Conservation Buffer (Shortfall)	(2.50%)	(2.50%)



Credit Risk

Qualitative Disclosures

General Disclosure:

The possibility of incurring loss due to inability of a borrower or counterparty to honor its obligations or fulfilling their commitment in accordance with the agreed terms and conditions is termed as credit risk. In other words, it is the loss associated with degradation in the credit quality of borrowers or counterparties. In a Bank's portfolio, losses stem from outright default due to the inability or unwillingness of the customer or counterparty to meet commitments in relation to lending, trading, settlement and other financial transactions. Alternatively, losses result from reduction in portfolio value arising from actual or perceived deterioration in credit quality. Credit risk emanates from a bank's on and off-balance sheet dealings with an individual, firm, company, corporate entity, bank, financial institution or a sovereign.

Credit risk management has been independent of origination of business functions to establish better control and to reduce conflicts of interest. The Head of Credit Risk Management (HoCRM) has well defined responsibility for management of credit risk. Final authority and responsibility for all activities that expose the bank to credit risk rests with the Board of Directors. The Board, however, delegated authority to the Managing Director and CEO or other Senior executives/officers of the credit risk management division.

The Board of Directors (BoD) sets credit policies and delegates authority to the management for setting procedures, which together have 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.

Definitions of past due and impaired credit:

To define past due and impairment through classification and provisioning, the bank follows Bangladesh Bank Circulars and Guidelines as summarized below:

Categories		Bad & Loss (Overdue Period)
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

Specific provisions for classified loans and general provisions for unclassified loans and advances and contingent assets are calculated following BB prescribed provisioning rates as mentioned below:

Particulars	Rate of Provision as per BRPD new Circulars						
	Un-classified			Classified			
	STD-0	STD-1	STD-2	SMA	SS	DF	BL
Agricultural Credit (Other than Short Term)	1%	1%	1%	5%	20%	50%	100%
CMS under CMSME	0.5%	0.5%	0.5%	0.5%	20%	50%	100%
Medium under CMSME					20%	50%	100%
Consumer Financing (Other than Credit Card)	1%	1%	1%	5%	20%	50%	100%
Consumer Financing (Other than Housing Finance)	1%	1%	1%	5%	20%	50%	100%
Housing Finance	1%	1%	1%	5%	20%	50%	100%
Credit Card	1%	1%	1%	5%	20%	50%	100%
Industrial Credit	1%	1%	1%	5%	20%	50%	100%
Service Sector Credit	1%	1%	1%	5%	20%	50%	100%
Trade & Commerce Sector Credit	1%	1%	1%	5%	20%	50%	100%
Other Credit	1%	1%	1%	5%	20%	50%	100%
Consumer Financing	1%	1%	1%	5%	20%	50%	100%
Short Term Agri. Credit	0.5%	0.5%	0.5%	0.5%	20%	50%	100%

Methods used to measure Credit Risk

As per Central Bank's 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.

Credit Risk Management

Credit risk arises when the borrowers or counterparty to a financial transaction fails to discharge an obligation as agreed in the 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 UCB through a framework that spells 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.

Credit Risk Measurement

Risk measurement plays a central role, along with judgment and experience, in informing risk taking and portfolio management decisions. The standard Internal Credit Risk Rating (ICRR) is used in both Corporate and SME Banking. The grading is used to assess the client along with a range of quantitative and qualitative factors. Our credit grades against Corporate & eligible SME clients are supported by external credit grades, and ratings assigned by external ratings agencies.

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/divisions. 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.

Credit Monitoring

We regularly monitor credit exposures, portfolio performance, and external trends through relationship and credit administration team at Branch and Corporate Office. Internal risk management reports containing information on key environmental, political and economic trends across major portfolios; portfolio delinquency and loan impairment performance; as well as credit grade migration are presented to the respective divisions. The divisions meet 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. Such accounts and portfolios are subjected to a dedicated process overseen by the Special Asset Management Division. Account plans are re-evaluated and remedial actions are agreed and monitored. In Retail/Consumer 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 Special Asset Management Division.

Concentration Risk

Credit concentration risk is managed within concentration limit/boundary/Risk Appetite set for counterparty or groups of connected counterparties, for industry sector, areas, portfolios and for product. Additional targets are set and monitored for concentration by credit risk management committee. Credit concentrations are monitored by the Credit Risk Management Committee/ Executive Risk Management Committee /Board Risk Management committee in each of the businesses and concentration limits that are material to the Bank are reviewed and approved annually by the Board of Directors.

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 mitigants is carefully assessed considering 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.

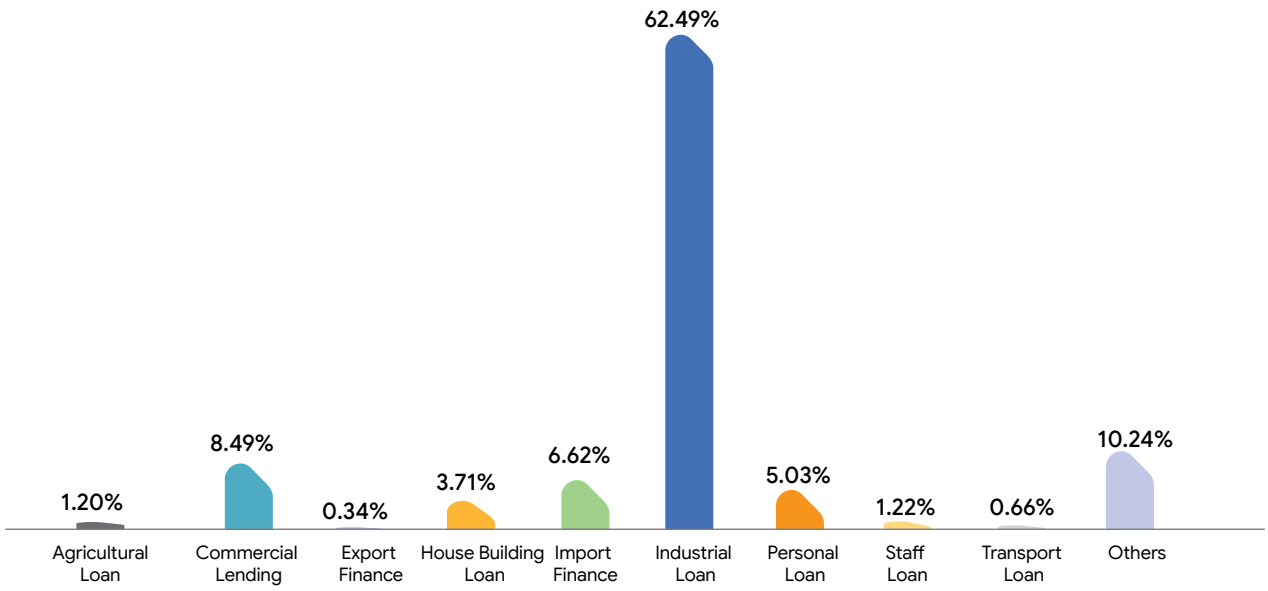
Quantitative Disclosures

Distribution of Credit Exposure by Major Types

Types of Credit Exposure	BDT in Million	In %
Agricultural Loan	7,400.75	1.20%
Commercial Lending	52,463.40	8.49%
Export Finance	2,083.04	0.34%
House Building Loan	22,906.68	3.71%
Import Finance	40,894.66	6.62%
Industrial Loan	386,139.46	62.49%
Personal Loan	31,062.15	5.03%
Staff Loan	7,542.89	1.22%
Transport Loan	4,108.11	0.66%
Others	63,288.97	10.24%
Total	**617,890.10**	**100.00**

Distribution of Credit Exposure by Major Types

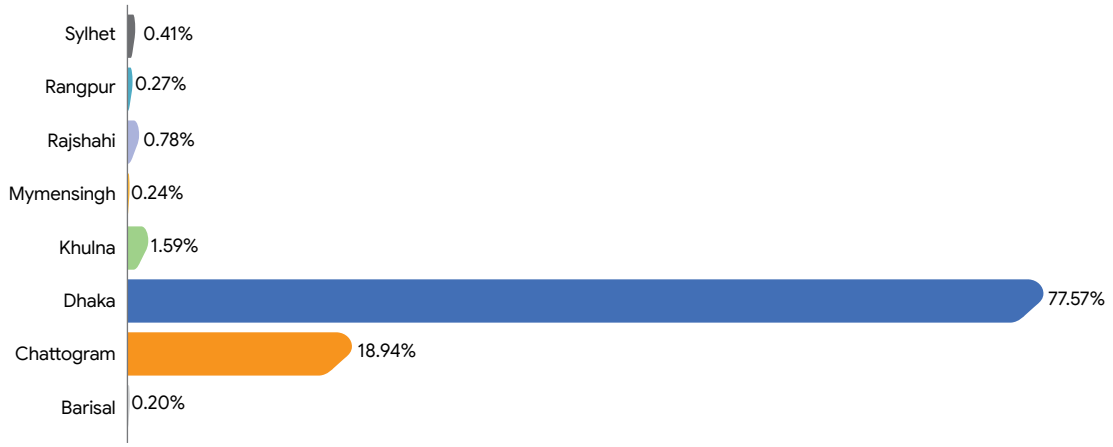
In %



Geographical Location Wise Credit Exposure

Division	BDT in Million	In %
Barisal	1,230.19	0.20%
Chattogram	117,002.68	18.94%
Dhaka	479,279.56	77.57%
Khulna	9,851.35	1.59%
Mymensingh	1,513.46	0.24%
Rajshahi	4,842.71	0.78%
Rangpur	1,642.72	0.27%
Sylhet	2,527.43	0.41%
Total	**617,890.10**	**100.00%**

Geographical Distribution of Credit Exposure



Industry Type Distribution of Exposure

Types of Credit Exposure	BDT in Million	In %
Agriculture	7,400.75	1.20%
Brick Field, Auto Bricks, Tiles	2,708.99	0.44%
Cement Industries	21,189.25	3.43%
Chemical & Chemical Products	30,096.32	4.87%
Commercial Trade Financing	95,441.10	15.45%
Construction (Other than Housing)	50,216.83	8.13%
Diagnostic/Medical/Clinic	4,457.46	0.72%
Educational Institute, Hotel, Restaurant	9,249.42	1.50%
Electronics Media	303.98	0.05%
Engineering, Basic Metal & Products	33,850.14	5.48%
Food Products & Processing	39,316.05	6.36%
Housing Industry	22,906.68	3.71%
Jute Industries	85.89	0.01%
Leather & Leather Products	336.87	0.05%
Paper & Paper Products Industries	12,246.54	1.98%
Power & Energy	26,164.45	4.23%
RMG & Accessories	67,350.13	10.90%
Ship Manufacturing	1,546.25	0.25%
Ship Re-cycling	18,104.04	2.93%
Telecommunication	2,667.61	0.43%
Textile Industries	36,683.75	5.94%
Transport & Communication	4,108.11	0.66%
Wood & Wooden Products	2,548.85	0.41%
Others	128,910.63	20.86%
Total	**617,890.10**	**100%**

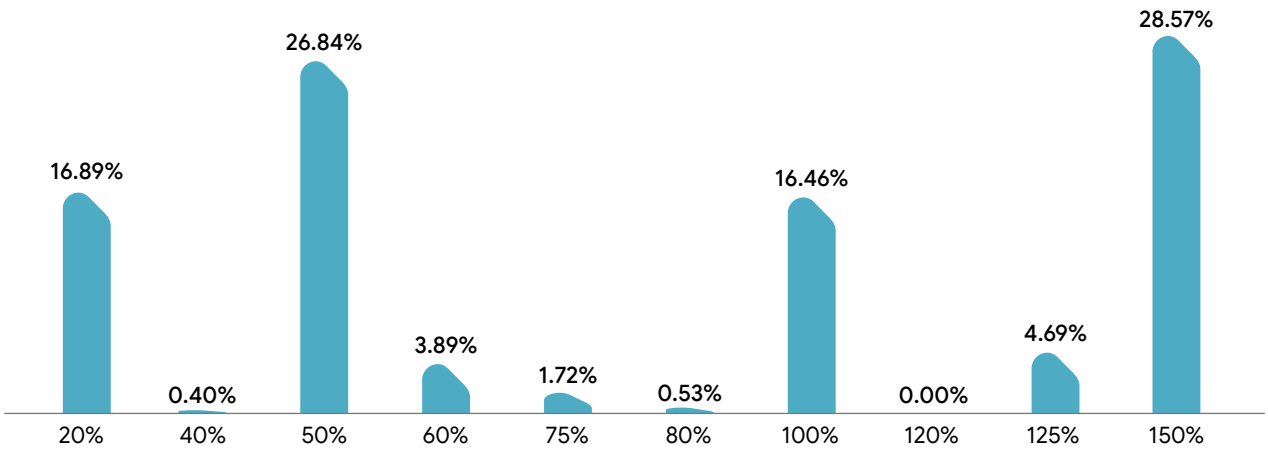
Residual Contractual Maturity Wise Distribution of Exposure

Particulars	BDT in Million	In %
On demand	203,357.07	32.91%
Not more than three months	61,381.01	9.93%
More than three months but less than one year	88,764.39	14.37%
More than one year but less than five years	187,723.10	30.38%
More than five years	76,664.52	12.41%
Total	**617,890.10**	**100%**

Composition of Risk Weighted Asset of loan portfolio

Category of Risk weight	BDT in Million	In %
20%	104,372.48	16.89%
40%	2,483.96	0.40%
50%	165,839.02	26.84%
60%	24,053.37	3.89%
75%	10,636.15	1.72%
80%	3,297.51	0.53%
100%	101,723.81	16.46%
120%	0.00	0.00%
125%	28,982.61	4.69%
150%	176,501.19	28.57%
Total	**617,890.10**	**100.00%**

Composition of Risk Weighted Asset of loan portfolio



Classification of Loans & Advances

BDT in Million

Particulars	Loans & Advances
Total Loans and Advances	617,890.10
Performing Loans & Advances	522,127.78
Classified Loans and Advances	95,762.32
Substandard (SS)	749.38
Doubtful (DF)	7,230.14
Bad/Loss (BL)	87,782.81

Total provision required and maintenance against Loans & Advances (*)

Particulars	As of 31/12/2025	As of 31/12/2024
Total provision required for Loans & Advances	76,794.22	60,551.26
Total provision maintained for Loans & Advances	25,243.80	27,056.20
Excess/(Shortfall) in provision for loans and advances	(51,550.42)	(33,495.06)

(*) Note: As per Bangladesh Bank letter no. BSD-5 (Wing-3)/104/2026-410 dated 29 April 2026, Bangladesh Bank allowed the bank to finalise its financial statements for the year ended 31 December 2025 without adjusting the shortfall amount of BDT 5,155.04 crore provisions for loans and advances.

Gross Non-Performing Assets (NPAs)

Particulars	BDT in Million
Gross Non-Performing Assets (NPAs)	95,762.32
Total Loans and Advances	617,890.10
NPAs to outstanding Loans & Advances	15.50%

Movement of Non-Performing Assets (NPAs)

Particulars	BDT in Million
Opening Balance	85,343.96
Additions	51,640.31
Reductions	41,221.95
Closing Balance	95,762.32

Movement of Non-Performing Assets (NPAs)

Particulars	BDT in Million
Opening Balance	22,340.75
Adjustment due to Write-off	(13,620.40)
Provisions made during the period	9,424.93
Recoveries of amounts previously written off	1,136.13
Write off transfer from interest suspense account	--
Closing Balance	19,281.40

Equities: Disclosures for Banking Book Positions

The major portion of the Bank's holding of equity exposure is mainly with the purpose of capital gain.

The quoted shares are valued both at cost price and market price basis. However, the unquoted shares are valued at their cost price.

The general qualitative disclosure requirement with respect to equity risk, including:

Differentiation between holdings on which capital gains are expected and those taken under other objectives including for relationship and strategic reasons; and

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.

Bank's investment in equity securities are broadly categorized into two categories:

- Quoted Securities: The instruments are quoted in active markets. These securities include Common shares, Mutual funds listed with Stock Exchanges. These instruments are categorized as trading book assets. Investment in trading book includes securities holding for capital gains, dividend income and securities holding for strategic reasons.
- Unquoted Securities: Unquoted Securities have no active market for price quotation. These instruments are categorized as banking book assets. Once unquoted securities get listed in secondary market, are reclassified as quoted and trading book assets.
- Discussion of important policies covering the valuation and accounting of equity holdings in the banking book.

Investment class	Initial recognition	Measurement after initial recognition	Recording of changes
Shares (Quoted)	Cost	Lower of cost or market value (overall portfolio)	Loss (net off gain) to profit and loss account but no unrealized gain booking.
Shares (Unquoted)	Cost	Lower of cost or Net Asset Value (NAV)	Loss to profit and loss account but no unrealized gain booking.
Mutual fund (Closed-end)	Cost	Lower of cost and (higher of market value and 75% of NAV)	Loss (net) to profit and loss account but no unrealized gain booking.

As per Bangladesh Bank circular (ref: BRPD circular number -14 dated June 25, 2003), the quoted shares are valued as per market price in the stock exchange(s). Equity securities holdings in the banking book or unquoted are recognized at cost price.

Provisions for shares are maintained for unrealized loss (gain net off) arising from diminution in value of investments. Provision for shares against unrealized loss (gain net off) has been made according to DOS circular number 04 dated 24 November 2011 and for mutual funds (closed-end) according to DOS circular letter no. 3 dated 12 March 2015 of Bangladesh Bank.

(BDT in Million)

Particulars	Cost Price	Market Price
Investment in Quoted Share	6,233.22	5,778.42

Particulars	BDT in Million
Capital requirement for Equity Risk (Specific & General)	1,155.68
Supervisory Provision against Classified Equity Investment	1,457.55

Capital Requirement as per Grouping of Equity:

(BDT in Million)

Sector	Cost Price	Market price	Capital Charge		Total Capital Charge
			Specific Risk	General Market Risk	
Pharmaceuticals & Chemicals	1,233.12	975.17	97.52	97.52	195.03
Telecommunication	682.34	568.50	56.85	56.85	113.70
Bank	2,255.02	3,134.65	313.46	313.46	626.93
Financial Institutions	1,314.69	623.41	62.34	62.34	124.68
Miscellaneous	748.05	476.69	47.67	47.67	95.34
Total	**6,233.22**	**5,778.42**	**577.84**	**577.84**	**1,155.68**

Interest Rate Risk in the Banking Book

Interest Rate Risk 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 earning of the bank through Net Interest Earning 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 following measures for deriving value of capital requirement for interest rate risk.

- Modified duration gap
- Simulation on market value of equity

Impact of average interest rate fluctuation demonstrated in last 12 months from the date of computation. In the event of lack of data for last twelve months the bank considers data of maximum period available.

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.

The general qualitative disclosure requirement includes the nature of Interest Rate Risk in Banking Book (IRRBB) and key assumptions, including assumptions regarding loan prepayments and behavior of non-maturity deposits, and frequency of IRRBB measurement.

Interest Rate Risk: Interest Rate Risk is the risk which affects the Bank's financial condition due to changes in market interest rates. Changes in interest rates affect both the current earnings (earnings perspective) and the net worth of the Bank (economic value perspective). Bank assesses the interest rate risk both in earning and economic value perspective.

Interest Rate Risk Management: Interest Rate Risk Management policy, targets and controls are comprehended in Asset Liability Management Policy of the Bank. Interest rate risk in banking book is measured through the following approaches:

Interest Rate Sensitivity analysis (Gap Analysis): Interest Rate Sensitivity (or Interest Rate Gap) Analysis is used to measure and manage interest rate risk exposure specifically, bank's repricing and maturity imbalances. Gap reports is the bank's rate sensitive assets, liabilities, and off-balance-sheet instruments into maturity segments (time bands) based on the instrument's next re-pricing or maturity date. This analysis is conducted on monthly basis.

The Bank uses the following approach to manage interest rate risks inherent in the Balance sheet:

Traditional Gap analysis of on-balance sheet Asset Liability Management (ALM) involves careful allocations of assets and liabilities according to re-pricing/maturity buckets. This approach quantifies the potential change in net interest income using a specified shift in interest rates, e.g. 2% or 3%, or 4% of interest rates.

Assumptions: For Gap analysis, bank considers the following:

- For fixed-rate contract, remaining maturity is considered.
- For contracts with provision of re-pricing, time remaining for next re-pricing is considered.
- Deposits that are already matured but not withdrawn yet are fall under overnight bucket.
- Contractual repayment schedule is met.
- Re-pricing of assets and liabilities takes place in the midpoint of time bucket.
- The expectation that loan payment will occur in schedule.
- No early encashment is considered in term and recurring deposit.
- Non maturity deposit withdrawal is considered based on past withdrawal behavior etc.

Duration Analysis on Economic Value of Equity: A weighted maturity/re-pricing schedule is used to evaluate the effects of changing interest rates on bank's economic value by applying sensitivity weights to each time band. Such weights are based on estimates of the duration of the assets and liabilities that fall into each time band. The duration analysis is conducted on quarterly basis.

Stress Testing: It is used for measuring the Interest rate risk on its Balance Sheet exposure for estimating the impact on the Capital to Risk Weighted Assets Ratio. Stress Testing is conducted on quarterly basis

(BDT in Million)

Particulars	Up to 3 months	3 - 6 months	6 - 12 months
Rate Sensitive Assets (RSA)	319,321.61	76,723.48	72,061.45
Rate Sensitive Liabilities (RSL)	280,600.63	84,405.35	77,099.76
Gap (RSA – RSL)	38,720.97	-7,681.87	-5,038.31
Cumulative Gap	38,720.97	31,039.10	26,000.79
Interest Rate Shock on Capital:			
Total Regulatory Capital		54,805.83	
Total Risk Weighted Assets (RWA)		651,217.42	
Capital to Risk-weighted Asset Ratio (CRAR)		8.42%	
Assumed Increase in Interest Rate	2%	3%	4%
Assumed Increase in Interest Rate	520.02	780.02	1,040.03
Earnings Impact on Cumulative Gap	55,325.84	55,585.85	55,845.86
Capital After Shock	8.50%	8.54%	8.58%
CRAR after Shock	0.08%	0.12%	0.16%

Market Risk

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 and equities in the trading book and foreign exchange risk and 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.

The Board approves all policies related to market risk, sets limits and reviews compliance on a regular basis. The objective is to provide cost effective funding to finance asset growth and trade related transactions.

Market Risk: Market Risk is defined as the possibility of loss due to changes in the market variables. It is the risk that the value of on/off-balance sheet positions will be adversely affected by movements in equity price, interest rate and currency exchange rates. The objective of our market risk policies and processes is to obtain the best balance of risk and return whilst meeting customers' requirements. The primary categories of market risk for the bank are:

- **Interest rate risk:** Arising from changes in yield curves, credit spreads and implied volatilities on interest rate options.
- **Currency exchange rate risk:** Arising from changes in exchange rates and implied volatilities on foreign exchange options.
- **Equity price risk:** Arising from changes in the prices of equities, equity indices, equity baskets and implied volatilities on related options.

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 set to monitor market risk and capital requirement is assessed as per standardized approach of BASEL III Accord.

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.

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:

To manage the interest rate risk, ALCO regularly monitors various ratios and parameters. Of the ratios, the key ratios that ALCO regularly monitors are liquidity coverage ratio (LCR), net stable funding ratio (NSFR), and maximum cumulative outflow (MCO), liquid assets to total assets, volatile liability dependency ratio, snap liquidity ratio and short-term borrowing to liquid assets ratio. ALCO also regularly monitors the interest rate sensitive gap and duration gap of 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 Charges for Market Risk

Market Risk	BDT in Million
Interest Rate Related instruments	857.71
Equities	1,155.68
Foreign Exchange Position	92.95
Commodities	0.00
Total	**2,106.34**

Operational Risk

Operational Risk Management (ORM) at United Commercial Bank PLC (UCB) is a core component of the bank's Risk-Based Capital Adequacy (RBCA) framework, implemented in full compliance with Bangladesh Bank guidelines and Basel III requirements. Operational Risk is defined as the risk of loss resulting from inadequate or failed internal processes, people, and systems, or from external events, and includes legal risk while excluding strategic and reputational risk. Operational risk is the risk of loss arising from fraud, unauthorized activities, transaction errors, inefficiency, systems failure or external events. It is inherent in every business organization and covers a wide spectrum of issues that are mitigated through effective internal control.

a) Views of BoD on system to reduce Operational Risk:

The Board of Directors consistently promotes a risk aware culture across the Bank and, together with Management, remains firmly committed to the view that sound operational risk management is essential for sustaining earnings while safeguarding the interests of customers, shareholders, and employees. To support this commitment, appropriate policies, systems, internal controls, and resources are maintained to manage operational risks in a prudent and proactive manner.

Accordingly, a comprehensive and well structured Operational Risk Management (ORM) Policy has been established and, is diligently implemented to ensure that operational risk exposures are systematically identified, assessed, monitored, and managed within the Bank's approved risk appetite. The Bank applies appropriate and dynamic tools and techniques to mitigate operational risks effectively. The Risk Management Division regularly escalates material issues to the Board Risk Management Committee, which, from time to time, provides strategic direction and oversight to strengthen governance and maintain operational efficiency.

b) Performance gap of executives and staff

UCB places strong emphasis on human capital development as a core enabler of operational efficiency and sustainable growth. This is achieved through continuous learning and capacity building initiatives, including internal and external training programs delivered via both classroom based and digital learning platforms. Complementing these efforts, the development and implementation of comprehensive Operations Manuals represent a significant advancement in strengthening operational excellence, reinforcing the Bank's commitment to resilience, structured knowledge management, and the consistent delivery of high quality services.

UCB is an equal opportunity employer and believes in placing the right people in the right roles through a transparent, fair, and merit based recruitment and selection process. In addition, town hall meetings were conducted to monitor business performance and track progress toward growth objectives.

c) Potential external events

As a financial institution operating in a dynamic economic environment, UCB is exposed to a range of external risks that may impact its operations, financial performance, and strategic objectives. During 2025, UCB continued to proactively manage its exposure to external risks arising from macroeconomic conditions, regulatory developments, market dynamics, technological evolution, and socio political factors. Additionally, increased digitisation and cybersecurity threats present ongoing challenges to operational resilience. Close engagement with regulators, adherence to evolving compliance requirements, and timely policy updates supported regulatory resilience. In parallel, UCB enhanced operational preparedness by reinforcing governance structures, business continuity planning, and technology risk controls. These measures enabled the Bank to navigate external uncertainties effectively while maintaining stability, safeguarding stakeholder interests, and supporting sustainable growth.

d) Policies and processes for mitigating operational risk

UCB maintains a dedicated Risk Management Division under the oversight of the Chief Risk Officer to ensure effective enterprise wide risk governance. The Division is responsible for developing and implementing the risk management framework and policies in line with Bangladesh Bank guidelines and global best practices, identifying and monitoring key risk areas, setting risk tolerance limits, and ensuring adequate controls and capital support. Through regular risk reviews, strong MIS support, and close coordination with senior management, UCB works to enhance resilience and manage external and internal risks.

e) Approach for Calculating Capital Charges 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.

(BDT in Million)

Capital Charges for Operational Risk

Basis	Operational Risk	2023	2024	2025	Capital Charge
Solo	Gross Income	30,144.09	33156.50	35,692.29	4,949.64
Consolidated	Gross Income	34,948.04	47,669.84	40,471.50	6,154.47

Liquidity Ratio

As per the BRPD Circular no. 18 dated December 21, 2014, Bangladesh Bank has strengthened the liquidity framework by developing two minimum standards for 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.

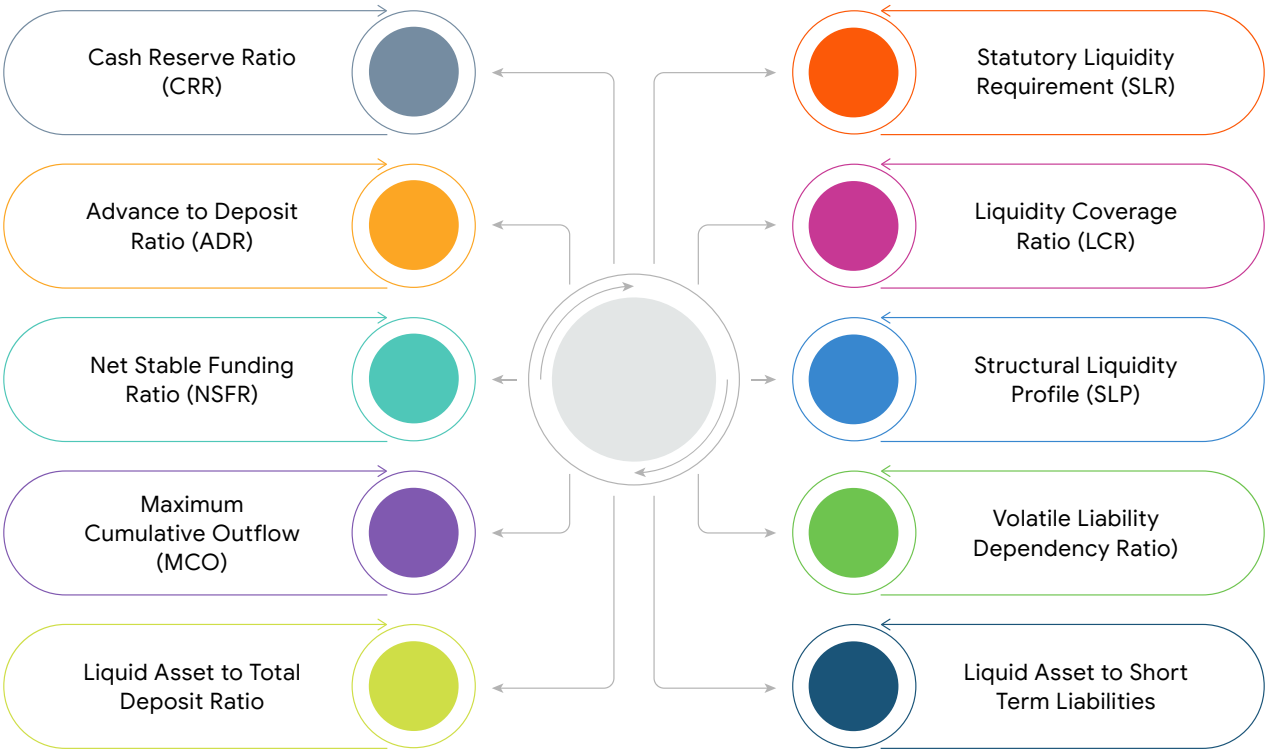
Views of BoD on systems to reduce liquidity Risk

United Commercial Bank Limited 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 rests with Treasury Division under the supervision of ALCO Committee, 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.

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 longer term. Another important factor is the critical role a bank's reputation plays in its 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:



Liquidity risk management system

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 Asset Liability Committee (ALCO), which meets at least once a month, is responsible for managing and controlling liquidity of the bank. Treasury Front Office closely monitors and controls liquidity requirements daily 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 meetings regularly.

Policies and processes for mitigating liquidity risk

In order to develop comprehensive liquidity risk management framework, the bank has 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 CFP is an extension of ongoing liquidity management and formalizes the objectives of liquidity management by ensuring:

- Maintenance of a reasonable amount of liquid assets;
- Measurement and projection of funding requirements; and
- Management of access to funding sources.

CFP also provides directions for plausible actions in distress and emergency situations. In case of sudden liquidity stress, it is important for the bank to seem organized and efficient to meet its obligations to the stakeholders.

Maturity ladder of cash inflows and outflows are effective tools to determine the bank's cash position. A maturity ladder estimates a bank's cash inflows and outflows and thus net deficit or surplus (GAP) on a day-to-day basis and different buckets (e.g. call, 2-7 days, 1 month, 1-3 months, 3-12 months, 1-5 years, over 5 years).

Liquidity Coverage Ratio (LCR)

The Liquidity Coverage Ratio (LCR) refers to highly liquid assets held by financial institutions in order to meet short-

term obligations. The liquidity coverage ratio is designed to ensure that financial institutions have the necessary assets on hand to ride out short-term liquidity disruptions. Banks are required to hold an amount of highly liquid assets, such as cash, Balance with other Bank and financial institutions or Treasury bonds, equal to or greater than their net cash over a 30-day period (having at least 100% coverage).

$$LCR = \frac{\text{Stock of High Quality Liquid Assets}}{\text{Total net cash outflows over the next 30 calendar days}}$$

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 Million)

Particulars	Regulatory Standard	As on 31 December, 2025
Total Stock of High-Quality Liquid Assets		190,129.94
Total Net cash outflows over the next 30 calendar days		96,873.31
Liquidity Coverage Ratio (LCR)	Greater than or equal to 100	127.50%

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 NSFR presents the proportion of long-term assets funded by stable funding and is calculated as the amount of Available Stable Funding (ASF) divided by the amount of Required Stable Funding (RSF) over a one-year horizon.

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 requires stable funding. The time horizon of the NSFR is one year. Like the LCR, 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 Million)

Particulars	Regulatory Standard	As on 31 December, 2025
Available amount of stable funding (ASF)		782,139.46
Required amount of stable funding (RSF)		500.709.53
Net Stable Funding Ratio (NSFR)	Greater than 100	156.21%

Leverage Ratio

Views of BOD on systems to reduce excessive leverage

Leverage ratio is the ratio of Tier 1 capital to total on and off-balance sheet exposures. It was introduced into the Basel III framework as a non-risk-based backstop limit, to supplement risk-based capital requirements. UCB has embraced this ratio along with Basel III guideline as a credible supplementary measure to risk-based capital requirement and assess the ratio periodically.

Policies and processes for managing excessive on and off-balance sheet leverage

Revised guideline of RBCA based on Basel III as provided by BRPD of Bangladesh Bank is followed by UCB while managing excessive on and off-balance sheet leverage of the bank. As per RBCA leverage ratio shall be Tier I Capital divided by Total Exposure after related deductions.

In order to avoid building-up excessive on- and off-balance sheet leverage in the banking system, a simple, transparent, non-risk-based leverage ratio has been introduced by the Bangladesh Bank as per BRPD Circular no. 18 dated December 21, 2014.

The leverage ratio is calculated to act as a credible supplementary measure to the risk-based capital requirements. The leverage ratio is intended to achieve the following objectives:

- Constrain the build-up of leverage in the banking sector which can damage the broader financial system and the economy
- Reinforce the risk-based requirements with an easy to understand and a non-risk-based measure
- UCB calculates leverage ratio on quarterly basis and submits it to the Department of Off-site Supervision (DOS), Bangladesh Bank along with CRAR (Capital to Risk Weighted Asset Ratio) Report.

The Approaches for calculating exposure

The Bank has calculated the regulatory leverage ratio as per the guideline of Basel III. The numerator, capital measure, is calculated using the new definition of Tier I capital applicable from 1st January 2015. The denominator, exposure measure, is calculated on the basis of the Basel III leverage ratio framework as adopted by Bangladesh Bank.

A minimum Tier-1 leverage ratio of 3% has been prescribed by Bangladesh Bank to maintain by the Banks both at solo and consolidated level. Accordingly, UCB maintains leverage ratio on quarterly basis. The formula for calculating leverage ratio is as under:

Leverage Ratio = Tier-1 Capital (after related deductions)/ Total Exposure (after related deductions)

The status of Leverage Ratio as on 31 December 2025 is as under:

(BDT in Million)

Particulars	As on 31 December,2025	
	Solo Basis	Consolidated Basis
Tier 1 Capital*	37,314.27	34,915.85
On Balance Sheet Exposure*	864,775.05	867,749.67
Off-Balance Sheet Exposure*	66,019.21	66,019.21
Total Deductions	7,475.23	7,682.32
Total Exposure	923,319.03	926,086.56
Leverage Ratio	4.04%	3.77%

* Considering all regulatory adjustments

In addition of the above, UCB has been comfortably remaining in the right course of implementation of Leverage Ratio regulation under Basel III as per (Bangladesh Bank BRPD Circular no. 18 dated August 21 of 2021) the roadmap outlined by Bangladesh Bank. Bank's progression along the roadmap is depicted below:

Particulars	2021	2022	2023	2024	2025	2026
Leverage Ratio	3.00%	3.00%	3.25%	3.50%	3.75%	4.00%
UCB Status:						
Solo Basis	4.92%	5.00%	4.93%	4.26%	4.04%	--
Consolidated Basis	4.89%	4.86%	4.72%	4.03%	3.77%	--

Remuneration

Qualitative Disclosures:

a)	Information relating to the bodies that oversee remuneration.	
	i.	Name of the bodies that oversee remuneration	At the management level, primarily the Human Resources Management Division oversees the 'remuneration' in line with its Human Resources Management strategy/policy under direct supervision and guidance of the Senior Management Team of the Bank.
	ii.	Composition of the main body overseeing remuneration	The Managing Director and CEO along with other top executives of the Corporate Office.
	iii.	Mandate of the main body overseeing remuneration	The Senior Management Team is the main body for overseeing the Bank's remuneration. The Senior Management Team also reviews the position of remuneration and associated matters and recommends to the Board for approval of its restructuring, rearrangement and modification commensurate with the industry best practices.
	iv.	External consultants whose advice has been sought, the body by which they were commissioned, and in what areas of the remuneration process.	The Bank has no External Consultant regarding remuneration and its process.
	v.	A description of the scope of the bank's remuneration policy (e.g. by regions, business lines), including the extent to which it is applicable to foreign subsidiaries and branches.	The Bank does not have any differentiated Pay Structure and employee benefits by regions/business line/activity. As of 31 December 2025, the Bank has one foreign subsidiary (UCB Exchange (SG) PTE Ltd) outside Bangladesh.
	vi.	A description of the types of employees considered as material risk takers and as senior managers, including the number of employees in each group.	We consider the members of the senior management; branch managers and the employees engaged in different functional divisions at Corporate Office and branches (except the employees involved in internal control & compliance and risk management) as the material risk takers of the Bank.

b)	**Information relating to the design and structure of remuneration processes.**	
	i. An overview of the key features and objectives of remuneration policy.	We target a fair human resources management by using a performance-based system. Remuneration and other associated matters are guided by the Banks Service Rule as well as instruction, guidance from the Board from time to time in line with the industry practices. The 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.
	ii. Whether the remuneration committee reviewed the bank's remuneration policy during the year 2025, and if so, an overview of any changes that were made.	The Senior Management under direct supervision and guidance of the Board of Directors reviewed the Bank's remuneration in 2022 by overseeing the Banks remuneration position in the Banking industry.
	iii. A discussion of how the bank ensures that risk and compliance employees are remunerated independently of the businesses they oversee.	The risk and compliance employees are carrying out the activities independently as per job allocated to them. Regarding remuneration of the risk and compliance employees, Human Resources Management Division does not make any difference with other regular employees and sets the remuneration as per the prevailing service rule of the Bank.
c)	Description of the ways in which current and future risks are taken into account in the remuneration processes.	
	i. An overview of the key risks that the bank takes into account when implementing remuneration measures.	The business risk including credit/default risk, compliance, reputational, financial and liquidity risk are mostly considered when implementing the remuneration measures.
	ii. An overview of the nature and type of the key measures used to take account of these risks, including risks difficult to measure.	Different sets 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-a-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.
	iii. A discussion of the ways in which these measures affect remuneration.	While evaluating the performance of each employee, 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 affects the remuneration as well.
	iv. A discussion of how the nature and type of these measures has changed over the past year and reasons for the change, as well as the impact of changes on remuneration.	No material change has been made during the year 2025 that could 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.**	
	i. An overview of main performance metrics for banks, top-level business lines and individuals.	The Board sets the Key Performance Indicators (KPIs) 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 and advances liquidity position etc.
	ii. A discussion of how amounts of individual remuneration are linked to bank-wide and individual performance.	Yearly incentive bonus, salary increment, employee house building loan facilities, employee car facilities, and promotion are directly linked with employee's individual performance.
	iii. A discussion of the measures the bank will in general implement to adjust remuneration in the event that performance metrics are weak. This should include the bank's criteria for determining "weak" performance metrics.	Variance performances like yearly incentive bonus, salary increment, employee house building loan facilities, Employee car facilities and promotion are determined by the outcome of scorecard in prescribed Key Performance Indicators of the individual.

e)	**Description of the ways in which the bank seeks to adjust remuneration to take account of longer-term performance.**	
	i. A discussion of the bank's policy on deferral and vesting of variable remuneration and, if the fraction of variable remuneration that is deferred differs across employees or groups of employees, a description of the factors that determine the fraction and their relative importance.	The remuneration policy of the Bank does not allow any discrimination between male and female employees. UCB has variety of market-competitive benefit schemes designed to motivate the employees. However, employees are eligible for variable remuneration arrangements in the form of Incentive Bonus (non-deferred cash awards), as per their Performance appraisal Report.
	ii. A discussion of the bank's policy and criteria for adjusting deferred remuneration before vesting and (if permitted by national law) after vesting through claw back arrangements.	Not Applicable
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 packages of the Bank are as follows: **Short-Term Incentives / Rewards** 1. Yearly incentive bonus; 2. Yearly Increment; 3. Special Increment for especial achievement; 4. Car, fuel and car maintenance allowance for executives; 5. Cash Risk allowance for cash cadre; 6. Leave Fair Facilities etc. **Long-Term Incentives/Rewards** 1. Provident fund; 2. Gratuity; 3. Employees' welfare Fund 4. Employee house building loan facilities 5. Provident fund loan 6. Periodically salary review (enhancement) 7. Group insurance coverage; 8. Employee Car facilities etc. **Others Form:** 1. Study leave. 2. Foreign training etc.

Quantitative Disclosures

g)	Number of meetings held by the main body overseeing remuneration during the financial year and remuneration paid to its member.	The Senior Management of the bank is overseeing the remuneration of the Bank.
h)	i. Number of employees have received a variable remuneration award during the financial year.	The variable remuneration award during the financial year as below:

Particulars	BDT in Million
Incentive Bonus	1434.17
Ex-gratia	102.19
Total	**1,536.36**

<table>
<tr><td></td><td>ii. Number and total amount of guaranteed bonuses awarded during the financial year.</td><td>Number of total festival bonus: 02
Total amount of festival bonus as under:
<table><tr><th>Particulars</th><th>BDT in Million</th></tr><tr><td>Festival Bonus</td><td>689.13</td></tr><tr><td>Ex-gratia</td><td>8.46</td></tr><tr><td>Total</td><td>697.59</td></tr></table></td></tr>
<tr><td></td><td>iii. Number and total amount of sign-on awards made during the financial year.</td><td>-</td></tr>
<tr><td></td><td>iv. Number and total amount of severance payments made during the financial year.</td><td>Number of severance payments:309
Total amount of severance payments: BDT. 1,108.88 million
(Provident fund, gratuity fund, retirement benefit and leave encashment)</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>No deferred remuneration was paid out in the financial year of 2025</td></tr>
<tr><td></td><td>ii. Total amount of deferred remuneration paid out in the financial year.</td><td>-</td></tr>
<tr><td>j)</td><td>Breakdown of amount of remuneration awards for the financial year to show:
- fixed and variable.
- deferred and non-deferred.
- different forms used (cash, shares and shares linked instruments, other forms).</td><td>Breakdown of Remuneration for the year 2025 is as under:
(BDT in Million):
<table><tr><th>Particulars</th><th>Amount</th></tr><tr><td>Basic salary</td><td>4,175.17</td></tr><tr><td>Allowances</td><td>1,994.71</td></tr><tr><td>Bonus</td><td>2,123.30</td></tr><tr><td>Provident fund contribution</td><td>411.75</td></tr><tr><td>Gratuity</td><td>1,200.00</td></tr><tr><td>Total</td><td>9,904.93</td></tr></table></td></tr>
<tr><td>k)</td><td colspan="2">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.</td></tr>
<tr><td></td><td>i. Total amount of outstanding deferred remuneration and retained remuneration exposed to ex post explicit and/or implicit adjustments.</td><td>No amount is outstanding of deferred remuneration and retained remuneration exposed to ex-post explicit and/or implicit adjustments.</td></tr>
<tr><td></td><td>ii. Total amount of reductions during the financial year due to ex-post explicit adjustments.</td><td>There were no reductions during the financial year 2025 due to ex post explicit adjustments</td></tr>
<tr><td></td><td>iii. Total amount of reductions during the financial year due to ex-post implicit adjustments.</td><td>There were no reductions during the financial year 2025 due to ex post implicit adjustments</td></tr>
</table>



SUSTAINABLE FINANCE

Spirit of UCB's Sustainable Finance

United Commercial Bank (UCB) PLC has made Sustainable Finance the cornerstone of its future. Recognizing the impacts of the climate crisis, UCB is overhauling its commercial practices and internal workflows to support industrial longevity and global carbon neutrality.

Moving beyond conventional banking and baseline regulations, UCB integrates Environmental, Social, and Governance (ESG) standards with nature conservation and social fairness. In 2025, the bank aligned its operations with the UN Sustainable Development Goals (SDGs) by expanding its sustainable financing and forming strategic sustainability partnerships. This strategy aims to neutralize physical and transitional risks while fostering inclusive growth in climate-sensitive regions.

A key element of the 2025 roadmap was broadening the scope of the International Financial Reporting Standards (IFRS) framework to ensure transparency. UCB directed resources into clean energy, resource efficiency, green agriculture, and environmentally friendly establishments. By embedding ESG benchmarks directly into credit evaluations, UCB is reducing portfolio carbon, supporting vulnerable populations, and bolstering Bangladesh's National Adaptation Plan.

Ultimately, UCB's approach balances financial growth with the Earth's limits, positioning the bank as a regional lighthouse for ethical finance. Subsequent chapters outline the 2025 milestones, including ecological targets, governance, and skill-enhancement programs.

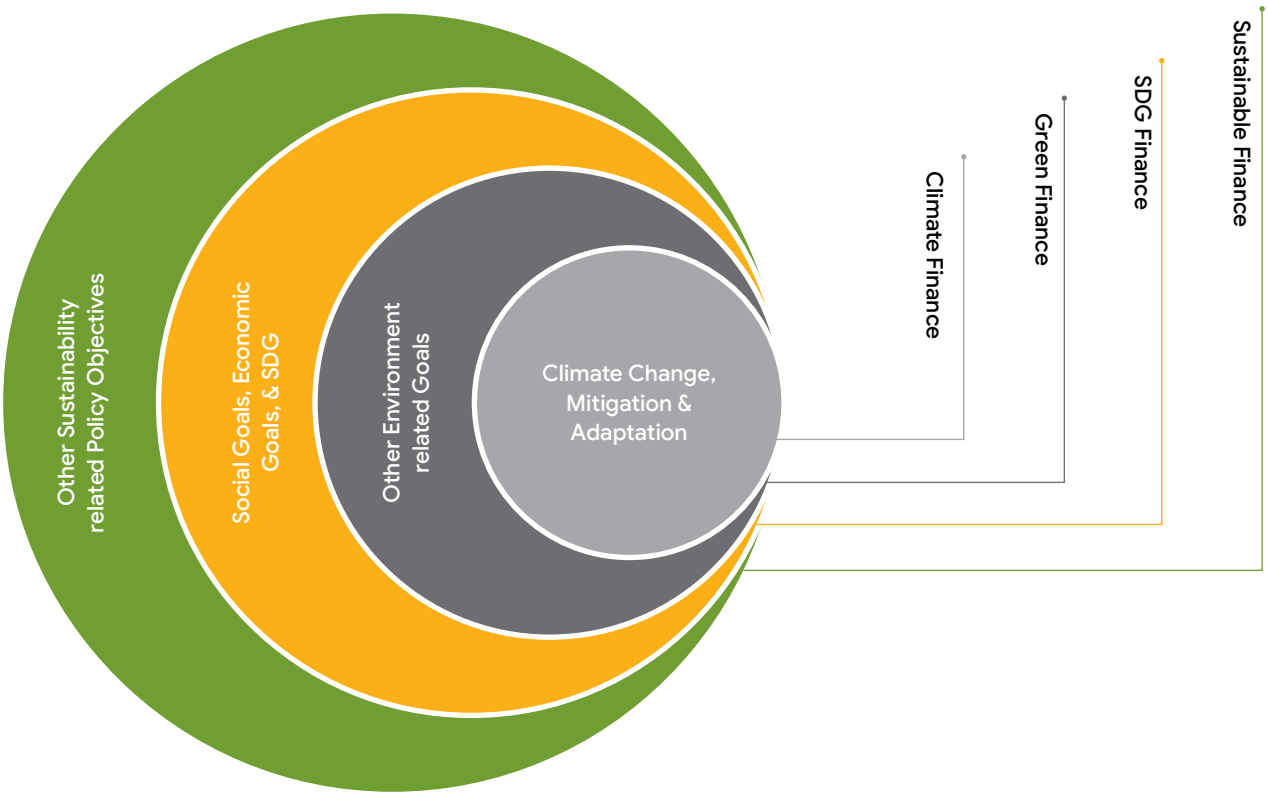
Defining Sustainable Finance & Green Finance

At UCB, we define Sustainable Finance as the process of taking due account of Environmental, Social and Governance (ESG) considerations when making investment decisions in the financial sector. In other words, financing activities that integrate ESG factors into investment decision-making processes. This means weighing environmental, social, and governance factors alongside traditional financial metrics when evaluating investment opportunities.

Green Finance, meanwhile, refers to bank's lending to projects in the form of Term Loan which reduces negative externality or promotes positive externality within the scope of the environment, thus endorsing or supporting green initiatives through financial instruments of the bank. In other words, financing activities that promote environmentally sustainable economic growth. This can take many forms, including funding renewable energy projects, green buildings, sustainable agriculture initiatives, and other similar projects.

Besides, Sustainable Linked finance encompasses sustainable agriculture sectors, Sustainable MSMEs, Socially Responsible Finance, and Other Sustainable Linked Finance.

Hence, it can be asserted that Sustainable Finance = Green Finance + Sustainable Linked Finance.



Four Pillars of Sustainable Finance

Governance, Strategy, Risk Management, and Targets & Metrics.



As the financial sector undergoes a fundamental shift, incorporating climate-driven variables has become essential for maintaining institutional durability and public confidence. To navigate this, the IFRS Climate-related Financial Disclosures provide a rigorous four-pronged architecture—covering Governance, Strategy, Risk Management, and Metrics & Targets.

This structural approach allows financial institutions to methodically evaluate environmental vulnerabilities and prospects while synchronizing their operations with international sustainability mandates.

A. Governance

UCB's sustainability governance comprises of 03 (Three) components: (i) Risk Management Committee of the Board (ii) Sustainable Finance Committee (SFC) (iii) Sustainable Finance Unit (SFU).

Risk Management Committee of the Board	A Committee of the Board of the Directors
Sustainable Finance Committee	Senior Management Committee
Sustainable Finance Unit	Functional Level Team

(i) Board Risk Management Committee (BRMC):

The BRMC evaluates sustainable lending and investment proposals while overseeing the implementation, review, and guidance of action plans developed by the Bank's Sustainable Finance Committee.

Name	Status in the Committee
Mr. Md. Yusuf Ali	Chairman
Mr. Sharif Zahir	Member
Mr. Md. Shazzad Hossoin	Member
Mr. Obaidur Rahman, FCA	Member

(ii) Sustainable Finance Committee (SFC):

Chaired by the Additional Managing Director, the SFC actively monitors, supervises, and guides the Sustainable Finance Unit (SFU). It directs the SFU's roadmap to achieve BoD-defined sustainability targets. Comprising senior leaders from key divisions, the SFC executes governance frameworks and ensures the implementation of sustainability initiatives across the bank.

SFC Constituents	Incumbents	Position
Chief Risk Officer	Nabil Mustafizur Rahman, AMD	Chairman
Head of Structured Corporate	Abul Alam Ferdous, AMD	Member
Head of Wholesale Banking And RMG	Adnan Masud, AMD	Member
Head of Finance Division	Faruk Ahammad, DMD	Member
Head of Retail Business	Mohammad Shafiqur Rahman, SEVP	Member
Head of Special Assets Management	Mesbah Uddin Ahamed, SEVP	Member
Head of CRM (Corporate)	Md. Mohibullah Khan, SEVP	Member
Head of Credit Risk Mgt, (SME & Retail)	S. M. Moinul Hossain, SEVP	Member
Head of Risk Management Division & SFU	Saiful Islam, SEVP	Member Secretary
Head of Distribution And Strategy	Mohammad Ridwanul Hoque, SEVP	Member
Head of Information Technology Ops.	Md. Mashuqur Rahman, SEVP	Member
Head of Brand Marketing & Corp Affairs	Zeeshan Kingshuk Huq, SEVP	Member
Head of Human Resources Management	Syed Hasnain Mamun, EVP	Member
Head of Financial Institution & OBU	Mumtaz Ahmed, EVP	Member
Head of Credit Administration Division	Achinta Kumar Saha, EVP	Member
Head of Credit Monitoring & Sanction	Md. Enamul Hoque, EVP	Member
Head of Internal Control & Compliance	Mohammod Monwar Hossain, EVP	Member
Head of General Services	Md. Ghalib Asadullah, SVP	Member
Head of Digital Technology & Innovation	Md. Bipul Khan, SVP	Member
Head of SME & Agri. Banking	Mohammad Salim Chowdhury, FVP	Member
Sustainable Finance Unit	Sarder Tawfiq Imam, VP	Member

(iii) Sustainable Finance Unit (SFU):

This is the functional level unit. Operationally mandated by the SFC, the SFU drives the bank's sustainability agenda. It coordinates strategic initiatives, tracks progress, and ensures alignment with business priorities. The SFU also spearheads reporting, prioritizes actions, and fosters integration of sustainability into core operations.

SFU Constituents	Dignitaries	Remarks
Saiful Islam, SEVP Head of Risk Management Division	Unit Head	
Sarder Tawfiq Imam, VP Sustainable Finance Unit	Member	Focal Point Official
Md. Saiful Islam Khan, VP Brand Marketing & Corporate Affairs	Member	
Md. Azizur Rahman, VP SME & Agri Banking Division	Member	
Fatimatuz Zohora Moushumi, SO Sustainable Finance Unit	Member	Fall-back Person

B. Strategy

The Strategy Pillar outlines how a financial institution embeds climate-related risks and prospects into its overarching business model, operational blueprints, and fiscal durability. This approach requires a comprehensive evaluation of how environmental shifts—spanning short, medium, and long-term horizons—alter market dynamics, consumer trends, and the global regulatory environment.

C. Risk Management

Navigating the complexities of environmental volatility requires a structured methodology for identifying, evaluating, and neutralizing climate-driven financial threats. United Commercial Bank (UCB) PLC embedded an aspiration to incorporate physical risks (such as extreme weather patterns) and transition risks (including regulatory shifts and technological disruptions)—into its comprehensive enterprise risk management (ERM) framework.

D. Targets and Metrics

A comprehensive Target Matrix defines quantifiable benchmarks and performance indicators to systematically monitor climate-related objectives. Financial institutions utilize precise metrics—such as financed emission reductions, green asset ratios (GAR), and alignment with net-zero trajectories—to evaluate their environmental impact. These benchmarks are anchored by rigorous analytical methodologies and consistent stakeholder disclosures, ensuring a high degree of transparency. By establishing and reporting on time-bound milestones, the bank provides a clear roadmap for its climate commitments, allowing investors, regulatory bodies, and clients to gauge its actual progress.

Sustainability Rating awarded by Bangladesh Bank

Recognizing a steadfast dedication to embedding sustainability within its lending activities and overall operations, Bangladesh Bank has honoured UCB with its distinguished Sustainability Rating for three consecutive years. This accolade acknowledges the bank's excellence across several critical dimensions, including core sustainable banking practices, specialized finance indicators, expanded service accessibility, impactful CSR initiatives, and the effective deployment of green refinancing.







Bank's Annual Sustainable Finance Target for 2025

UCB fixed its annual target in terms of loan outstanding for both Green Financing and Sustainable Financing at minimum 5% and 40% respectively based on the outstanding of Net L&A. The outstanding of Net L&A was determined after deducting Staff Loan, Classified Loan, and Credit Cards as on December, 31 of the preceding year.

Target in terms of disbursement for Green Finance will be based on the disbursement of Total Term Loans (except Staff Loans) and the target threshold is at least 5%.

Conversely, target in terms of disbursement for Sustainable Finance (Green Financing + Sustainable Linked Finance) will be based on Total disbursement (except Staff Loans) and the target threshold is at least 20%.

Green Finance Target		Sustainable Finance Target	
Disbursement	Outstanding	Disbursement	Outstanding
5%	5%	20%	40%
BDT 803 Mn	BDT 23,730 Mn	BDT 49,600 Mn	BDT 189,842 Mn

Note:

1. Target for GF Disbursement = Green Finance Disbursement / TERM Loan Disbursement.
2. Target for GF Outstanding = Green Finance Outstanding / Total Outstanding
3. Target for SF Disbursement = Sustainable Finance Disbursement / TOTAL Disbursement.
4. Target for SF Outstanding = Sustainable Finance Outstanding / TOTAL Outstanding.

Performance of Sustainable Finance and Green Finance in 2025:

Sustainable finance is no longer optional; it requires significant, ongoing investment to be effective. Given their central role in the economy, Bangladesh Bank has introduced a sustainable finance framework aligned with the Global SDGs, pushing financial institutions to prioritize long-term viability. This policy specifically targets key sectors such as agriculture, CMSMEs (Cottage, Micro, Small, and Medium Enterprises), Socially Responsible Finance (SRF), and green initiatives.

Sustainable Finance is split into broader areas namely (1) Green Finance and (2) Sustainable Linked Finance. A compendium of the performance of Sustainable Finance in 2025 is presented below:

	Sustainable Finance	=	Green Finance	+	Sustainable Linked Finance
Disbursement (During 2025)	179,270.95 (72.29% of Total Disbursement)	=	4,886.70 (30.40% of Total Term Loan Disbursement)	+	174,384.25 (70.31% of Total Disbursement)
Outstanding (As on 31.12.2025)	151,311.94 (28.42% of Total Net Loans & Advances)	=	27,443.73 (5.16% of Total Net Loans & Advances)	+	123,868.21 (23.27% of Total Net Loans & Advances)

3.1 Sustainable Finance:

3.1.a Sustainable Finance Disbursement During 2025:

The Bank's disbursement during 2025 in Sustainable Finance (which also includes Green Finance) was 72.29% of total disbursement against the target of 20%.

(Fig. in Million BDT)

DISBURSEMENT	Achievement 2024	Target 2025	Achievement 2025				
			Q1	Q2	Q3	Q4	Total
Sustainable Finance	**72.47%** (212,358.0)	**20%** (49,600)	**83.95%** (39,460.80)	**83.70%** (65,427.84)	**85.12%** (51,833.07)	**36.41%** (22,549)	**72.29%** (179,270.95)

Note: Disbursement target on Sustainable Finance is determined against the Bank's total disbursement.

3.1.b Sustainable Finance Outstanding in 2025:

the Bank's outstanding of Sustainable Finance on 31.12.2025, was BDT 151,311.94 million (28.42% of Net Loans & Advances).

(Fig. in Million BDT)

OUTSTANDING	Achievement 2024	Target 2025	Achievement 2025				
			Q1	Q2	Q3	Q4	Total
Sustainable Finance	77.92% (379,181.00)	40% (189,842)	73.77% (351,578.77)	85.97 % (412,646.91)	84.13% (425,206.75)	28.42% (151,311.94)	28.42% (151,311.94)

Comment: The actual Sustainable Finance (SF) outstanding as on 31.12.2025 (which is 28.42% of Net Outstanding Loans and Advances) fell short of the target threshold which is at least 40% due to regulatory update in Q4, 2025 as Bangladesh Bank vide its SFD Circular Letter no. 01/2026 dated January 13, 2026 officially revoked a previously allowed liberal provision that included All Low rated ESDD customs in the Sustainable Finance under "Other Sustainable Linked Category". Not only UCB, but also all other peer Banks are similarly impacted.

3.2 Green Finance

3.2.a Green Finance Disbursement During 2025:

The Bank's disbursement in Green products and initiatives during the year 2025 turned out to be 30.40% of total term loan disbursement surpassing the regulatory requirement of 5% at a larger margin.

(Fig. in Million BDT)

DISBURSEMENT	Achievement 2024	Target 2025	Achievement 2025				
			Q1	Q2	Q3	Q4	Total
Green Finance	**41.00%** (10,692.30)	**5%** (803)	**37.75%** (1,086.79)	**30.66%** (1,752.73)	**30.89%** (1,529.55)	**20.48%** (517.63)	**30.40%** (4,886.70)

Note: The overall GF disbursement during 2025 was BDT 4,886.70 million (i.e. 30.40% of total Term Loan Disbursement); it has surpassed the GF target threshold of 5.00%.

3.2.b Green Finance Outstanding as on 31.12.2025:

At the end of December 2025, the Bank's outstanding of Green Finance was BDT 27,443.73 million (5.16% of Net Loans & Advances outstanding) moderately exceeding the annual target of BDT 23,730 crore (5.00% of Net Loans & Advances).

(Fig. in Million BDT)

Outstanding	Achievement	Target	Achievement 2025				
	2024	2025	Q1	Q2	Q3	Q4	Total
Green Finance	**7.93%**	**5%**	**8.24%**	**8.54%**	**8.19%**	**5.16%**	**5.16%**
	(38,614.50)	(23,730)	(39,250.12)	(41,001.53)	(41,381.95)	(27,443.73)	(27,443.73)

Out of 14 categories, the Bank's Green Finance has covered 10 categories so far.

The present status is demonstrated below:

(Fig. in Million BDT)

Sl	Green Financing Areas	Disbursement					Outstanding 31.12.2025	
		Q1	Q2	Q3	Q4	Total	Amount	In %
1	Renewable Energy		2.50	40.00		42.5	1456,42	5.31%
2	Energy & Resource Efficiency	437.93	1,253.24	935.82	487.36	3114.35	8,583.96	31.28%
3	Alternative Energy						2.19	0.01%
4	Liquid Waste Management						10,344.72	37.69%
5	Circular Economy & Eco-Projects Fin.						1,648.01	6.01%
6	Environment Friendly Brick Production			20.00		20.00	1,685.21	6.14%
7	Green/Environment Friendly Est.	280.40	297.50			577.90	3,153.47	11.49%
8	Green CMSME		2.00			2.00	418.20	1.52%
9	Green Socially Responsible Financing	368.46	191.00	210.34	30.27	800.07	134.66	0.49%
10	Information and Communication Tech.		6.49	323.39		329.88	16.89	0.06%
	TOTAL	**1086.79**	**1,752.73**	**1,529.55**	**517.63**	**4,886.70**	**27,443.73**	**100.00%**

3.3.1 Sustainable Linked Finance–Outstanding & Disbursement, 2025:

(Fig. in Million BDT)

Sector	Achievement 2025					Outstanding 31.12.2025	
	Q1	Q2	Q3	Q4	Total	Amount	In %
Sustainable Agriculture	619.50	596.55	447.43	368.8	2,032.28	2,008.20	1.62%
Sustainable MSME	656.10	10,740.68	12174.215	10090.485	33,661.48	45,125.46	36.43%
Sustainable Linked Socially Responsible Finance	3046.01	5,916.1	2547	4030	15,539.11	6614.00	5.34%
Other Sustainable Linked Finance	34052.40	46,421.77	35134.884	7542.32	123,151.38	70,120.55	56.61%
TOTAL	**38,374.01**	**63,675.10**	**50,303.53**	**22,031.61**	**174,384.25**	**123,868.21**	**100%**

Refinance (Green Finance Related) Status

The Bank entered into following Green Finance related refinancing agreements with Bangladesh Bank for availing low-cost fund, both for the banks and the customers, with a view to protecting and preserving the environment as well as ensuring the sustained economic development:

(a) Green Transformation Fund (GTF) in Foreign Currency.

(b) Green Transformation Fund (GTF) in Local Currency.

(c) BB Refinancing Schemes for Green Products/Projects/ Initiatives.

(d) Technological Development/Upgradation Fund.

(a) GTF Local Currency:

Agreement on GTF in Local Currency was signed on 16 March, 2023 and during 2025, total disbursement of GTF (Local) was BDT 382.40 million and the total outstanding was BDT 1992.30 million.

(Fig. in Million. BDT)

Sl.	Customer's Industry	Disbursement					Outstanding (as of 31.12.2025)
		Q1	Q2	Q3	Q4	Total	Amount
1.	Bea-Con Knit Wear Ltd.	--	--	--	--	--	96.70
2.	Knit Plus Ltd.	--	--	--	--	--	230.10
3.	Lida Textile And Dyeing Ltd	--	--	--	--	--	35.90
4.	Liz Fashion Industry Limited	--	--	--	--	--	36.30
5.	Norp Knit Industries Ltd	--	--	--	--	--	78.00
6.	Panam Cycle Industries Limited	--	--	--	--	--	122.60
7.	Scandex Textile Industries Ltd	--	--	--	--	--	330.60
8.	Simco Spinning And Textiles Ltd	--	--	--	--	--	93.40
9.	Simftex Apparel And Washing	--	--	--	--	--	22.50
10.	T. J. Sweaters Ltd.	--	--	--	--	--	50.30
11.	T.J. Sweaters Ltd	--	--	--	--	--	40.20
12.	Prudent Fashions Limited	--	--	--	--	--	64.30
13.	N.R. Spinning Mills Ltd	--	--	--	--	--	133.40
14.	Haque Apparels & Textile Ltd.	--	--	--	--	--	53.90
15.	Saiham Knit Composite Ltd.	--	--	--	--	--	277.00
16	Norp Knit Industries Ltd	80.70	--	--	--	80.70	70.60
17	L'Usine Fashion Ltd.	69.40	--	--	--	69.40	59.00
18	Probridhi Apparels Ltd	95.80	--	--	--	95.80	81.40
19	Scandex Textile Industries Ltd	136.50	--	--	--	136.50	116.00
	Total	**382.40**	**--**	**--**	**--**	**382.40**	**1992.30**

(b) GTF Foreign Currency:

Since 2022, around 09 (nine) nos. of RMG customers had availed Green Transformation Fund (GTF) in Foreign Currency (US Dollar & Euro) under refinancing scheme of Bangladesh Bank. The existing outstanding as of 31.12.2025 is presented below:

Sl.	Customer's Industry	Disbursed Date	Limit	Outstanding (in US$ & Euro) (as of 31.12.2025)	Outstanding (Equivalent BDT)
1	Liz Fashion Industry Ltd	27.08.2022	USD 1,217,767	USD 365,330.10	44.60
2	Lida Textile & Dyeing Ltd	27.08.2022	USD 1,243,463	USD 373,038.90	45.50
3	Good & Fast Packaging Co Ltd	27.08.2022	EURO 86,000	EURO 25,800.00	3.80
4	Simco Spinning & Textile Ltd.	31.01.2022	EURO 1,706,596	EURO 319,986.78	46.70
Note: BC selling rate as of 31.12.2025 was used in conversion.					**BDT 140.60 million**

(c) BB Refinance Schemes for Green Products/Projects/Initiatives:

Facility under Refinance scheme for Green Projects/initiatives is availed by an Autoclaved Aerated Concrete (AAC) block manufacturer in 2024. The present status of the facility in 2025 is presented below:

Sl. No	Name of the Borrower	Disbursed Date	Limit	Outstanding (as of 31.12.2025)
1	Maxcrete Limited	11.06. 2024	642.50	520.70

Financing in LEED Certified Green Factories

As of December 31, 2025, the Bank has 27 customers certified under the LEED (Leadership in Energy and Environmental Design) program. Among these, 12 customers hold Platinum certification, 13 are categorized as Gold, 1 has Silver certification, and 1 falls under the Certified tier.



LEED Certification category	2024	2025
Platinum	07	12
Gold	12	13
Silver	02	01
Certified	01	01
Total	22	27

These clients are recognized as “Green/Environment-Friendly Establishments” under the Bank’s Green Finance framework. In 2025, the Bank disbursed BDT 577.90 million in this category, with the total outstanding portfolio reaching BDT 3,153.47 million by the year’s end.

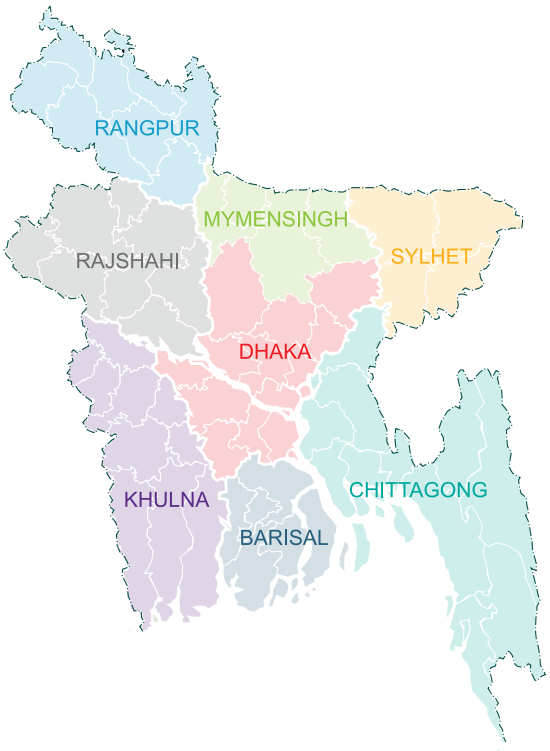
Dedicated Sustainable Finance Help Desks (DSFHDs)

In line with Bangladesh Bank’s requirement, UCB has operationalized Dedicated Sustainable Finance Help Desks (DSFHDs). The performance of the DSHDs is presented below:

Activities of Dedicated Sustainable Help Desks (DSHDs) during 2025:

Particulars	Q1	Q2	Q3	Q4	Total
Number of DSF HDs	50	50	50	50	50
employees in DSF HDs	50	50	50	50	50
No. of application from DSFHD	420	416	341	230	1407
Amt. of application from DSFHD	**26,288.92**	**35,508.72**	**32,833.65**	**11,557.26**	**106,188.55**

Committed to advancing and implementing Sustainable Finance, the Bank has established 50 specialized Sustainable Finance Help Desks across both rural and urban regions nationwide. These help desks aim to fulfil two primary objectives: actively identifying new entrepreneurs in underserved sectors, while simultaneously evaluating opportunities to integrate existing clients into sustainable finance practices. Staff at these desks are trained to deliver end-to-end support, offering tailored advisory services and expedited processing of credit proposals linked to sustainable finance initiatives. This ensures streamlined, efficient assistance for both current clients and prospective borrowers seeking to align with Sustainable Financial solutions.



Dhaka	22
Chittagong	12
Khulna	05
Rajshahi	05
Sylhet	03
Barisal	01
Rangpur	01
Mymensingh	01

ESG Integration to Credit Risk Management:

For fortifying the financing portfolio of the Bank along with protection and preservation of the environment, the Bank has started implementing Environmental and Social Risk Management (ESRM) guidelines, the latest version was issued in June, 2022 by Bangladesh Bank and was incorporated as an integral part of CRM Policy of the Bank in 2023. As per the guidelines, Environmental and Social Due Diligence (ESDD) checklist has to be conducted for the eligible customers of the Bank generating an Environmental and Social Risk Rating (ESRR) to facilitate the competent approval authority for approval decision based on the Environmental and Social (E&S) risk assessment and applicable mitigation measures of the customers.

Disbursement of ESDD as per DoE categories during 2025:

	2025								
	Q1		Q2		Q3		Q4		Total Disbursement
	No. of A/c	Amt. Disbursed	No. of A/c	Amt. Disbursed	No. of A/c	Amt. Disbursed	No. of A/c	Amt. Disbursed	
Low	248	1,333.30	346	1,850.10	215	1,497.30	921	1,715.30	6,396.00
Medium	4,845	37,417.30	6,793	58,336.70	6,957	50,787.90	21,742	47,652.80	194,194.70
		38,750.70		60,186.90		52,232.00		49,368.10	200,590.70

Training on Sustainable Finance and Green Finance

Two training sessions titled “Sustainable Finance: What, Why, How” and “ESRM guidelines” are being regularly conducted every quarter. During 2025, total of 581 personnel participated from various departments/divisions of the Corporate Office and from different branches both offline and online. Nominated officials of the Dedicated Sustainable Finance Help Desks were also trained on the above issues and Green Finance.

Particulars	(Q1)	(Q2)	(Q3)	(Q4)	Total
Training Program organized	16	1	6	8	31
Number of Employees trained	402	44	57	78	581



UCB's Commitment to achieve Sustainable Development Goals (SDGs)



In 2025, total Tk. 15,539.11 million was disbursed through Sustainable Linked Socially Responsible Financing.



In 2025, total Tk. 2,032.28 million was disbursed for Sustainable Agriculture.



Total CSR expenditure of Tk. 1.85 million was incurred in Health sector during 2025.



UCB contributed almost Taka 5.73 million in the Education sector as CSR activities.



In 2025, the bank's women employees are about 20% of the entire permanent employees.



UCB disbursed Tk. 10,344.72 million for installation of Liquide waste Treatment Plants for major hazardous industries.



In 2025, total Tk. 1,456.42 million was disbursed for Renewable Energy.



The bank has sound compensation, pension, and other policies including workplace safety.



In 2025, total of Tk. 1,685.21 million was disbursed under environmentally friendly bricks and Tk. 3,153.47 million in green and eco-friendly establishments.



Integration of ESDD and Climate Risk Management Guideline in credit management and escalating issues for mitigation to higher authority and taking up of time-bound corrective measures.



Active engagement in events like tree plantation, seminars on ecological balance, disaster management initiative/ support, etc.

Sustainability Footprint

















Limited Climate Related Financial Disclosure on IFRS S1 & S2

Governance

Sl.	Disclosure	IFRS Ref.
	BOARD'S ROLE	
1	The UCB Board holds ultimate accountability for IFRS sustainability disclosures, delegating direct oversight to its Risk Management Committee. This committee approves climate policies and targets while establishing specialized bodies, such as the Sustainable Finance Committee, for focused execution. Crucially, it ensures this sustainability initiatives are seamlessly integrated into the bank's core operations and overarching corporate strategy.	S1 27 (a) (i); S2 6 (a) (i)
2	The Risk Management committee of the Board regularly assesses the availability and development of appropriate skills and competencies to effectively oversee sustainability-related risks and opportunities. This assessment process would include Skills Gap Analysis, Training and Development, engagement of external expertise etc.	S1 27 (a) (ii); S2 6 (a) (ii)
3	UCB's Board of Directors and its committees (Risk Management committee) would actively integrate sustainability considerations into their decision-making processes. This includes Strategic Planning, Major Transactions, Risk Management, Policy Development etc. UCB's Board and committees (Risk Management committee) would carefully consider the trade-offs associated with sustainability-related risks and opportunities. This includes Short-term vs. Long-term Implications, Risk vs. Reward, Stakeholder Interests etc.	S1 27 (a) (iv); S2 6 (a) (iv)
4	UCB's Board of Directors and its committees (Risk Management committee) plays a crucial role in overseeing the setting and monitoring of targets related to climate and other sustainability-related risks and opportunities. This would include Target Setting, Performance Monitoring,	S1 27 (a) (v); S2 6 (a) (v); S1 51; S2 29 (g); S2 33-36
	MANAGEMENT'S ROLE	
5	UCB has delegated the responsibility for overseeing climate and other sustainability-related risks and opportunities to a specific management-level committee. This committee, the Sustainable Finance Committee is responsible for: • Developing and implementing sustainability policies and strategies. • Monitoring and reporting on sustainability performance. • Identifying and assessing sustainability-related risks and opportunities. • Ensuring compliance with sustainability-related regulations and standards. **Oversight of the Committee** The Sustainability Committee is overseen by the Board of Directors, which provides strategic guidance and ensures that the committee's activities align with the bank's overall sustainability objectives. The Risk Management committee of the Board also receives regular reports from the committee on its activities and recommendations.	S1 27 (b) (i); S2 6 (b) (i)
6	UCB has implemented a comprehensive set of controls and procedures to support the oversight of climate and sustainability-related risks and opportunities. These controls are integrated with other internal functions to ensure effective management and compliance. Key controls and procedures include: • Sustainability Policy Framework: A clear and comprehensive sustainability policy framework that outlines the bank's commitment to sustainability, objectives, and responsibilities. • Risk Management Framework: Integration of sustainability-related risks into the bank's overall risk management framework, allowing for identification, assessment, and mitigation. • Key Performance Indicators (KPIs): Relevant KPIs would be established to track progress towards sustainability goals and identify areas for improvement. • Reporting and Monitoring: Regular reporting on sustainability performance to the Risk Management Committee of the Board of Directors, management committees, and relevant stakeholders.	S1 27 (b) (ii); S2 6 (b) (ii)

Sl.	Disclosure	IFRS Ref.
7	UCB has a plan to implement controls and procedures specifically designed to address climate and other sustainability-related risks will have a positive impact on the bank's overall internal control framework. These measures will strengthen the bank's ability to: • **Identify and Assess Climate Risks:** The bank will enhance its capacity to identify and assess climate-related risks, such as physical risks (e.g., extreme weather events) and transition risks (e.g., changes in regulatory policies). • **Mitigate Climate Risks:** UCB will develop and implement strategies to mitigate climate-related risks, including investing in climate-resilient infrastructure and promoting sustainable practices. • **Foster a Culture of Sustainability:** The implementation of sustainability-focused controls and procedures will contribute to a cultural shift within the bank, promoting a greater awareness and commitment to sustainability.	S1 27 (b) (ii); S2 6 (b) (ii)



Strategies

Sl.	DISCLOSURE	IFRS Ref.
	SUSTAINABILITY RELTED RISK & OPPORTUNITIES	
1	UCB has a plan to actively assess the current and anticipated effects of sustainability and climate-related risks and opportunities on its business model and value chain and expect to incorporate climate risk assessment by 2027. This evaluation will be essential for ensuring the long-term sustainability and resilience of the bank. Key areas of focus will include Physical Risks, Transition Risks, Opportunities, Value Chain Analysis etc. By proactively addressing these factors, UCB aims to Mitigate Risks, Seize Opportunities, Enhance Resilience, Create Value etc.	S1 32 (a); S2 13(a)
2	UCB is working on to find domains within its business model and value chain where sustainability and climate-related risks and opportunities are largely concentrated. Several key areas of its business model and value chain: Lending Activities, Operational Processes, Risk Mitigation, Sustainable Credit, Energy and Resource Efficiency, Liquide waste Management, Green/Clean Transport etc.	S1 32 (b) S2 13 (b)
3	For the purposes of this sustainability report, UCB defines "short-term" as the period less than one year. This timeframe aligns with the bank's strategic planning horizons and is considered relevant for assessing the immediate and near-term effects of sustainability-related risks and opportunities on its business model and value chain.	S1 30 (c); S2 10 (c)
4	For the purposes of this sustainability report, UCB defines "medium-term" as the period from one but not more than five years. This timeframe allows for the assessment of sustainability-related risks and opportunities that may have a significant impact on the bank's business model and value chain over a longer horizon.	S1 30 (c); S2 10 (c)
5	For the purposes of this sustainability report, UCB defines "long-term" as a period five years and beyond. This timeframe encompasses the strategic horizon over which the bank aims to achieve its sustainability goals and create long-term value for its stakeholders.	S1 30 (c); S2 10 (c)
6	UCB's definitions of short-, medium-, and long-term align closely with the planning horizons used for strategic decision-making. This ensures that sustainability-related risks and opportunities are considered at appropriate timeframes and that the bank can effectively plan and respond to emerging challenges.	S1 30 (c); S2 10 (d)

Sl.	DISCLOSURE	IFRS Ref.
	STRATEGY & DECISION MAKING	
7	UCB is committed to addressing sustainability and climate-related risks and opportunities within its strategy and decision-making processes. We have taken several steps to integrate sustainability considerations into our operations, including: • **Developing a Sustainability Strategy:** We have developed a comprehensive sustainability strategy that outlines our goals, objectives, and initiatives related to environmental, social, and governance (ESG) factors. • **Identifying and Assessing Risks:** We will conduct a thorough assessment of sustainability and climate-related risks facing our business, including physical risks (e.g., extreme weather events) and transition risks (e.g., regulatory changes). • **Setting Targets:** We have already set target in terms of sustainable in line with the instruction of Bangladesh Bank. However, UCB is working on to set the baseline and subsequent targets (Scope-1, 2 & 3) in terms of Carbon emissions to reduce its impact on environmental and climate. • **Integrating Sustainability into Decision-Making:** We have embedded sustainability considerations into our strategic planning, investment decisions, and risk management processes. • **Supporting Sustainable Finance:** We have expanded our offerings in sustainable finance, providing financing for projects and businesses that contribute to a more sustainable future.	S1 33 (a); S2 14 (a)
8	UCB gradually opt to adopt business model to address the challenges and opportunities presented by sustainability and climate-related factors. This includes: • **Shifting Resource Allocation:** We are reallocating resources towards sustainable initiatives, such as renewable energy projects, green finance, and community development programs. • **Risk Management:** We are working on to strengthen our risk management frameworks to identify and mitigate climate-related risks, including physical risks and transition risks. • **Enhance Resilience:** Improve our resilience to climate-related risks and disruptions is one of the priority yet to met. • **Seize Opportunities:** Capitalize on emerging opportunities in the sustainable economy. • **Create Value:** Generate long-term value for our stakeholders by contributing to a more sustainable future.	S2 14 (a) (i)
9	UCB is gradually moving forward to implement mitigation and adaptation strategies to address sustainability and climate-related risks. These efforts include: Mitigation Strategies: • **Reducing Carbon Footprint:** Implementing measures to reduce our greenhouse gas emissions, such as energy efficiency initiatives, renewable energy investments, and sustainable transportation. • **Promoting Sustainable Practices:** Encouraging sustainable practices among our customers, employees, and suppliers, such as responsible consumption and waste reduction. • **Supporting Climate-Friendly Technologies:** Investing in and promoting the adoption of climate-friendly technologies and innovations.	S2 14 (a) (ii)
10	UCB is gradually engaging in indirect mitigation and adaptation efforts to address sustainability and climate-related risks. These efforts focus on supporting external initiatives and influencing industry practices. Key initiatives include: • Financing Sustainable Projects: Providing financial support to sustainable projects and businesses that contribute to climate mitigation and/or adaptation. • Knowledge Sharing: Sharing knowledge and best practices related to sustainability and climate resilience with our customers, suppliers, and the wider community. • Partnerships and Collaborations: Plans to forming partnerships with other organizations to leverage collective expertise and resources to address sustainability challenges. • Create a Positive Impact: Contribute to broader societal and environmental goals beyond our own operations. • Enhance Reputation: Strengthen UCB's reputation as a responsible corporate citizen and leader in sustainability.	S2 14 (a) (iii)

Sl.	DISCLOSURE	IFRS Ref.
11	UCB will developed a comprehensive climate-related transition plan to guide our efforts in addressing the challenges and opportunities associated with the transition to a low-carbon economy. Key Elements of the Transition Plan would be: • **Scenario Analysis:** We will conduct a scenario analysis to assess the potential impacts of different climate change scenarios on our business, operations, and financial performance. • **Target Setting:** We would set ambitious targets to reduce our greenhouse gas emissions and increase our investments in sustainable initiatives. • **Investment Strategy:** We are reallocating our investment portfolio to prioritize projects and businesses that contribute to a low-carbon economy. • **Product Development:** We are developing new financial products and services that support our clients' transition to a low-carbon economy. • **Risk Management:** We are strengthening our risk management frameworks to identify and mitigate climate-related risks. Our transition plan relies on several key assumptions, including: • **Government Policies:** The continued implementation of supportive government policies and regulations to promote a low-carbon economy. • **Technological Advancements:** The development and adoption of innovative technologies that enable the transition to a low-carbon economy. • **Financial Resources:** The availability of adequate financial resources to support our transition efforts.	S2 14 (a) (iv)
12	UCB will set ambitious climate-related targets to reduce its greenhouse gas (GHG) emissions and contribute to a more sustainable future. These targets are aligned with national and international climate goals. Key targets and strategies would include: • GHG Emission Reduction: UCB will set a target to reduce its absolute GHG emissions by a certain percentage by 2050, compared to a baseline year. This target covers both Scope 1 and Scope 2 emissions. • Renewable Energy: Increasing the proportion of renewable energy in UCB's energy mix. • Sustainable Finance: Promoting sustainable finance initiatives, such as financing renewable energy projects and green buildings. • Energy Efficiency: Implementing energy-efficient measures in our operations, including upgrading facilities, optimizing processes, and encouraging energy-efficient practices among employees. • Setting Clear Goals: Establishing clear and measurable targets for GHG emissions reduction and other sustainability metrics. • Monitoring and Reporting: Regularly monitoring progress towards our targets and reporting on our performance to stakeholders. • Resource Allocation: Allocating sufficient resources to support our sustainability initiatives. • Employee Engagement: Raising awareness and promoting a culture of sustainability among our employees.	S2 14 (a) (v); S2 33-36
13	UCB is committed to allocating sufficient resources to support its sustainability initiatives. This includes: • Financial Resources: Allocating a dedicated budget for sustainability projects and initiatives. • Human Resources: Assigning qualified personnel to lead and implement sustainability programs. • Technology and Infrastructure: Investing in the necessary technology and infrastructure to support sustainability initiatives. • Partnerships and Collaborations: Planning to form partnerships with external organizations and experts to leverage their resources and expertise.	S2 14 (b)
14	UCB report on a regular interval on both the quantitative and qualitative updates of the previous disclosure.	S1 33 (b);

Sl.	DISCLOSURE	IFRS Ref.
15	UCB has carefully considered the trade-offs between sustainability-related risks and opportunities when making strategic decisions and implementing sustainability initiatives. Some of the key trade-offs considered include: • Short-term vs. long-term implications: Assessing the potential short-term costs and benefits of sustainability initiatives against their long-term environmental, social, and economic impacts. • Financial risks vs. reputational benefits: Balancing the potential financial risks associated with sustainability initiatives with the potential reputational benefits of demonstrating leadership in sustainability. • Operational efficiency vs. sustainability: Evaluating the trade-offs between maintaining operational efficiency and implementing sustainable practices that may require additional resources or investments. • Stakeholder interests: Considering the interests of various stakeholders, including customers, employees, investors, and communities, when making sustainability-related decisions.	S1 33 (c)
	FINANCIAL POSITION, FINANCIAL PERFORMANCE, & CASH FLOW	
16	UCB will assess the potential financial implications of sustainability and climate-related risks and opportunities. While the specific effects may vary depending on the nature and severity of these factors, some potential impacts on UCB's financial position, performance, and cash flows will include: **Financial Position:** • Asset Valuation: Climate-related risks, such as physical damage or regulatory changes, could impact the value of UCB's assets. • Liability Recognition: The recognition and measurement of liabilities related to climate-related risks may change, affecting the bank's financial statements. • Capital Adequacy: The impact of climate-related risks on UCB's creditworthiness and capital adequacy may require adjustments to its capital planning. **Financial Performance:** • Revenue: Climate-related factors could affect UCB's revenue streams, such as changes in customer demand or the profitability of certain business lines. • Expenses: The costs of mitigating climate-related risks or adapting to changing conditions may impact UCB's expenses. • Credit Losses: The creditworthiness of borrowers may be affected by climate-related factors, leading to potential increases in credit losses. **Cash Flows:** • Operating Cash Flows: Climate-related events or regulatory changes could disrupt UCB's operations and affect its cash inflows and outflows. • Investment Cash Flows: Investments in climate-related initiatives or adaptations may require significant capital expenditures. • Financing Cash Flows: The cost of financing may be impacted by factors such as increased regulatory requirements or changes in investor sentiment related to climate risk.	S1 34 (a); S1 36-40; S2 15 (a) S2 19, 21
17	The anticipated effects of sustainability and climate-related risks and opportunities on UCB's financial position, financial performance, and cash flows over the short, medium, and long term are as follows: **Short-Term Effects** • Increased operational costs: UCB may incur increased costs to mitigate climate-related risks, such as investing in climate-resilient infrastructure or implementing energy-efficient measures. • Disruptions to operations: Extreme weather events or supply chain disruptions caused by climate change could temporarily impact UCB's operations and financial performance. • Regulatory changes: Changes in climate-related regulations may lead to increased compliance costs or changes in business practices.	S1 34 (b); S1 36-40; S2 15 (b); S2 18

Sl.	DISCLOSURE	IFRS Ref.
	Medium-Term Effects • Reputation and brand value: UCB's reputation and brand value may be affected by its response to sustainability and climate-related risks. A strong commitment to sustainability can enhance the bank's reputation and attract customers and investors. • Competitive advantage: UCB may gain a competitive advantage by proactively addressing sustainability and climate-related risks and opportunities. This can lead to increased market share, customer loyalty, and improved financial performance. **Long-Term Effects** • Financial stability: The long-term financial stability of UCB may be impacted by its ability to adapt to and mitigate climate-related risks. Failure to address these risks could lead to financial losses and reputational damage. • Sustainable growth: UCB's commitment to sustainability can enable it to identify and capitalize on new business opportunities and drive long-term growth. • Social and environmental impact: UCB's sustainability initiatives can contribute to positive social and environmental outcomes, enhancing its reputation and creating value for its stakeholders. **Integration of Sustainability into Financial Planning** • Scenario analysis: Assessing the potential financial impacts of different climate change scenarios. • Stress testing: Evaluating the resilience of UCB's financial position to various climate-related shocks. • Risk management: Implementing robust risk management frameworks to identify and mitigate climate-related risks.	
18	UCB will take steps to integrate sustainability and climate-related factors into its financial reporting and decision-making processes. While the specific effects will vary depending on the industry and the nature of the risks and opportunities, here are some potential impacts on UCB's financial position, performance, and cash flows: **Financial Position** • Asset Valuation: Climate-related risks, such as physical damage or regulatory changes, would impact the valuation of UCB's assets. • Liability Recognition: The recognition and measurement of liabilities related to climate-related risks may change. • Capital Adequacy: The impact of climate-related risks on UCB's creditworthiness and capital adequacy may require adjustments to its capital planning. **Financial Performance** • Revenue: Climate-related factors could affect UCB's revenue streams. For example, if extreme weather events disrupt the operations of UCB's customers, it could lead to a decline in loan repayments or interest income. • Expenses: UCB may incur increased expenses to mitigate climate-related risks or adapt to changing conditions. For example, investments in renewable energy or climate-resilient infrastructure could increase capital expenditures. • Credit Losses: The creditworthiness of borrowers may be affected by climate-related factors, leading to potential increases in credit losses. For example, if a borrower's business is disrupted by climate-related events, their ability to repay loans may be compromised. **Cash Flows** • Operating Cash Flows: Climate-related events or regulatory changes could disrupt UCB's operations and affect its cash inflows and outflows. For example, if extreme weather events damage UCB's branches or disrupt its supply chain, it could lead to temporary disruptions in cash flows. • Investment Cash Flows: Investments in climate-related initiatives or adaptations may require significant capital expenditures, affecting UCB's cash flows in the short term. • Financing Cash Flows: The cost of financing may be impacted by factors such as increased regulatory requirements or changes in investor sentiment related to climate risk. For example, if investors perceive UCB to be exposed to significant climate-related risks, it may increase the cost of borrowing.	S1 35 (a); S1 36-40; S2 16 (a) S2 19, 21

Sl.	DISCLOSURE	IFRS Ref.
19	UCB will actively assess the potential impacts of sustainability and climate-related risks and opportunities on its financial position, performance, and cash flows. While the specific effects will vary depending on the nature and severity of these factors, there may be significant risk of material adjustments to the carrying amounts of assets and liabilities. Possible Key areas of potential material adjustments would include: • Asset Impairment: Climate-related events, such as extreme weather conditions or regulatory changes, could impact the value of UCB's assets. For example, if physical damage occurs to properties financed by UCB, it may be necessary to reassess their fair value and recognize impairment losses. • Liability Recognition: New liabilities may arise due to climate-related risks, such as litigation or regulatory fines. These liabilities may need to be recognized and measured in accordance with applicable accounting standards. • Provisions: UCB may need to increase provisions for potential losses arising from climate-related risks, such as credit losses or environmental liabilities. • Contingent Liabilities: The existence of contingent liabilities related to climate-related risks may need to be disclosed in the financial statements.	S1 35 (b); S1 36-40; S2 16 (b); S2 18-21
20	UCB's strategy to manage sustainability and climate-related risks and opportunities is expected to have the following effects on its financial position, performance, and cash flows: **Short-Term** • Increased Costs: Implementing sustainability initiatives may lead to increased costs in the short term, such as investments in renewable energy or employee training. • Disruptions: Climate-related events could temporarily disrupt UCB's operations and lead to short-term financial losses. **Medium-Term** • Enhanced Reputation: UCB's commitment to sustainability can enhance its reputation and attract customers, investors, and talent. • Competitive Advantage: By proactively addressing sustainability and climate-related risks, UCB can gain a competitive advantage in the market. • Cost Savings: Long-term cost savings may result from energy efficiency measures, reduced waste, and improved operational efficiency. **Long-Term** • Resilience: UCB's efforts to mitigate climate-related risks and adapt to changing conditions can enhance its resilience and long-term financial stability. • Sustainable Growth: Investing in sustainable initiatives can open up new business opportunities and drive long-term growth. • Enhanced Stakeholder Value: UCB's commitment to sustainability can create value for its shareholders, customers, employees, and communities.	S1 35 (c) (i); S1 36-40; S2 16 (c) (i); S2 18-21

Sl.	DISCLOSURE	IFRS Ref.
21	UCB's strategy to manage sustainability and climate-related risks and opportunities is expected to have the following effects on its financial position, performance, and cash flows: **Short-Term** • Increased Costs: Implementing sustainability initiatives may lead to increased costs in the short term, such as investments in renewable energy or employee training. • Disruptions: Climate-related events could temporarily disrupt UCB's operations and lead to short-term financial losses. **Medium-Term** • Enhanced Reputation: UCB's commitment to sustainability can enhance its reputation and attract customers, investors, and talent. • Competitive Advantage: By proactively addressing sustainability and climate-related risks, UCB can gain a competitive advantage in the market. • Cost Savings: Long-term cost savings may result from energy efficiency measures, reduced waste, and improved operational efficiency. **Long-Term** • Resilience: UCB's efforts to mitigate climate-related risks and adapt to changing conditions can enhance its resilience and long-term financial stability. • Sustainable Growth: Investing in sustainable initiatives can open up new business opportunities and drive long-term growth. • Enhanced Stakeholder Value: UCB's commitment to sustainability can create value for its shareholders, customers, employees, and communities. **Planned Sources of Funding** To implement its sustainability strategy, UCB is considering the following sources of funding: • Internal Resources: Allocating a portion of its profits to fund sustainability initiatives. • External Financing: Exploring external financing options, such as deposits from customers, borrowing, etc. • Green Bonds: Issuing green bonds to raise capital for sustainable projects.	S1 35 (c) (ii); S1 36-40; S2 16 (c) (ii); S2 18-21
22	UCB's strategy to manage sustainability and climate-related risks and opportunities is expected to have the following effects on its financial performance and cash flows: **Short-Term** • Increased Costs: Implementing sustainability initiatives may lead to increased costs in the short term, such as investments in renewable energy or employee training. • Disruptions: Climate-related events could temporarily disrupt UCB's operations and lead to short-term financial losses. **Medium-Term** • Enhanced Reputation: UCB's commitment to sustainability can enhance its reputation and attract customers, investors, and talent. • Competitive Advantage: By proactively addressing sustainability and climate-related risks, UCB can gain a competitive advantage in the market. • Cost Savings: Long-term cost savings may result from energy efficiency measures, reduced waste, and improved operational efficiency. **Long-Term** • Resilience: UCB's efforts to mitigate climate-related risks and adapt to changing conditions can enhance its resilience and long-term financial stability. • Sustainable Growth: Investing in sustainable initiatives can open up new business opportunities and drive long-term growth. • Enhanced Stakeholder Value: UCB's commitment to sustainability can create value for its shareholders, customers, employees, and communities.	S1 35 (d); S1 36-40; S2 16 (d); S2 18-21

Sl.	DISCLOSURE	IFRS Ref.
	To implement its sustainability strategy, UCB is considering the following sources of funding: • Internal Resources: Allocating a portion of its profits to fund sustainability initiatives. • External Financing: Exploring external financing options, such as loans, grants, or partnerships with other organizations. • Green Bonds: Issuing green bonds to raise capital for sustainable projects. • Sustainable Investment Funds: Investing in sustainable investment funds to support innovative companies and technologies.	
	RESILIENCE	
23	UCB will take significant steps to enhance its resilience and adaptability to sustainability-related risks. This will include: • Scenario Planning: Conduct scenario analysis to assess the potential impacts of various sustainability-related scenarios, such as climate change, regulatory changes, and market shifts. • Risk Management Framework: Implementing a robust risk management framework to identify, assess, and mitigate sustainability-related risks. • Strategic Flexibility: Maintaining a flexible business model that can adapt to changing circumstances and emerging opportunities. **Qualitative Assessment of Resilience** UCB's strategy and business model demonstrate a high degree of resilience to sustainability-related risks. This is evidenced by: • Diversified Revenue Streams: UCB's diversified business model reduces its exposure to any single sector or risk. • Strong Financial Position: UCB maintains a strong financial position, providing a buffer against potential shocks and uncertainties. • Experienced Management Team: UCB has a highly experienced and skilled management team with a proven track record of navigating complex challenges. **Quantitative Assessment of Resilience** While it is difficult to quantify resilience, UCB will conducted stress tests and scenario analysis to assess its financial resilience to various sustainability-related risks. These assessments would indicate UCB's position to withstand potential shocks and continue to operate effectively in a changing environment. **Time Horizon** UCB's assessment of resilience would be based on a long-term perspective, considering the potential impacts of sustainability-related risks over the next 5-10 years. This timeframe allows for the identification of potential risks and the development of strategies to mitigate them.	S1 41
24	UCB will conduct a comprehensive assessment of its resilience to climate-related changes, developments, and uncertainties. This assessment will be based on a combination of qualitative and quantitative analysis, incorporating climate-related scenario analysis to evaluate the potential impacts on our business model and value chain. Key Findings: • Scenario Analysis: UCB will develop and analyzed various climate change scenarios to assess the potential impacts on our operations, financial performance, and strategic objectives. These scenarios would include different pathways for greenhouse gas emissions, temperature increases, and policy changes. • Risk Identification: We will identify key climate-related risks that could impact our business, including physical risks (e.g., extreme weather events) and transition risks (e.g., regulatory changes). • Resilience Assessment: We would assess the resilience of our business model and operations to these risks, considering factors such as our geographic footprint, supply chain dependencies, and financial strength. • Adaptation Strategies: We will develop and implemented adaptation strategies to mitigate the potential impacts of climate-related risks, including investments in climate-resilient infrastructure, diversification of our operations, and strengthening our risk management frameworks.	S2 22; S2 23

Sl.	DISCLOSURE	IFRS Ref.
	Quantitative Assessment: While it is challenging to quantify resilience, UCB will use various metrics to assess its climate resilience, including: • Financial Stress Testing: UCB will conduct stress tests to evaluate the potential impact of climate-related shocks on our financial performance and capital adequacy. • Scenario Analysis: We will use scenario analysis to assess the potential financial implications of different climate change scenarios. • Risk Exposure: We will analyze our exposure to climate-related risks, such as physical damage, regulatory changes, and market disruptions. **Overall Assessment** UCB's business model and strategy demonstrate a moderate level of resilience to climate-related changes. We have taken steps to mitigate risks and adapt to potential challenges, but further improvements may be necessary to enhance our resilience in the long term.	
25	(i) UCB will conduct a comprehensive climate-related scenario analysis to assess its resilience and identify potential risks and opportunities. This analysis will involve the following steps: 1. Scenario Selection: UCB will select a range of climate-related scenarios, including: • Business-as-usual: A scenario representing continued reliance on fossil fuels and limited climate action. • Paris Agreement: A scenario aligned with the Paris Agreement's goal of limiting global warming to well below 2 degrees Celsius. • Rapid Transition: A scenario representing a rapid transition to a low-carbon economy, driven by technological advancements and policy changes. These scenarios will be chosen based on their relevance to UCB's business operations and the potential impacts of climate change on the financial sector. (2) UCB's climate-related scenario analysis will include a diverse range of scenarios to comprehensively assess the potential impacts of climate change on our business. These scenarios covered different pathways for greenhouse gas emissions, temperature increases, and policy changes. (3) UCB's climate-related scenario analysis will include a diverse range of scenarios that will consider both climate-related transition risks and climate-related physical risks. **Transition Risks** • Regulatory Changes: Scenarios exploring the impact of different regulatory frameworks and policies related to climate change, such as carbon pricing, renewable energy mandates, and energy efficiency standards. • Technological Advancements: Scenarios considering the potential impact of technological breakthroughs in renewable energy, energy storage, and other climate-related technologies. • Market Shifts: Scenarios exploring changes in consumer preferences, investor sentiment, and market dynamics related to sustainability and climate change. **Physical Risks** • Extreme Weather Events: Scenarios assessing the impact of extreme weather events, such as hurricanes, floods, and droughts, on UCB's operations, assets, and supply chain. • Sea-Level Rise: Scenarios considering the potential impacts of rising sea levels on coastal communities and infrastructure. • Temperature Increase: Scenarios exploring the effects of increasing temperatures on agricultural productivity, water availability, and human health. (4) UCB's climate-related scenario analysis would include a diverse range of scenarios, one of which would be aligned with the Paris Agreement, the latest international agreement on climate change.	S2 22 (b); S2 23; S2 B18

Sl.	DISCLOSURE	IFRS Ref.

Paris Agreement Scenario

This scenario would be designed to assess the potential impacts of climate change under a global effort to limit global warming to well below 2 degrees Celsius above pre-industrial levels, as outlined in the Paris Agreement. The scenario incorporated assumptions about:

- Greenhouse gas emissions: A gradual reduction in global greenhouse gas emissions in line with the Paris Agreement targets.
- Technological advancements: The development and deployment of low-carbon technologies and renewable energy sources.
- Policy changes: The implementation of supportive climate policies at the national and international levels.

By considering a scenario aligned with the Paris Agreement, UCB would be able to evaluate the potential impacts of climate change under a more ambitious global response and identify the necessary actions to align with international climate goals.

(5) UCB would select its climate-related scenarios based on their relevance to the potential impacts of climate change on our business, operations, and financial performance. These scenarios would be chosen to represent a range of plausible future climate pathways, considering factors such as:

- Global Temperature Increase: The scenarios aligned with various global temperature increase projections, including the Paris Agreement goal of limiting warming to well below 2 degrees Celsius.
- Greenhouse Gas Emissions: The scenarios considered different pathways for greenhouse gas emissions, ranging from business-as-usual to rapid decarbonization.
- Policy Developments: The scenarios incorporated different policy and regulatory frameworks related to climate change, including carbon pricing, renewable energy mandates, and energy efficiency standards.
- Technological Advancements: The scenarios considered potential breakthroughs in climate-related technologies, such as renewable energy, energy storage, and carbon capture and storage.

(6) UCB's climate-related scenario analysis would incorporate a range of time horizons to assess the potential impacts of climate change on our business. These time horizons included:

- Short-Term (less than1 year): This timeframe would focus on the immediate and near-term impacts of climate change, such as extreme weather events and regulatory changes.
- Medium-Term (1- less than5 years): This timeframe would consider the potential impacts of climate change over a longer period, including changes in market dynamics, technological advancements, and policy developments.
- Long-Term (5 years and beyond): This timeframe would explore the long-term implications of climate change, such as sea-level rise, resource scarcity, and societal shifts.

(7) UCB's climate-related scenario analysis would encompass a comprehensive scope, considering the potential impacts of climate change on our operations across different regions and business units.

Key considerations would include:

- Geographic Scope: The analysis covered all of UCB's operating locations.
- Business Units: The analysis included all relevant business units, including retail banking, SME banking, corporate banking, and treasury operations.
- Value Chain Analysis: The analysis considered the entire value chain to identify potential climate-related risks and opportunities.

(ii) The key assumptions the entity made in the analysis, including assumptions about:

(1) UCB's climate-related scenario analysis would incorporate assumptions about climate-related policies in the jurisdictions where we operate. These assumptions were based on a thorough review of existing policies, regulatory frameworks, and government commitments.

Sl.	DISCLOSURE	IFRS Ref.

Key assumptions regarding climate-related policies would include:

- Continued implementation of existing policies: The assumption that existing climate-related policies and regulations would remain in place or be strengthened over the analysis period.
- New policy developments: Consideration of potential new policies or regulatory changes that could impact UCB's operations, such as carbon pricing mechanisms, renewable energy mandates, or building codes.
- International cooperation: Assumptions about the level of international cooperation on climate change, including the implementation of the Paris Agreement and other global initiatives.

(2) UCB's climate-related scenario analysis would incorporate assumptions about macroeconomic trends to assess the potential impacts of climate change on our business. These assumptions included:

- Economic Growth: Different scenarios would be considered based on varying rates of economic growth, both globally and domestically.
- Interest Rates: Assumptions would be made about potential changes in interest rates, which can impact borrowing costs, investment decisions, and consumer spending.
- Inflation: Scenarios would be developed considering different inflation rates, which can affect the cost of inputs, consumer prices, and business profitability.
- Exchange Rates: Assumptions would be made about potential fluctuations in exchange rates, which can impact the competitiveness of businesses operating in multiple countries.

(3) UCB's climate-related scenario analysis would incorporate assumptions about national- and regional-level variables to assess the potential impacts of climate change on our business. These variables would include:

- Local Weather Patterns: Analysis of historical and projected weather patterns in the regions where UCB operates, including temperature changes, precipitation levels, and extreme weather events.
- Demographics: Consideration of population growth, urbanization, and demographic shifts in the regions where UCB operates.
- Land Use: Assessment of land use patterns and changes in land use over time, including deforestation, urbanization, and agricultural practices.
- Infrastructure: Evaluation of the adequacy and resilience of infrastructure, such as transportation networks, energy systems, and water supply systems, in the regions where UCB operates.
- Availability of Natural Resources: Analysis of the availability and accessibility of natural resources, such as water, energy, and raw materials, in the regions where UCB operates.

(4) UCB's climate-related scenario analysis would incorporate assumptions about energy usage and mix to assess the potential impacts of climate change on our business. These assumptions included:

- Energy Consumption: Projections of future energy consumption patterns, taking into account factors such as economic growth, population growth, and technological advancements.
- Energy Mix: Assumptions about the composition of energy sources, including the proportion of fossil fuels, renewable energy, and nuclear power.
- Energy Prices: Scenarios considering different price trajectories for energy sources, such as coal, oil, natural gas, and renewable energy.
- Energy Efficiency: Assumptions about improvements in energy efficiency and the adoption of energy-saving technologies.

(5) UCB's climate-related scenario analysis would incorporate assumptions about developments in technology to assess the potential impacts of climate change on our business. These assumptions would include:

- Technological Advancements: Scenarios considering the development and adoption of new technologies related to renewable energy, energy efficiency, carbon capture and storage, and climate adaptation.
- Pace of Innovation: Assumptions about the rate of technological progress and the timeline for the widespread adoption of new technologies.
- Cost and Performance: Projections of the cost and performance of emerging technologies, including their potential to reduce greenhouse gas emissions and improve energy efficiency.

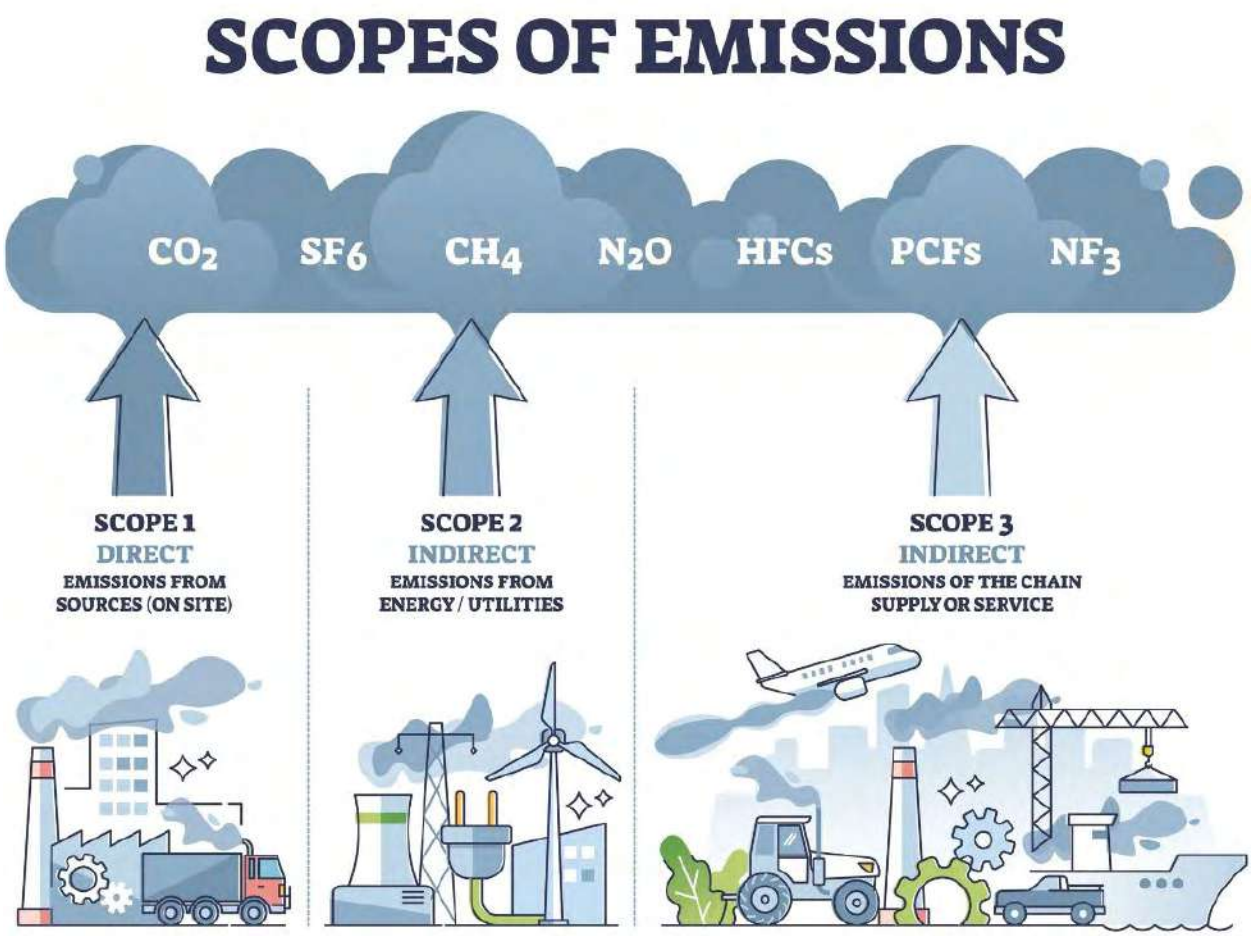
Sl.	DISCLOSURE	IFRS Ref.
1	UCB has established robust processes and related policies to identify, assess, prioritize, and monitor sustainability-related risks. These processes align with our overall risk management framework and ensure that we are well-prepared to address potential challenges. Key Inputs and Parameters • Internal Data: We utilize various internal data sources, including financial information, operational data, and performance metrics, to identify and assess sustainability-related risks. • External Data: We leverage external data sources, such as industry reports, regulatory guidance, and scientific research, to stay informed about emerging trends and potential risks. • Scenario Analysis: We employ scenario analysis to evaluate the potential impacts of different climate change scenarios on our business, operations, and financial performance.	S1 44 (a) (i) S2 25 (a) (i)
2	UCB will utilize climate-related scenario analysis to inform its identification of sustainability-related risks. This analysis involves creating and evaluating different potential future scenarios to assess the potential impacts of climate change on our business, operations, and financial performance. Key aspects of our scenario analysis will include: • Scenario Development: We would develop a range of scenarios based on different climate change pathways, including business-as-usual, Paris Agreement aligned, and rapid transition scenarios. • Impact Assessment: We would assess the potential impacts of each scenario on our operations, financial performance, and strategic objectives. • Risk Identification: We would identify potential sustainability-related risks that may arise under different scenarios, such as physical risks, transition risks, and reputational risks. • Scenario Analysis Tools: We would employ quantitative and qualitative tools to analyze the potential impacts of different scenarios and assess their likelihood and severity.	1 44 (a) (ii) S2 25 (a) (ii)
3	UCB will establish a comprehensive framework to identify, assess, prioritize, and monitor sustainability and climate-related risks. This framework includes a structured process for evaluating the nature, likelihood, and magnitude of these risks. Key considerations in our assessment process would include: • Nature of the risk: Identifying the type of risk, such as physical, transition, or reputational. • Likelihood of occurrence: Assessing the probability of the risk occurring, based on historical data, expert judgment, and scenario analysis. • Magnitude of impact: Evaluating the potential severity of the impact if the risk materializes, considering both financial and non-financial consequences. • Correlation with other risks: Assessing the correlation between sustainability and climate-related risks and other risks faced by UCB, such as operational, credit, or market risks.	S1 44 (a) (iii) S2 25 (a) (iii)
4	UCB will prioritize sustainability and climate-related risks relative to other types of risk by considering the following factors: • Materiality: We would assess the materiality of sustainability and climate-related risks to our business, considering their potential financial impact, reputational impact, and alignment with our strategic objectives. • Likelihood and Impact: We would evaluate the likelihood of occurrence and the potential severity of the impact for each sustainability and climate-related risk. • Correlation with Other Risks: We would consider the correlation between sustainability and climate-related risks and other types of risk, such as operational, credit, or market risks. • Alignment with Strategic Goals: We assess the alignment of sustainability and climate-related risks with our overall strategic goals and objectives. • Stakeholder Expectations: We consider the expectations of our stakeholders, including customers, employees, investors, and communities, regarding our approach to sustainability and climate-related risks.	S1 44 (a) (iv) S2 25 (a) (iv)

Sl.	DISCLOSURE	IFRS Ref.
5	UCB will utilize a comprehensive system to monitor sustainability and climate-related risks. This system includes: • Key Performance Indicators (KPIs): We would track a range of KPIs to measure our performance in areas such as greenhouse gas emissions, energy consumption, water usage, waste generation, and social impact. • Regular Reporting: We would regular reports on our sustainability performance, including progress towards our goals and targets. • Stakeholder Feedback: We would actively seek feedback from stakeholders to identify emerging risks and opportunities and assess the effectiveness of our sustainability initiatives.	S1 44 (a) (v) S2 25 (a) (v)
6	UCB would made some changes to its processes for identifying, assessing, prioritizing, and monitoring sustainability and climate-related risks since the previous reporting period. These changes would reflect our commitment to continuous improvement and our evolving understanding of sustainability and climate-related challenges.	S1 44 (a) (vi) S2 25 (a) (vi)
7	UCB will establish robust processes to identify, assess, prioritize, and monitor sustainability and climate-related opportunities. These processes would align with our overall strategic objectives and ensure that we are well-positioned to capitalize on emerging trends and innovations. Key Elements of Our Processes • Scenario Analysis: We would utilize climate-related scenario analysis to identify potential opportunities arising from climate change mitigation and adaptation efforts. By considering different future scenarios, we would be able to assess the potential impacts of climate-related policies, technological advancements, and market shifts on our business. • Materiality Assessment: We would evaluate the materiality of sustainability and climate-related opportunities, considering their potential financial impact, reputational benefits, and alignment with our strategic goals. • Risk-Return Analysis: We would assess the potential risks and rewards associated with each opportunity, considering factors such as investment requirements, expected returns, and potential challenges. • Prioritization: We would prioritize opportunities based on their alignment with our sustainability strategy, their potential contribution to our financial performance, and the resources required to pursue them. • Resource Allocation: We would allocate resources to support the implementation of prioritized opportunities, ensuring that we have the necessary funding, expertise, and infrastructure. • Monitoring and Evaluation: We would continuously monitor the progress of our sustainability and climate-related initiatives and evaluate their effectiveness in achieving our desired outcomes.	S1 44 (b); S2 25 (b)



Metrics & Targets

Sl.	DISCLOSURE	IFRS Ref.
1	UCB has signed an agreement with Ernst and Young (EY) to strengthen its carbon accounting especially Scope- 1, 2 and 3 (own operations only). On ascertaining the complete GHG inventory the Bank will determine its baseline so the future decarbonization initiatives can be steered properly.	29 (a) (iv) (1); S2 B23-25 S2 IE1-IE5
2	As far as Scope -3 (category-15 – Financed Emission) is concerned, UCB has engaged with JIM (Joint Impact Model) Foundation to calculate its financed emission using their own PCAF based platform. Using JIM's template, the bank's calculated finance emission for 2025 is 1,912,212.06 tCO_2	S2 29 (a) (iv) (3); S2 B23-25 S2 IE6-IE5



At United Commercial Bank PLC, we recognize that transparent carbon accounting is the foundation of a credible transition to net-zero. We aspire to categorize our greenhouse gas (GHG) emissions into three distinct scopes, as defined by the GHG Protocol, to provide a comprehensive view of our environmental impact.

Scope 1 includes direct emissions from sources we own or control, such as fuel combustion in our company vehicles and backup generators. Scope 2 covers indirect emissions from the generation of purchased electricity, heating, and cooling used to power our branch network and corporate offices. Collectively, these represent our immediate operational footprint, where we exercise direct management over energy efficiency and procurement.

Beyond our physical walls, we account for Scope 3 emissions, which encompass the broader value chain. For a financial institution, this is divided into two critical categories: Operational Scope 3 and Financed Emissions. Operational Scope 3 includes indirect impacts such as business travel, employee commuting, and waste management. However, the most significant portion of our carbon profile lies within Financed Emissions (Scope 3, Category 15). These are the emissions associated with our lending and investment portfolios—the real-world impact of the capital we deploy. By measuring these, we align our financial steering with global climate goals, ensuring that our portfolio supports the transition to a low-carbon economy.

SCOPE 1 & 2 CARBON EMISSIONS

As part of its ongoing commitment to environmental stewardship and transparent sustainability disclosure, United Commercial Bank PLC (UCB) has entered into a strategic agreement with Ernst & Young (EY). This partnership focuses on the rigorous calculation and verification of UCB's Scope 1 and Scope 2 carbon emissions. Given the large quantum of data required for a financial institution with an extensive physical footprint, this engagement ensures that the Bank's GHG inventory is aligned with international standards and provides a credible baseline for future climate action.

Scope 1: Direct Emissions

Scope 1 emissions include all direct greenhouse gas emissions from sources that are owned or controlled by UCB. For the current reporting cycle, these are categorized into three broad operational areas:

- Stationary Combustion: Emissions resulting from the consumption of fuel (primarily diesel) used to power Diesel Generator (DG) sets. These systems provide essential backup power across the bank's branches and office network.
- Mobile Combustion: Emissions generated by the bank's owned vehicle fleet. This includes the petrol and diesel consumed by cars used for business operations and executive travel.

- Fugitive Emissions: Direct releases of GHGs from equipment maintenance. This primarily involves the refrigerants used in air conditioning units and the CO_2 or other agents used in fire extinguishers across UCB facilities.

Scope 2: Indirect Energy Emissions

Scope 2 covers indirect GHG emissions associated with the generation of energy that UCB purchases from the grid.

- Purchased Electricity: This is the primary component of Scope 2, representing the electricity consumed to power the Bank's head offices, branches, sub-branches, priority centers, and the ATM/CRM network. While the emissions occur at the power plant, they are attributed to UCB's operational footprint.

Calculation Methodology

The GHG inventory follows a structured data collection and aggregation methodology to ensure accuracy and completeness:

1. Primary Data Sourcing: Information is extracted from verifiable primary documents, including SAP records, utility bills, fuel challans, and third-party maintenance logs (e.g., AMC reports for air conditioners).
2. Temporal Aggregation: Data is collected on a monthly basis throughout the reporting year (January to December). This allows for the tracking of seasonal variations in energy and fuel consumption.
3. Standardization: Raw data (e.g., fuel in liters or electricity in kWh) is converted into standardized units for reporting. These values are then multiplied by relevant emission factors to calculate the total CO_2 equivalent ($CO_{2}e$).
4. Operational Boundary: The calculation covers the entire organizational network, ensuring that even smaller units like agent banking outlets and standalone ATMs are included in the bank's total carbon footprint.

By establishing this comprehensive framework in collaboration with EY, UCB is laying the foundation for targeted emission reduction initiatives and long-term sustainability goals.

Scope 3 Carbon Accounting: Methodology and Framework

UCB's Scope 3 emissions inventory is prepared using the Joint Impact Model (JIM), a sophisticated diagnostic tool that translates investment data into environmental and social metrics. By applying input-output modeling to portfolio-level data, the JIM provides a comprehensive view of value-added, employment, and greenhouse gas emissions. This methodology is strictly aligned with the Partnership for Carbon Accounting Financials (PCAF) standard, ensuring transparency and comparability. In line with the Paris Agreement, UCB utilizes these insights to facilitate the systemic shift of capital from high-carbon to low-carbon activities, a necessary step in achieving the global target.

UCB's financed emissions encompass the full lifecycle of greenhouse gas (GHG) output from our borrowers. This includes the direct and indirect emissions (Scopes 1, 2, and 3) of our clients, which are aggregated and reported as the Bank's Scope 3 emissions. Quantifying these "financed" impacts is essential for understanding the total climate risk within our credit portfolio.

Distribution of Financed GHG Emissions by Scope

This analysis captures the cross-sectoral emissions supported by our capital, providing a clear breakdown of how client-level activities contribute to our overall Scope 3 inventory.

(Ton CO_2 eq.)

SCOPE	CO_2e	Non-CO_2e	Total Emission	(%)
1	498,220	259,944	758,164	39.65%
2	292,859	505.64	293,365	15.34%
3	555,476	305,207	860,683	45.01%
Total	**1,346,555**	**565,657**	**1,912,212**	**100.00%**
	70%	**30%**	**100%**	

The emissions associated with UCB's financed portfolio encompass the Scope 1, 2, and 3 outputs generated by our customers' operations, products, and services. Collectively, these client-level emissions represent the Bank's own Scope 3 impact. In 2025, UCB's financed portfolio generated 1,912,212 tCO_2e . This footprint is comprised of 70% CO2 and 30% non-CO_2e (such as methane and nitrous oxide), the latter of which possess significantly higher global warming potentials.

An analysis of our clients' emission scopes reveals that Scope 3 emissions dominate at 45.01%, largely driven by supply chain activities and product lifecycles. This is followed by Scope 1 (39.65%) from direct combustion and industrial processes, and Scope 2 (15.34%) from purchased electricity. The substantial presence of non-CO_2—particularly within Scope 3—highlights critical emission hotspots in sectors such as agriculture and waste management. These findings serve as a strategic roadmap for UCB to prioritize transition finance and technical advisory services.

Time Series comparison of Financed Emission between 2025 and 2024

Particulars	2024	2025
Total GHG Financed Emission	1,948,737 Ton CO_2 eqv.	1,912,212.06 Ton CO_2e eqv.
Emission per crore	37.60 Ton eqv.	37.52 Ton eqv.
% of Credit Portfolio covered	90.48%	82.49%

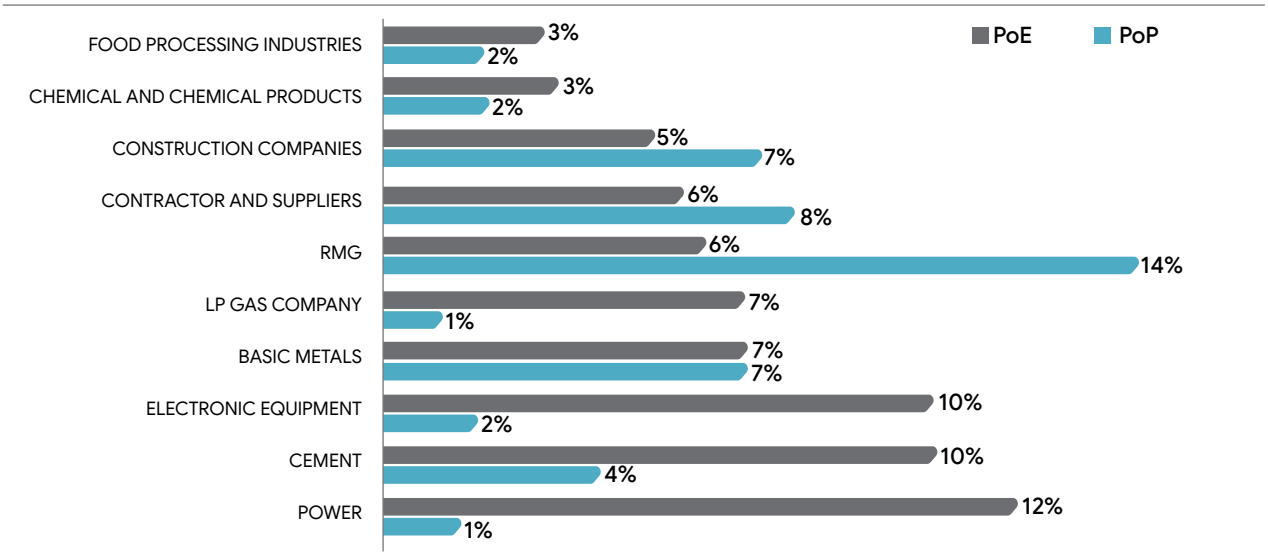
Portfolio Emission Hotspots: Top 10 Sectors by Operational Carbon Footprint in 2025

The table lists the top 10 sectors in credit portfolio that are responsible for the larger emission.

Sectors	Exposure in USD	PoP	Absolute Scope 3 Emission in Ton CO_2e Eqvt.	PoE
Power	61,804,764	1.47%	226,142	11.83%
Cement	170,122,077	4.07%	197,822	10.35%
Electronic Equipment	74,828,102	1.79%	196,622	10.28%
Basic Metals	284,663,468	6.81%	129,064	6.75%
LP GAS Company	47,148,468	1.12%	129,086	6.75%
RMG	588,948,052	14.09%	115,084	6.02%
Contractor and Suppliers	321,545,888	7.69%	107,451	5.62%
Construction Companies	296,306,090	7.09%	97,116	5.08%
Chemical and Chemical Products	82,950,728	1.98%	62,874	3.29%
Food Processing Industries	79,189,537	1.89%	57,905	3.03%
	2,007,507,174	**48.04%**	**1,319,166**	**68.99%**

N:B: PoP -Percentage of Portfolio, PoE- Percentage of Emission.

It can be seen that 48.04% of the credit portfolio is responsible for 68.99% of the total financed emission.



Employment Impact through UCB's Financing in 2025

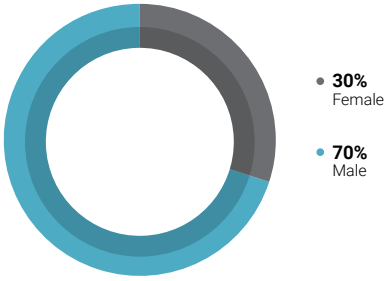
UCB goes beyond traditional lending by supporting livelihoods and promoting inclusive growth. Notably, about 30% of the jobs supported by UCB's financing belong to women, strengthening the bank's ESG and development objectives.

To accurately evaluate both social and environmental impacts, UCB uses the JIM model.

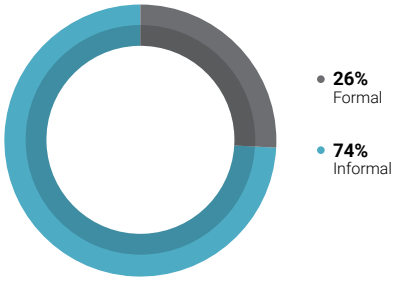
Total Employment – 2,00,238	
Female	Male
60,737	1,39,501
30%	70%

Total Employment – 2,00,238	
Formal	Informal
52,275	1,47,963
26%	74%

Female Vs Male Employment



Formal Vs Informal Employment



Sustainable Initiatives taken in 2025

a. Publication of Sustainability Report in line with the theme of IFRS S1 & S2 Standards:

United Commercial Bank PLC (UCB) launched its "Sustainability Report 2024" at its corporate office in Dhaka recently, marking a significant milestone in the country's banking industry. With this publication, UCB has become one of the first banks in Bangladesh to formally disclose its carbon accounting, setting a new benchmark for sustainable banking practices.



b. UCB partners with Ernst & Young Advisory Services to strengthen carbon accounting

United Commercial Bank PLC (UCB) signed an agreement with Ernst & Young Advisory Services Bangladesh Limited (EY ASBL) to enhance its carbon accounting and emissions measurement practices as part of its broader sustainability strategy. EY ASBL will support UCB in preparing its greenhouse gas (GHG) inventory and analyse the bank's carbon emissions across all three scopes: direct emissions from its own operations (Scope 1), emissions arising from electricity and energy consumption (Scope 2), and other indirect emissions linked to operational activities (Scope 3).



c. United Commercial Bank PLC officially entered into a Member License Agreement with the JIM (Joint Impact Model) Foundation, Netherlands for calculating the Financed Emission (Scope-3, Category -15):

Through this partnership, UCB will leverage the Joint Impact Model (JIM)—a world-class tool designed to estimate and report on key impact indicators, including measuring greenhouse gas (GHG) emissions (Scopes 3) across investment portfolios, Tracking value added and job creation and stimulating the social ripple effects of financing.



d. Sustainable Resource Management

Our Implementation Approach

Constraints

Rented premises with limited options for structural changes

Focus Areas

Low-cost, high-impact initiatives that can be quickly implemented

Alignment

All initiatives support UCB's broader sustainability vision and values

These seven (7) initiatives represent our most actionable opportunities for meaningful environmental impact while maintaining operational efficiency.

Energy Efficiency: Lighting & Climate Control

1. Switch to LED Lighting

- Replace all halogen and fluorescent bulbs with energy-efficient LEDs
- Install motion sensors in cabin, meeting rooms and restrooms
- Benefit: Immediate cost savings and reduced energy consumption

2. Air Conditioning Efficiency

- Fix office temperature at 24°C year-round
- Enforce strict operational hours: 9:45 AM – 7:00 PM
- Assign dedicated staff member responsible for circuit breakers relating to AC

Digital Workspace Optimization

3. Computer & Peripheral Energy Saving

Auto Sleep Mode

Configure all computers to automatically sleep/ lock after 3 minutes of idle time

Peripheral Management

Enable sleep mode in printers and photocopiers when not in active use

End-of-Day Protocol

Mandate complete shutdown of all electronic devices at the end of each workday

These simple changes to our digital workspace significantly reduce our electricity consumption and extend the lifespan of our equipment.

4. Plastic-Free Ambience

- Replace all single-use plastics with sustainable alternatives:
- Glass / aluminum water bottles instead of plastic
- Paper folders replacing plastic ones

5. Green Procurement

- Use remanufactured toner cartridges
- Source eco-friendly stationery products
- Prioritize Energy Star rated electronics
- Purchase recycled paper for printing needs

6. Water Conservation

Staff Awareness

Motivate all staff and cleaning personnel about water conservation practices and the importance of reducing waste

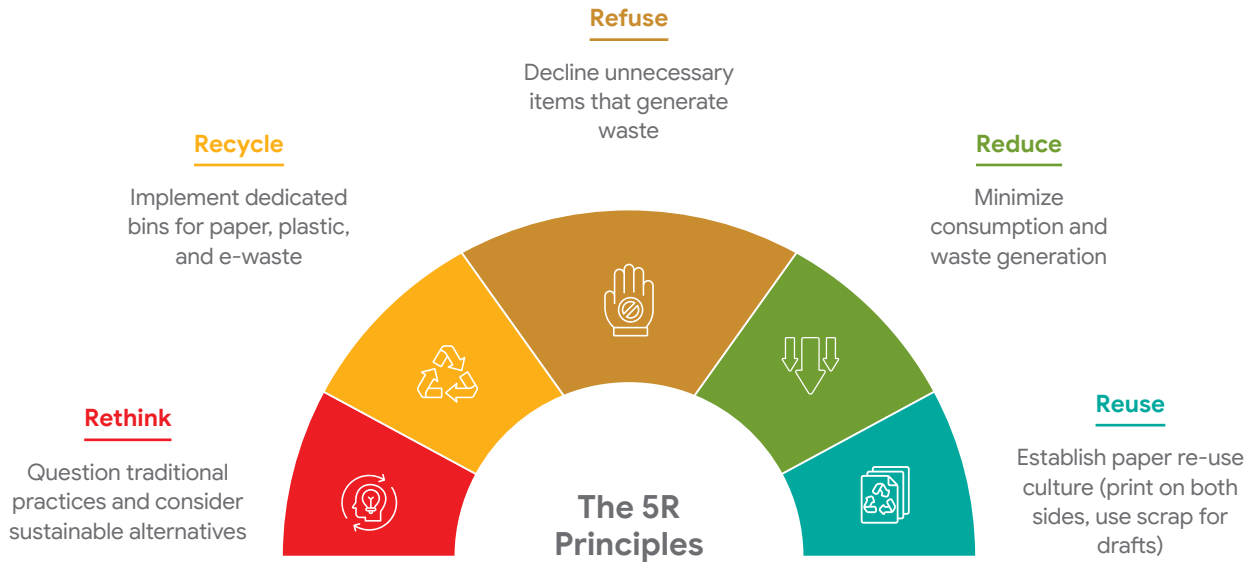
Maintenance Protocol

Establish system for prompt reporting and repair of leaks in restrooms and kitchen facilities

Washing Practices

Implement filled sink washing method instead of continuous water flow when cleaning dishes

7. Comprehensive Waste Strategy



e. Sustainable Digital Optimization:

IT & Operations Division rolled out a series of in-house initiatives aimed at advancing sustainability, operational efficiency, and digital transformation. The newly implemented systems and process improvements not only minimize environmental impact but also enhance customer experience and ensure more efficient use of resources.

- **Digital Ecosystem Integration: bKash UCB Real-Time Account Linking**

  UCB has integrated its Core Banking System (CBS) with the bKash Customer and Distributor wallet apps, enabling customers to link their UCB accounts inside the bKash ecosystem and transfer funds instantly. Beyond convenience, the integration has strengthened the Bank's liquidity by attracting a significant volume of low-cost deposits from the bKash platform.

- **Customer Experience: Self-Service Certificate Downloads via UDS (UCB's Digital Certificate Service)**

  UCB's Digital Certificate Service! No Queues. No Wait. Just Click! To advance Digital-First Banking, the UCB Digital Services (UDS) self-service portal now offers automated downloads of key customer certificates (e.g., Tax and Solvency). Shifting these requests to a self-service model has reduced branch visits, improved turnaround time, and eased the administrative workload on branch teams.

- **Omni Channel Payments: UNet-to-MFS Wallet Transfers (Tap & Meghna Pay)**

  UCB expanded its digital payment reach by integrating Internet Banking (UNet) with MFS wallets (Tap and Meghna Pay). Customers can now transfer funds directly from their bank accounts to their MFS wallets, enabling faster, more convenient transactions without additional touchpoints.

- **Digital Document Management: Docuware Integration with In-House Applications**

  We strengthened our Workflows (Trade, Credit) by integrating it with Docuware, UCB's enterprise Document Management System (DMS). Workflow attachments are now archived automatically, eliminating manual uploads, reducing duplicate storage, and ensuring stronger governance and audit-ready digital record-keeping.

- **Operational Efficiency: In-House Transactional SMS Gateway**

  To optimize communication costs and improve control, the Bank migrated Card Management System SMS traffic from high-cost third-party vendors to an in-house SMS Gateway middleware. With direct connectivity to major Mobile Network Operators (MNOs)—GP, Robi, and newly added Banglalink—UCB has materially reduced per-SMS cost while improving delivery reliability.

- **Regulatory Readiness: SWIFT MT MX Message Conversion (ISO 20022)**

  With SWIFT's global migration to the ISO 20022 (MX) standard, our internal IT team (ITOD) developed a proprietary MT–MX conversion middleware. This bridge enables our Core Banking System (CBS) to continue operating with existing MT messages while ensuring seamless compatibility with the new MX format—protecting international trade continuity and reducing compliance and operational risk.

- **Credit Lifecycle Automation: CreditX for Faster, Transparent Lending**

  The in-house development of CreditX has streamlined the end-to-end loan lifecycle for CAD and CRM—covering proposals, requests, approvals, and sanctions. The platform has reduced turnaround time (TAT), improved traceability and operational transparency, and enabled faster credit disbursement with stronger risk oversight.

- **Revenue Diversification: Bancassurance with Jiban Bima Corporation**

  UCB has partnered with Jiban Bima Corporation to offer life insurance solutions to our customer base. This integrated "one-stop" model strengthens customer value through protection and planning, while creating an additional stream of sustainable, fee-based income for the Bank.

- **Human Capital Management: Digital Performance Appraisal System**

  To modernize HR operations, ITOD launched a digital Performance Appraisal (PAR) platform for all Head Office and Branch employees. This system has rationalized the appraisal process, ensuring data-driven transparency and ease of use. It further empowers the HRM team to monitor, analyse, and summarize performance metrics through automated, parameterized reporting.

The Journey Ahead

Driven by a spirit of constant improvement, UCB consistently pushes beyond the baseline to evolve our sustainability journey. Our future roadmap is built upon the following core aspirations

- Formulate Climate Risk Management Guideline of the Bank, develop ESRM Process Manual, & Updating Sustainable Finance Policy.
- Developing business intelligence based Sustainalytics Desh board.
- Increasing the financing in renewable and alternative energy alongside other green products.
- To emerge as the preeminent benchmark for holistic sustainability within the Bangladeshi financial landscape.



ISLAMIC BANKING OPERATION

Islamic Banking Operation of the Bank

In the name of Allah, The Most Gracious and The Most Merciful

Introducing UCB Islamic: Shari'ah-Compliant Banking Solutions

United Commercial Bank PLC (UCB), established in 1983, is recognized as one of the leading first-generation private commercial banks in Bangladesh. Over the years, the bank has made significant contributions to the country's financial sector by offering innovative banking solutions and maintaining a strong focus on customer-centric services.

UCB Islamic Banking was officially launched in September 2020 as the Islamic Banking service of United Commercial Bank PLC. It was introduced to meet the growing demand for Shariah-compliant financial services in Bangladesh. The service began with 10 dedicated banking windows that provide different personal and corporate banking products. UCB Islamic follows Islamic banking principles and operates under the supervision of a Shariah Supervisory Committee.

As part of its ongoing commitment to Islamic banking, UCB inaugurated a dedicated UCB Islamic Banking Branch in Gulshan in 2021. In 2025, the bank strengthened this initiative by obtaining total 100 Islamic Banking windows approval from Bangladesh Bank across its existing branch network, thereby expanding access to Shariah-compliant financial services.

United Commercial Bank PLC has rebranded its Islamic banking operations, with UCB Taqwa now officially renamed UCB Islamic. This change reflects a clearer and stronger identity in the market for the Bank's Shariah-compliant services. The rebranding reinforces the Bank's commitment to providing ethical, transparent and customer-focused Islamic banking solutions. Through UCB Islamic, the Bank aims to expand its network, introduce innovative products and better serve retail, SME, corporate and high-net-worth clients. This strategic move strengthens the Bank's position as a leading provider of Shariah-compliant financial services in Bangladesh.

According to Bangladesh Bank's Islamic Banking and Finance Statistics, the Islamic banking sector in Bangladesh continued to maintain a strong presence in the country's financial system in 2025. As of December 2025, total deposits mobilized by Islamic banks stood at approximately Tk.4760 billion, accounting for 22.39% of the total deposits of the banking sector, which amounted to Tk.21270 billion during the same period. Total investment (financing) of the Islamic banking sector reached around Tk.5050 billion, representing about 28% of the overall loans and advances of the banking industry. The sector also maintained a wide operational network through full-fledged Islamic banks, Islamic branches of conventional banks and Islamic banking windows, contributing significantly to financial inclusion and Shari'ah-compliant banking services in the country.

Consistent with the strong expansion of the Islamic banking industry, UCB Islamic Banking demonstrated exceptional growth in 2025, with deposits reaching BDT 5,595 crore from BDT 2,127 crore in the previous year and financing rising to BDT 3,507.59 crore from BDT 1,432.59 crore, reflecting robust year-on-year growth of 163.05% and 144.84%, respectively.

Distinctive Features of UCB Islamic Banking

Comprehensive Product and Service Offerings:

UCB Islamic Banking offers a comprehensive range of ethical and Shari'ah-compliant financial products and services designed to meet the diverse needs of retail, SME and corporate customers. Its deposit portfolio includes Al Wadia–based Current Accounts and Mudaraba-based deposit schemes, while financing solutions are provided through Shari'ah-compliant modes such as Murabaha, Bai Salam, Ijarah, and Musharaka.

All profit-bearing deposit accounts under UCB Islamic Banking operate on the Mudaraba principle, where depositors act as capital providers and the Bank serves as the fund manager. These deposits include various categories such as Savings Accounts, Term Deposits and specialized scheme deposits catering to different customer segments.

The Bank provides a range of financing solutions for the retail segment, including Personal Finance, Auto Finance, and Home Finance. For SME and corporate clients, tailored financing facilities are offered to meet working capital needs, term financing for fixed asset acquisition and project financing, as well as specialized export and import financing services.

The Bank also provides specialized deposit schemes tailored for women, students, NRBs, corporates, and high-net-worth individuals, including premium offerings such as the Imperial Deposit. In addition, UCB Islamic Banking facilitates foreign exchange services and digital banking solutions, ensuring convenient and secure access to banking services.

Enhanced Services for Customers:

UCB Islamic Banking is dedicated to delivering superior and convenient banking services to its customers. From the outset, customers have been able to access Islamic banking services from any branch of the Bank through a real-time online banking platform.

In line with UCB's commitment to driving digital transformation and enhancing customer experience, UCB Islamic Banking Division has successfully on boarded the Digital Account Opening service through the bank's flagship digital platform, UClick. This milestone marks a significant step toward ensuring seamless Shariah-compliant banking solutions for customers across Bangladesh.

The integration of Islamic Banking features into the UClick app enables customers to open Mudaraba Savings accounts from anywhere, anytime—without visiting a branch. This fully digital onboarding process simplifies account creation and reduces processing time, while ensuring compliance with all regulatory and Shariah guidelines.

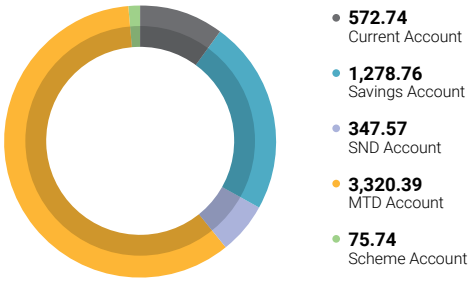
Portfolio Overview & Growth (Highlights of the Year 2025)

Deposit and Financing Growth: Despite sluggish market growth, UCB Islamic achieved phenomenon growth last year:

- Deposit book stood at BDT 5,595.21 Crore in the year 2025 with a growth of 163.42% from last year

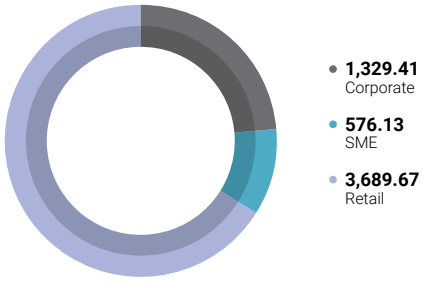
Product-wise Deposit amount

in Cr. BDT

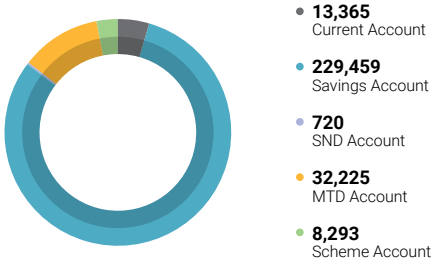


Segment-wise Deposit amount in 2025

in Cr. BDT



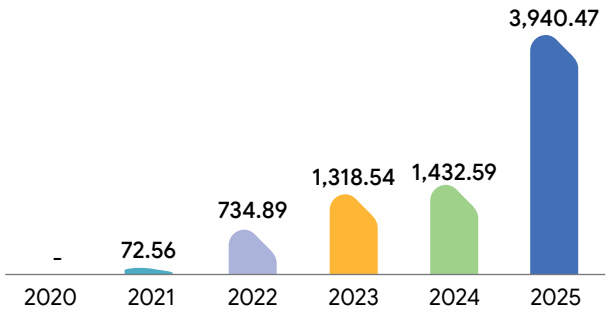
Product Wise Number of Account (Year-2025)



- Financing & Investment book stood at BDT 3940.47 Crore in the year 2024 with a growth of 175.06% from last year

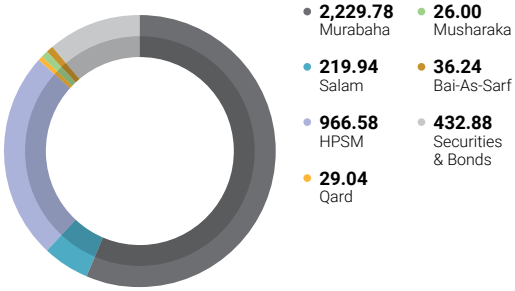
Financing Year Wise

Cr BDT



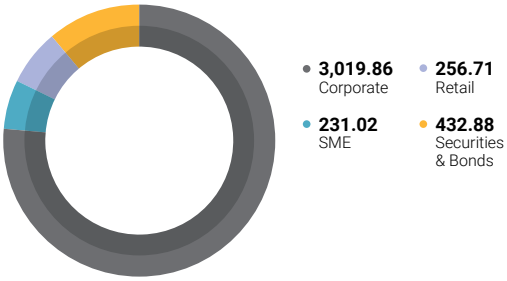
Financing Mode- wise amount

in Cr. BDT



Segment- wise Financing amount

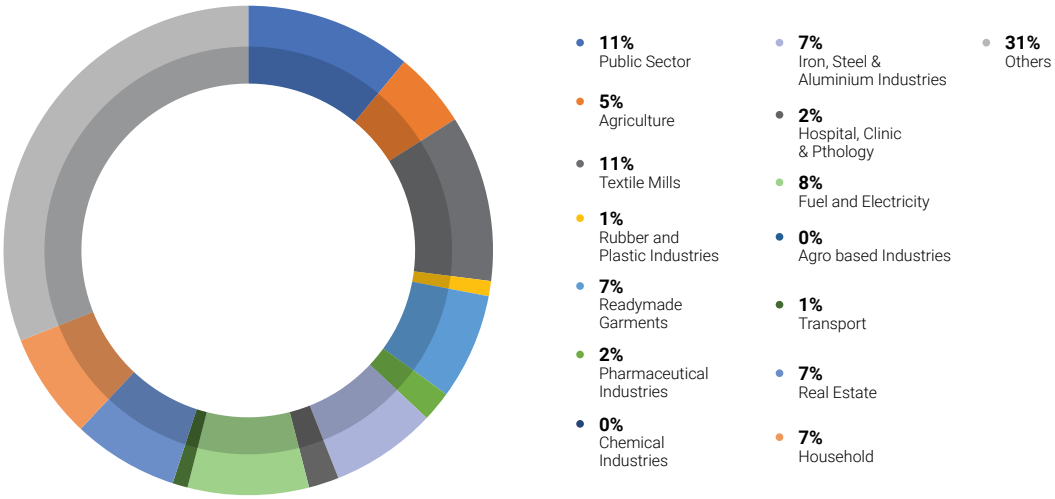
in Cr. BDT



Sector- wise Financing & Investment

Investment Sector Wise (Year-2025)

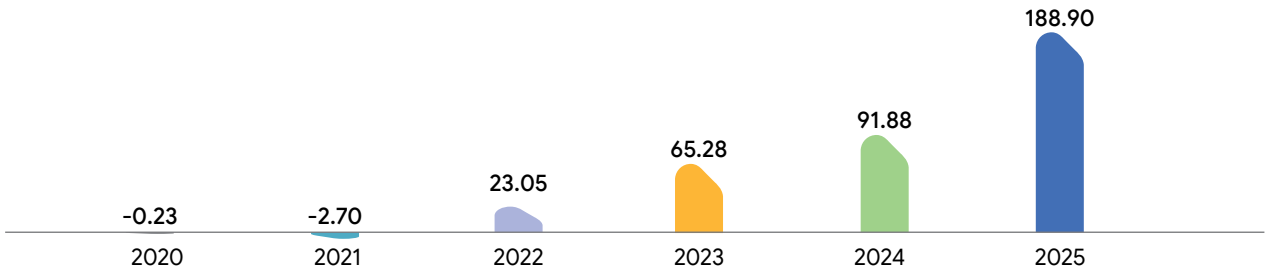
in cr BDT



Operating profit was recorded as BDT 188.90Crore as of 31st Dec, 2025

Profit Year Wise

Cr BDT



Key Initiative of the Year 2025

Expansion of service network

In 2025, UCB Islamic strengthened its Islamic banking presence by opening 40 new Islamic Banking Windows, bringing the total to 100 windows across UCB branches, with approval from Bangladesh Bank. To further enhance customer accessibility and experience, online banking services were expanded nationwide, reinforcing the Bank's commitment to delivering comprehensive Shariah-compliant financial solutions to meet the evolving needs of customers.

Customer Awareness Program

UCB Islamic initiated an awareness program aimed at promoting the principles of Islamic banking through direct engagement across various branches. Through interactive sessions with customers, the team shared insights, strengthened relationships with existing and potential clients, and enhanced awareness of Shariah-compliant financial practices. This initiative underscores the Bank's commitment to delivering ethical, customer-centric financial solutions.

Knowledge Sharing Program

The Bank recognizes that capacity building and continuous learning are essential for the sustainable growth of Islamic banking operations. During the year, employees from various branches as well as the Corporate Head Office participated in Islamic banking training and development programs, delivered through a combination of classroom-based sessions and digital learning platforms. These initiatives were designed to enhance employees' knowledge, strengthen their understanding of Shariah-compliant banking principles and improve service delivery across the Bank's Islamic banking operations.

New Products in 2025

During the year, UCB Islamic introduced new Islamic banking products, including the UCB Islamic Dynamic Savings Account and the UCB Islamic Mudaraba Digital Savings Account, to expand its Shariah-compliant product offerings.

Shariah Compliance & Governance

Formation of the Shariah Supervisory Committee

To maintain strict Shariah compliance, UCB has constituted a Shariah Supervisory Committee (SSC) under the direct supervision of the Board of Directors, in accordance with the Islamic banking guidelines of Bangladesh Bank. The Committee includes five renowned Shariah scholars and other respected members with deep knowledge of the Qur'an, Sunnah, and Fiqh al-Muamalat, who oversee the Bank's Islamic banking activities and ensure alignment with both national and international Shariah standards, including those of AAOIFI.

Introducing the Members of Shariah Supervisory Committee:



Professor Dr. Md. Shamsul Alam
Chairman of Shariah Supervisory Committee



Dr. Md. Ebrahim Khalil
Member of Shariah Supervisory Committee



Professor Dr. A. F. M. Akbar Hossain
Member of Shariah Supervisory Committee



Dr. Mohammed Nasir Uddin (Azhary)
Member of Shariah Supervisory Committee



Dr. Mohammad Manjurur Rahman
Member of Shariah Supervisory Committee

Roles and Responsibilities of the Shariah Supervisory Committee

a. **Shariah Compliance:** Reviews banking products, contracts, and transactions to ensure strict compliance with Shariah principles and to eliminate elements such as riba (interest), gharar (uncertainty), and maysir (gambling).

b. **Shariah Opinion:** Provides Shariah rulings and guidance on new financial products, services, and emerging banking issues to ensure their compliance with Islamic principles.

c. **Policy Guidance:** Advises the Bank in the development and approval of Shariah-compliant policies, procedures, and operational frameworks.

d. **CSR and Non-Halal Income Management:** Provides guidance on the proper treatment and distribution of non-halal income, including its allocation to approved CSR and charitable activities.

e. **Regulatory Liaison:** Ensures alignment with the Islamic banking guidelines of Bangladesh Bank and maintains coordination with relevant stakeholders to strengthen Shariah governance.

f. **Governance Framework:** Supports the implementation of a Shariah Governance Framework and promotes best practices and standardization in Islamic banking operations.

Major Issues Reviewed by the Sharia Supervisory Committee in 2025

During 2025, the Committee convened four meetings and provided its guidance and opinions on various Shariah-related matters presented by the Management. The key issues reviewed are outlined below:

a. The Committee conducted a review of the Shariah principles and contractual structures underlying the transactions and applications introduced by the Bank's Islamic Banking Division during the year 1 January 2025 to 31 December 2025;

b. The Committee assessed the contracts, transactions, and related activities of UCB Islamic Banking for the year ended 31 December 2025 to ensure that they were conducted in accordance with Shariah principles and guidelines;

c. The profit-sharing arrangement for Mudaraba depositors was implemented in line with the approved framework and in conformity with Shariah rules and principles;

d. Review the performance of the Islamic banking business on a quarterly basis;

e. Provided guidance on implementing effective steps to strengthen awareness and understanding of Shariah compliance among employees and customers;

f. Reviewed the Shariah Audit Report presented by the Muraquib;

g. Provided opinions and endorsements regarding new products and schemes.

Corporate Social Responsibility (CSR) of UCB Islamic Banking

As part of its Corporate Social Responsibility (CSR) commitment, UCB Islamic Banking implements various social development programs. The Bank emphasizes conducting financial transactions that address human necessities and encourages productivity-driven and socially impactful initiatives.

Sustainable and Green financing

The Government of Bangladesh has introduced the Green Financing Policy and encouraged banks and financial institutions to promote environment-friendly economic activities through green financing to support sustainable economic development. In line with this initiative, UCB Islamic Banking is actively contributing to the promotion of green financing, which involves providing financial products and services that support environmentally sustainable projects and initiatives.

Industry Position & Regulatory Compliance

UCB continues to hold a strong position among peer banks providing Islamic Banking services, supported by an extensive network of 100 Islamic Banking Windows as of December 2025. Our dedicated Islamic Banking branch further reinforces our commitment to delivering comprehensive Shariah-compliant financial solutions.

At UCB Islamic Banking, ethical banking remains a top priority, with Shariah compliance and regulatory adherence embedded at the core of all operations. From product development to business execution, the Bank strictly follows local regulatory guidelines while aligning with internationally recognized Shariah standards, including those of AAOIFI. This unwavering commitment ensures transparency, integrity, and trust in all our Islamic banking practices.

Future Outlook & Strategic Initiatives

Branch & Network Expansion

Increase market penetration through branch and window expansion and financial literacy programs, and emphasizing ethical and sustainable investments.

Shariah Governance Enhancement

Strengthen compliance, training, and Shariah audit functions for better transparency and trust.

Branding & Awareness

Run Service Month and targeted campaigns to raise awareness and promote Islamic banking in underserved areas.

Product Diversification

Develop more Shariah compliant financial products, growing Islamic asset management, Islamic wealth management tools.

Knowledge Sharing Program

In the coming years, UCB Islamic remains committed to continuous employee development, actively engaging team members in comprehensive training sessions on Islamic Banking. These initiatives will further enhance expertise, ensuring seamless service delivery and a deeper understanding of Shariah-compliant financial principles across all operational levels.

Innovations or digital banking initiatives

We can pioneer cutting-edge mobile banking apps that seamlessly embed Shariah-compliant Islamic finance solutions. Digital platforms can be introduced to enable instant, paperless account openings. With Islamic FinTech innovators we will be able to unlock microfinance and crowdfunding management. Powered by blockchain, various Shariah contracts—such as Murabaha, Bai Salam, etc.—can be automated, ensuring robust Shariah compliance.

Retail & SME Financing Growth

Focus on Shariah-compliant financing for individuals and small businesses.

Deposit Mobilization

Introduce innovative deposit products (e.g., Monthly Income Term Deposit, Waqf deposits, etc.) and promote digital deposit channels.

Green Banking & Finance:

Digital platforms for investing in green Sukuk, social impact funds, or Halal ESG portfolios, attracting ethically minded investors.

Focus in OBU finance through Islamic Banking:

In our future action plan we are focusing to separate the functions of OBU for Shariah and regulatory compliance — typically focused on foreign currency transactions in local and cross border trade based on Islamic principles avoiding interest-based mechanisms.



FINANCIAL STATEMENTS

Independent Auditor's Report
To the Shareholders of United Commercial Bank PLC.

Report on the Audit of the Consolidated and Separate Financial Statements

Qualified Opinion

We have audited the consolidated financial statements of United Commercial Bank PLC and its subsidiaries (the Group) as well as the separate financial statements of United Commercial 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, except for the effects of the matters described in the "Basis for Qualified Opinion" section of our report, the accompanying consolidated financial statements of the Group and separate financial statements of the Bank give a true and fair view of the consolidated financial position of the Group and the separate financial position of the Bank as at 31 December 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

Basis for Qualified Opinion

1. i) As at 31 December 2025, the Bank's total loans and advances amounted to BDT 61,789.01 crore, including classified loans and advances of BDT 9,576.23 crore. The required provision against such loans and advances was BDT 7,679.42 crore, against which the Bank has maintained a provision of BDT 2,524.38 crore only, resulting in a provision shortfall of BDT 5,155.04 crore.

   ii) As disclosed in Notes 13.6 to the financial statements, there is a provision shortfall against other assets amounting to BDT 439.89 crore, including an impairment loss of BDT 438.02 crore relating to UCB Fintech Company Limited, a subsidiary of United Commercial Bank PLC. The Bank holds 99.99% of the shares of the said Company. As at 31 December 2025, the Company has incurred cumulative losses of BDT 438.02 crore; however, the Bank has not recognized any impairment loss in its standalone (solo basis) financial statements.

However, Bangladesh Bank, vide its letter no. BSD-5 (Wing-3)/104/2026-410 dated 29 April 2026, has permitted the Bank to finalize its financial statements for the year ended 31 December 2025 without adjusting the aforesaid total provision shortfall of BDT 5,594.93 crore.

2. i) As per Section 13(2) of the Bank Company Act, 1991 (as amended in 2023) and BRPD Circular No. 18 dated 21 December 2014, to comply with Basel III requirements, the Bank's required capital as at 31 December 2025 stood at BDT 6,512.17 crore against which the Bank maintained capital of BDT 5,480.58 crore, resulting in a reported capital shortfall of BDT 2,659.64 crore as at the reporting date. However, if the provision shortfall of BDT 5,594.93 crore, as stated in paragraph 1 above, were considered, the capital shortfall would have increased to BDT 5,975.52 crore.

   ii) As per Section 13(2) of the Bank Company Act, 1991 (as amended in 2023), BRPD Circular No. 35 dated 29 December 2010, and BRPD Circular No. 18 dated 21 December 2014, in order to comply with Basel III requirements, the Bank is required to maintain a minimum Capital to Risk-Weighted Assets Ratio (CRAR) of 12.50% (including capital conservation buffer). However, the Bank's reported CRAR is 8.42% as at 31 December 2025. In the absence of regulatory forbearance from Bangladesh Bank and if the provision shortfalls referred to in this audit report were considered, the Bank would have incurred an aggregate loss of BDT 3,278.88 crore, and the CRAR would have declined to 0.93% on a solo basis as at the reporting date.

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 Matter

i) As disclosed in Note 4.1 B.ii to the financial statements, the Bank has fixed deposits amounting to BDT 196.88 crore placed with various Non-Bank Financial Institutions (NBFIs), among these deposits BDT 155.48 crore have matured long ago and are considered doubtful of recovery. The required provision against these fixed deposits is BDT 155.48 crore; however, the Bank has not maintained any provision as at 31

December 2025, resulting in a provision shortfall of BDT 155.48 crore.

ii) We draw attention to note 2 to the financial statements, where management has explained the basis of preparation of financial statements, including compliance with Rules and Regulations issued by Bangladesh Bank on classification of loans and advances, and required impairment provision. Our opinion is not modified in respect of this matter

Key Audit Matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. These matters were addressed in the context of our audit of the financial statements as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on these matters. Except for the matters described in the Basis for Qualified Opinion section, we have determined the matters described below to be the key audit matters to be communicated in our report.

Description of key audit matters	Our response to key audit matters
1. Recognition of interest income from loans and advances	
Refer to note no. 7 and 21 to the consolidated and separate financial statements	
Recognition of interest income has significant and wide influence on financial statements. Recognition and measurement of interest income has involvement of complex IT environment.	We tested the design and operating effectiveness of key controls over the recognition and measurement of interest from loans and advances. We have performed test of operating effectiveness on automated control in place to measure and recognize interest income.
We have identified recognition of interest income from loans and advances 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 and error in recognition of interest by management to meet specific targets or expectations. At the year ended 2025, the Bank reported total gross interest income of BDT 5,918.47 Crore (2024: BDT 5,611.47 crore).	We have also performed substantive procedure to check whether interest income is recognized completely and accurately. We have assessed the appropriateness and presentation of disclosures against relevant accounting standards and Bangladesh Bank guidelines.
2. Impairment assessment of unquoted shares	
Refer to note no. 6.3(C) to the consolidated and separate financial statements and para 1.iii of our basis for qualified opinion section	
In the absence of quoted price in an active market, the fair value of unquoted shares and securities, especially any impairment is calculated using valuation techniques which may take into consideration direct or indirect unobservable market data and hence requires an elevated level of judgement and assumption.	We assessed the process and controls put in place by the Bank to ensure all major investment decisions are undertaken through a proper due diligence process. We have tested a sample of investment valuation as at 31 December 2025 and compared our results to the recorded value.
Due to high level of judgment and assumption involved in evaluating the impairment assessment of unquoted shares, we considered this to be a key audit matter.	Finally, we have assessed the appropriateness and presentation of disclosures against relevant accounting standards and Bangladesh Bank guidelines. The impairment assessment and recognition was properly done for all shares except for the impairment loss of UCB Fintech Company Limited is a subsidiary Company of United Commercial Bank PLC.
3. Valuation of treasury bills and treasury bonds	
Refer to note no. 6a and 6.1 to the consolidated and separate financial statements	
The classification and measurement of treasury bills (T-Bills) and treasury bonds (T-Bonds) require judgment and complex estimates. In the absence of a quoted price in an active market, the fair value of T-Bills and T-Bonds is determined using complex valuation techniques which may take into consideration direct or indirect unobservable market data and complex pricing models which require an elevated level of judgment.	We assessed the processes and controls put in place by the Bank to identify and confirm the existence of treasury bills and treasury bonds. We have obtained an understanding, evaluated the design and tested the operating effectiveness of the key controls over the treasury bills and treasury bonds valuation processes, including controls over market data inputs into valuation models, model governance, and valuation adjustments. We have tested a sample of the valuation models and the inputs used in those models, using a variety of techniques, including comparing inputs to available market data. Finally, we have assessed the appropriateness and presentation of disclosures against relevant accounting standards and Bangladesh Bank guidelines.

Description of key audit matters	Our response to key audit matters
4. Deferred tax assets	
Refer to note no. 9.2 to the consolidated and separate financial statements	
As at 31 December 2025, the Bank reported net deferred tax assets of BDT 769.14 crore (December 2024: BDT 873.98 crore). Significant judgment is required in relation to measurement of deferred tax assets as their recoverability is dependent on forecasts of future profitability over a number of years.	We obtained an understanding, evaluated the design, and tested the operational effectiveness of the Bank's key controls over the recognition and measurement of deferred tax assets and the assumptions used in estimating the Group and the Bank's future taxable income. We have assessed the completeness and accuracy of the data used for the estimations of future taxable income. We have involved tax specialist to assess key assumptions, controls, recognition and measurement of deferred tax assets. Finally, we have assessed the appropriateness and presentation of disclosures against IAS 12: Income Taxes.
5. Legal and regulatory matters	
We focused on this area because the Bank and its subsidiaries (the "Group") operates in a legal and regulatory environment that is exposed to significant litigation and similar risks arising from disputes and regulatory proceedings. Such matters are subject to many uncertainties and the outcome may be difficult to predict. These uncertainties inherently affect the amount and timing of potential outflows with respect to the provisions which have been established and other contingent liabilities. Overall, the legal provision represents the Group's best estimation for existing legal matters that have a probable and estimable impact on the Group's financial position.	We obtained an understanding, evaluated the design and tested the operational effectiveness of the Group and Bank's key controls over the legal provision and contingency processes. We enquired those charged with governance to obtain their views on the status of all significant litigation and regulatory matters. We enquired of the Group and the Bank's internal legal counsel for all significant litigation and regulatory matters and inspected internal notes and reports. We also received formal confirmations from external counsel. We assessed the methodologies on which the provision amounts are based, recalculated the provisions, and tested the completeness and accuracy of the underlying information. We also assessed the Group and the Bank's provisions and contingent liabilities disclosure. Bangladesh Bank, through letter no. BSD-5/(Wing-3)/104/2026-410 dated 29 April 2026, instructed the Bank to finalize the financial statements keeping provision shortfall of BDT 5,594.93 crore.
6. IT systems and controls	
Our audit procedures have focused on IT systems and controls due to the pervasive nature and complexity of the IT environment; the large volume of transactions processed in numerous locations daily and the reliance on automated and IT dependent manual controls. Our areas of audit focus included master data management, user access management and developer access to the production environment and changes to the IT environment. Among others, these are key to ensuring operating effectiveness of IT dependent application-based controls.	We tested the design and operating effectiveness of the Group and the Bank's IT access controls over the information systems that are critical to financial reporting. We tested IT general controls (logical access, changes management and aspects of IT operational controls). This included testing that requests for access to systems were appropriately reviewed and authorized. We tested the Group and the Bank's periodic review of access rights. We also inspected requests of changes to systems for appropriate approval and authorization. We considered the control environment relating to various interfaces, configuration and other application layer controls identified as key to our audit. Where deficiencies were identified, we tested compensating controls or performed alternate procedures. In addition, we understood where relevant, changes were made to the IT landscape during the audit period and tested those changes that had a significant impact on financial reporting.

Other Matter

In accordance with IAS 24 Related Party Disclosures, the bank is required to disclose information regarding related party relationships, transactions, and outstanding balances. The management has stated in the financial statements that there are no related party disclosures other than those presented in the accompanying notes no 49.4.

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. We have nothing to report in this regard.

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 2.1 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.

Auditor's 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 scepticism 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 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 conformity with prevailing rules, regulations and accounting standards as well as related guidance issued by Bangladesh Bank;

(vi) except for the fact mentioned in our basis for qualified opinion paragraphs, adequate provisions have been made for advance and other assets 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;

  (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 UCB Stock Brokerage Limited, UCB Investment Limited, UCB Asset Management Limited, UCB Fintech Company Limited, have been audited by Aziz Halim

Khair Choudhury Chartered Accountants (Auditor of the parent company). The financial statements of UCB Exchange (SG) PTE Ltd were audited by C. C. YANG & CO., Public Accountants and Chartered Accountants. 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 13,500 person hours;

(xii) The Capital to Risk-weighted Asset Ratio (CRAR) of the Bank has been reported at 8.42% as at 31 December 2025. However, had the provision shortfall been fully recognized, the CRAR would have been reduced to 0.93%, indicating a significant shortfall in regulatory capital adequacy. However, 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 the 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.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants
FRC Enlistment No.: CAF-001-027



Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604301721AS567931

Dhaka
Date: 30 April, 2026

UNITED COMMERCIAL BANK PLC

Consolidated Balance Sheet

As at 31 December 2025

Particulars	Notes	Amount in BDT	
		31 December 2025	31 December 2024
PROPERTIES & ASSETS			
Cash	3	**55,853,763,149**	**45,443,634,157**
Cash in hand (including foreign currencies)		11,621,860,336	12,443,112,603
Balance with Bangladesh Bank & its agent bank(s) (including foreign currencies)		44,231,902,813	33,000,521,554
Balance with other banks & financial institutions	4	**16,184,249,595**	**19,013,303,637**
In Bangladesh		11,686,192,819	12,853,680,447
Outside Bangladesh		4,498,056,776	6,159,623,190
Money at call on short notice	5	**3,500,707,200**	**2,500,000,000**
Investments	6	**151,735,394,376**	**90,756,764,423**
Government		134,944,106,323	75,913,616,797
Others		16,791,288,053	14,843,147,626
Loans and Advances	7	**623,092,924,842**	**578,130,846,373**
Loans, Cash Credits, Overdrafts etc.		599,248,556,663	568,147,161,936
Bills purchased and discounted		23,844,368,179	9,983,684,437
Fixed assets including premises, furniture & fixture	8	**18,800,794,861**	**19,567,070,636**
Other assets	9	**17,844,286,428**	**16,768,471,179**
Non-banking assets	10	**18,956,000**	**3,336,000**
Total Assets		**887,031,076,449**	**772,183,426,405**
LIABILITIES AND CAPITAL			
Liabilities:			
Borrowings from other banks, financial institutions and agents	11	**64,545,436,413**	**81,142,166,248**
Deposits and other accounts	12	**683,829,831,519**	**552,225,706,273**
Current accounts & other accounts		118,535,587,938	104,192,635,067
Bills Payable		8,390,361,338	6,626,968,382
Savings Bank Deposits		104,413,833,775	93,476,409,174
Fixed Deposits		406,347,078,453	307,898,284,188
Bearer Certificates of Deposits		-	-
Other Deposits		46,142,970,015	40,031,409,462
Other Liabilities	13	**98,793,223,545**	**98,818,436,734**
Total Liabilities		**847,168,491,477**	**732,186,309,255**
Capital / Shareholders' Equity			
Paid up Capital	14	15,503,758,980	15,503,758,980
Share Premium	14.3	1,454,976,750	1,454,976,750
Statutory Reserve	15	15,842,396,287	15,828,739,273
General Reserve	16	26,577,961	26,577,961
Other Reserve	17	2,830,905,303	2,767,535,661
Start-up Equity Investment Fund	18	133,512,705	-
Retained Earnings	19	4,070,456,798	4,415,528,335
Total Shareholders' Equity		**39,862,584,784**	**39,997,116,960**
Non controlling interest		188	190
Total Shareholders' Equity with non-controlling interest		**39,862,584,972**	**39,997,117,150**
Total Liabilities and Shareholders' Equity		**887,031,076,449**	**772,183,426,405**

UNITED COMMERCIAL BANK PLC

Consolidated Off-Balance Sheet Items

As at 31 December 2025

Particulars	Notes	Amount in BDT	
		31 December 2025	31 December 2024
Contingent Liabilities:			
	20	**211,289,225,233**	**250,123,379,742**
Acceptances & Endorsements	20.1	77,568,061,302	105,263,752,167
Letters of Guarantee	20.2	55,242,076,074	60,918,919,087
Irrevocable Letters of Credit	20.3	61,688,195,957	59,160,060,971
Bills for Collection	20.4	16,790,891,900	24,780,647,517
Other Contingent Liabilities		-	-
Other Commitments:	20.5	**642,181,098**	**10,736,246,402**
Documentary credit and short term trade related transactions		-	-
Forward assets purchased and forward deposits placed		642,181,098	10,736,246,402
Undrawn note issuance and revolving underwriting facilities		-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-
Total Off-Balance Sheet items including contingent liabilities		**211,931,406,331**	**260,859,626,144**

The annexed notes 01 to 50 form an integral part of these financial statements.

Managing Director and CEO **Director** **Director** **Director**

This is the consolidated Balance Sheet referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants
FRC Enlistment No.: CAF-001-027

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604301721AS567931

Dhaka
Date: 30 April, 2026

UNITED COMMERCIAL BANK PLC

Consolidated Profit and Loss Account

For the year ended 31 December 2025

Particulars	Notes	Amount in BDT	
		2025	2024
Interest Income	22	59,329,765,822	56,329,944,149
Interest paid on deposits and borrowings etc.	23	49,292,692,783	35,174,181,758
Net Interest Income		**10,037,073,039**	**21,155,762,391**
Investment income	24	15,201,133,490	7,591,575,460
Commission, exchange and brokerage	25	8,413,487,593	9,005,638,512
Other Operating Income	26	263,760,652	373,798,700
Total Operating Income (A)		**33,915,454,774**	**38,126,775,063**
Salary and allowances	27	10,384,692,610	10,130,961,651
Rent, taxes, insurance, electricity etc.	28	1,719,361,806	1,626,418,570
Legal expenses	29	230,134,886	170,602,614
Postage, stamps, telecommunications etc.	30	234,252,892	241,811,089
Stationery, printing, advertisements etc.	31	1,416,782,068	2,137,940,631
Chief Executive's salary and fees	32	19,900,000	17,695,000
Directors' fees	33	5,213,611	6,013,571
Auditors' fees	34	14,361,576	1,778,833
Depreciation and repair of banks assets	35	2,485,189,505	2,690,805,309
Other expenses	36	5,720,794,251	6,314,523,617
Total Operating Expenses (B)		**22,230,683,205**	**23,338,550,885**
Profit/(Loss) before provision (C) = (A-B		**11,684,771,569**	**14,788,224,178**
Provision for Loans & Advances	37	10,766,473,921	11,852,866,574
Provision for diminution in value of investments	38	(54,633,610)	841,677,725
Other provisions	39	(846,447,952)	219,505,616
Total Provision (D)		**9,865,392,359**	**12,914,049,915**
Total Profit/(Loss) before Income taxes (C - D)		**1,819,379,210**	**1,874,174,263**
Provision for Taxation	40	**1,581,090,077**	**1,794,112,818**
Current Tax		540,003,568	4,570,211,087
Deferred tax expense/(income)		1,041,086,509	(2,776,098,269)
Net Profit after Taxation		**238,289,133**	**80,061,445**
Attributable to:			
Equity holders' of the Bank		238,289,135	80,061,441
Non controlling interest		(2)	4
		238,289,133	80,061,445
Appropriations			
Statutory Reserve		13,657,014	26,008,000
Start-Up Fund		-	6,078,043
CSR Fund			-
Coupon/Dividend on Perpetual Bond		570,000,002	587,500,000
Retained Surplus/(Deficit)		(345,367,883)	(539,524,598)
		238,289,133	**80,061,445**
Earnings Per Share (EPS)	41	0.15	0.05

The annexed notes 01 to 50 form an integral part of these financial statements.

Managing Director and CEO **Director** **Director** **Director**

This is the Consolidated Profit and Loss Account referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants
FRC Enlistment No.: CAF-001-027

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604301721AS567931

Dhaka
Date: 30 April, 2026

UNITED COMMERCIAL BANK PLC

Consolidated Statement of Changes in Equity

For the year ended 31 December 2025

Amount in BDT

Particulars	Paid up Capital	Share Premium	Statutory Reserve	General Reserve	Assets Revaluation Reserve	Investment Revaluation Reserve	Non-Controlling Interest	Foreign Currency translation gain/(loss)	Start-up Equity Investment Fund	Retained Earnings	Total
Balance as at 01 January 2025	15,503,758,980	1,454,976,750	15,828,739,273	26,577,961	2,534,101,559	80,353,462	190	153,080,640	-	4,415,528,335	39,997,117,150
Changes in accounting policy	-	-	-	-	-	-	-		-	-	-
Restated Balance	**15,503,758,980**	**1,454,976,750**	**15,828,739,273**	**26,577,961**	**2,534,101,559**	**80,353,462**	**190**	**153,080,640**	**-**	**4,415,528,335**	**39,997,117,150**
Surplus/deficit on accounts of revaluation of investments	-	-	-	-	-	62,824,438	-	-	-	-	62,824,438
Start-up Fund	-	-	-	-	-	-	-	-	133,512,705	-	133,512,705
Currency translation difference	-	-	-	-	-	-	-	545,204	-	(253,656)	291,548
Realization of Non-Bank Asset	-	-	-	-	-	-	-	-	-	550,000	550,000
Net Profit for the year	-	-	-	-	-	-	-	-	-	238,289,133	238,289,133
Transferred to statutory reserve	-	-	13,657,014	-	-	-	-	-	-	(13,657,014)	-
Cash Dividend	-	-	-	-	-	-	-	-	-	-	-
Stock Dividend	-								-	-	-
Coupon Payment Perpetual Bond	-	-	-	-	-	-	-	-	-	(570,000,002)	(570,000,002)
Non Controlling Interest	-	-	-	-	-	-	(2)	-	-	2	-
Balance as at 31 December 2025	**15,503,758,980**	**1,454,976,750**	**15,842,396,287**	**26,577,961**	**2,534,101,559**	**143,177,900**	**188**	**153,625,844**	**133,512,705**	**4,070,456,797**	**39,862,584,972**

For the year ended 31 December 2024

Amount in BDT

Particulars	Paid up Capital	Share Premium	Statutory Reserve	General Reserve	Assets Revaluation Reserve	Investment Revaluation Reserve	Non-Controlling Interest	Foreign Currency translation gain/(loss)	Start-up Equity Investment Fund	Retained Earnings	Total
Balance as at 01 January 2024	14,765,484,750	1,454,976,750	15,802,731,273	26,577,961	2,534,101,559	418,083,770	186	145,088,567	-	6,431,473,339	41,578,518,157
Changes in accounting policy	-	-	-	-	-	-	-		-	-	-
Restated Balance	**14,765,484,750**	**1,454,976,750**	**15,802,731,273**	**26,577,961**	**2,534,101,559**	**418,083,770**	**186**	**145,088,567**	**-**	**6,431,473,339**	**41,578,518,157**
Surplus/deficit on accounts of revaluation of investments	-	-	-	-	-	(337,730,308)	-	-		-	(337,730,308)
Currency translation difference (OBU)	-	-	-	-	-	-	-	7,992,073	-	-	7,992,073
Start-up Fund									-		
Net Profit for the year	-	-	-	-	-	-	-	-	-	74,111,467	74,111,467
Transferred to statutory reserve	-	-	26,008,000	-	-	-	-	-	-	(26,008,000)	-
Cash Dividend		-	-	-	-	-	-	-	-	(738,274,238)	(738,274,238)
Stock Dividend	738,274,230	-	-	-	-	-	-	-	-	(738,274,230)	-
Coupon Payment Perpetual Bond	-	-	-	-	-	-	-	-	-	(587,500,000)	(587,500,000)
Non Controlling Interest	-	-	-	-	-	-	4	-	-	(4)	-
Balance as at 31 December 2024	**15,503,758,980**	**1,454,976,750**	**15,828,739,273**	**26,577,961**	**2,534,101,559**	**80,353,462**	**190**	**153,080,640**	**-**	**4,415,528,335**	**39,997,117,150**

The annexed notes 01 to 50 form an integral part of these financial statements.

UNITED COMMERCIAL BANK PLC

Consolidated Cash Flow Statement

For the year ended 31 December 2025

	Particulars	Notes	Amount in BDT 2025	2024
A.	**Cash flows from operating activities**			
	Receipts of Interest		68,679,987,668	63,967,566,565
	Payments of Interest		(45,414,049,985)	(27,352,624,039)
	Receipts of Dividend		300,179,333	329,838,753
	Receipt of Fees & Commission		6,971,232,057	7,770,645,799
	Recoveries from previously written off loans and advances		1,136,127,598	369,041,609
	Payments to employees		(10,404,592,610)	(10,157,248,369)
	Payments to suppliers		(3,974,258,979)	(4,301,989,387)
	Payments for Income Tax		(4,166,060,634)	(2,955,963,224)
	Receipts from other operating activities		5,724,763,795	(774,520,100)
	Payments for other activities		(6,497,191,350)	(5,986,950,896)
	Operating profit before changes in operating assets and liabilities.		**12,356,136,893**	**20,907,796,711**
	Increase/Decrease in operating assets and liabilities:			
	Statutory Deposits		(60,823,561,717)	(6,021,159,996)
	Purchase/Sales of trading Securities		(1,035,887,248)	713,619,478
	Loans and advances to Customers		(58,581,171,676)	(65,497,893,918)
	Other assets		(545,540,403)	(3,478,097,639)
	Deposit from banks		19,683,094,026	(3,237,348,162)
	Deposit from customers		111,921,031,221	43,972,343,313
	Other Liabilities		3,110,689,503	9,713,307,067
			13,728,653,705	**(23,835,229,857)**
	Net Cash from operating activities (A)		**26,084,790,598**	**(2,927,433,146)**
B.	**Cash flows from investing activities**			
	(Purchase)/Sale of Securities		(912,253,181)	(163,935,183)
	(Purchase)/Sale of Property, Plant & Equipment's		(996,296,323)	(1,388,833,386)
	Net Cash from investing activities (B)		**(1,908,549,504)**	**(1,552,768,569)**
C.	**Cash flows from financing activities**			
	Receipts/(Payment) from borrowing		(15,019,829,835)	11,399,096,746
	Receipts/(Payment) of Sub-Ordinated Bond		(1,576,900,000)	1,222,800,000
	Cash received from issuing of Right shares			-
	Payment of cash dividend		-	(738,274,238)
	Start-up Equity Investment Fund		133,512,705	-
	Coupon payment on perpetual bond		(570,000,002)	(587,500,000)
	Net cash from financing activities (C)		**(17,033,217,132)**	**11,296,122,509**
D.	**Net Increase/(Decrease) in cash (A+B+C)**		**7,143,023,962**	**6,815,920,794**
	Effects of the changes of exchange rate on cash and cash equivalents*		1,442,547,084	1,499,604,132
E.	Cash and Cash equivalents at beginning of the year		66,964,463,494	58,648,938,569
F.	**Cash and cash equivalents at the end of the year**		**75,550,034,528**	**66,964,463,494**
	Consolidated Cash and cash Equivalents at end of the year			
	Cash in hand (including foreign currencies)	3 .1	11,621,860,336	12,443,112,603
	Balance with Bangladesh bank and its agent bank	3 .2	44,231,902,813	33,000,521,554
	Balance with other banks & financial institution	4	16,184,249,595	19,013,303,637
	Money at call on short notice	5	3,500,707,200	2,500,000,000
	Prize Bond		11,314,600	7,525,700
			75,550,034,528	**66,964,463,494**

The annexed notes 01 to 50 form an integral part of these financial statements.

UNITED COMMERCIAL BANK PLC

Balance Sheet

As at 31 December 2025

Particulars	Notes	Amount in BDT	
		31 December 2025	31 December 2024
Cash	3	**55,853,476,867**	**45,443,390,740**
Cash in hand (including foreign currencies)		11,621,574,054	12,442,869,186
Balance with Bangladesh Bank & its agent bank(s) (including foreign currencies)		44,231,902,813	33,000,521,554
Balance with other banks & financial institutions	4	**14,769,958,184**	**17,724,645,465**
In Bangladesh		10,271,901,408	11,565,022,275
Outside Bangladesh		4,498,056,776	6,159,623,190
Money at call on short notice	5	**3,500,707,200**	**2,500,000,000**
Investments	6	**148,714,528,650**	**87,851,387,227**
Government		134,276,467,671	75,068,296,150
Others		14,438,060,979	12,783,091,077
Loans and Advances	7	**617,890,096,768**	**572,828,869,287**
Loans, Cash Credits, Overdrafts etc.		594,045,728,589	562,845,184,850
Bills purchased and discounted		23,844,368,179	9,983,684,437
Fixed assets including premises, furniture & fixture	8	16,313,096,005	17,056,580,533
Other assets	9	26,995,634,921	25,371,267,219
Non-banking assets	10	18,956,000	3,336,000
Total Assets		**884,056,454,596**	**768,779,476,471**
LIABILITIES AND CAPITAL			
Liabilities:			
Borrowings from other banks, financial institutions and agents	11	**63,448,264,958**	**79,786,237,601**
Deposits and other accounts	12	**683,941,521,373**	**554,215,267,256**
Current accounts & other accounts		119,250,711,103	106,182,196,050
Bills Payable		8,390,361,338	6,626,968,382
Savings Bank Deposits		104,413,833,775	93,476,409,174
Fixed Deposits		406,437,078,453	307,898,284,188
Bearer Certificates of Deposits		-	-
Other Deposits		45,449,536,704	40,031,409,462
Other Liabilities	13	**94,612,743,873**	**92,987,149,524**
Total Liabilities		**842,002,530,204**	**726,988,654,381**
Capital / Shareholders' Equity			
Paid up Capital	14	15,503,758,980	15,503,758,980
Share Premium	14.3	1,454,976,750	1,454,976,750
Statutory Reserve	15	15,730,183,055	15,730,183,055
General Reserve	16	26,577,961	26,577,961
Other Reserve	17	2,830,905,303	2,767,663,734
Start-up Equity Investment Fund	18	133,512,705	-
Retained Earnings	19	6,374,009,638	6,307,661,613
Total Shareholders' Equity		**42,053,924,392**	**41,790,822,093**
Total Liabilities and Shareholders' Equity		**884,056,454,596**	**768,779,476,471**

UNITED COMMERCIAL BANK PLC

Off-Balance Sheet Items

As at 31 December 2025

Particulars	Notes	Amount in BDT	
		31 December 2025	31 December 2024
Contingent Liabilities:	20	**211,289,225,233**	**250,123,379,742**
Acceptances & Endorsements	20.1	77,568,061,302	105,263,752,167
Letters of Guarantee	20.2	55,242,076,074	60,918,919,087
Irrevocable Letters of Credit	20.3	61,688,195,957	59,160,060,971
Bills for Collection	20.4	16,790,891,900	24,780,647,517
Other Contingent Liabilities		-	-
Other Commitments:	20.5	**642,181,098**	**10,736,246,402**
Documentary credit and short term trade related transactions		-	-
Forward assets purchased and forward deposits placed		642,181,098	10,736,246,402
Undrawn note issuance and revolving underwriting facilities		-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-
Total Off-Balance Sheet Items Including Contingent Liabilities		**211,931,406,331**	**260,859,626,144**

The annexed notes 01 to 50 form an integral part of these financial statements.

Managing Director and CEO **Director** **Director** **Director**

This is the Balance Sheet referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants
FRC Enlistment No.: CAF-001-027

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604301721AS567931

Dhaka
Date: 30 April, 2026

UNITED COMMERCIAL BANK PLC

Profit and Loss Account

For the year ended 31 December 2025

Particulars	Notes	Amount in BDT	
		2025	2024
Interest Income	22	59,184,717,010	56,114,658,916
Interest paid on deposits and borrowings etc.	23	49,322,092,432	35,257,762,623
Net Interest Income		**9,862,624,578**	**20,856,896,293**
Investment income	24	14,934,256,949	7,438,953,056
Commission, exchange and brokerage	25	7,474,997,431	7,926,924,617
Other Operating Income	26	254,906,726	246,412,832
Total Operating Income (A)		**32,526,785,684**	**36,469,186,798**
Salary and allowances	27	9,691,480,130	9,372,438,905
Rent, taxes, insurance, electricity etc.	28	1,685,242,699	1,601,796,023
Legal expenses	29	223,064,036	159,313,658
Postage, stamps, telecommunications etc.	30	218,281,208	223,449,513
Stationery, printing, advertisements etc.	31	1,364,460,674	2,074,052,715
Chief Executive's salary and fees	32	19,900,000	17,695,000
Directors' fees	33	4,389,500	5,189,971
Auditors' fees	34	13,265,000	1,380,000
Depreciation and repair of banks assets	35	2,281,479,032	2,517,600,162
Other expenses	36	5,244,299,565	5,418,376,644
Total Operating Expenses (B)		**20,745,861,844**	**21,391,292,591**
Profit/(Loss) before provision (C) = (A-B)		**11,780,923,840**	**15,077,894,207**
Provision for Loans & Advances	37	10,670,561,383	11,850,515,516
Provision for diminution in value of investments	38	(78,216,859)	862,483,227
Other provisions	39	(846,447,952)	219,505,616
Total Provision (D)		**9,745,896,572**	**12,932,504,359**
Total Profit/(Loss) before Income taxes (C - D)		**2,035,027,268**	**2,145,389,848**
Provision for Taxation	40	**1,399,229,241**	**1,537,585,596**
Current tax expense		350,870,065	4,312,972,008
Deferred tax expense/(income)		1,048,359,175	(2,775,386,412)
Net Profit after Taxation		**635,798,027**	**607,804,252**
Appropriations			
Statutory Reserve		-	-
Start-Up Fund		-	6,078,043
CSR Fund		-	-
Coupon/Dividend on perpetual bond		570,000,002	587,500,000
Retained Surplus		65,798,025	14,226,209
		635,798,027	**607,804,252**
Earnings Per Share (EPS)	41	0.41	0.39

The annexed notes 01 to 50 form an integral part of these financial statements.

Managing Director and CEO **Director** **Director** **Director**

This is the Consolidated Profit and Loss Account referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants
FRC Enlistment No.: CAF-001-027

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604301721AS567931

Dhaka
Date: 30 April, 2026

UNITED COMMERCIAL BANK PLC

Statement of Changes in Equity

For the year ended 31 December 2025

Amount in BDT

Particulars	Paid up Capital	Share Premium	Statutory Reserve	General Reserve	Assets Revaluation Reserve	Investment Revaluation Reserve	Foreign currency translation gain/(loss)	Start-up Equity Investment Fund	Retained Earnings	Total Equity
Balance as at 01 January 2025	15,503,758,980	1,454,976,750	15,730,183,055	26,577,961	2,534,101,559	80,353,462	153,208,713	-	6,307,661,613	41,790,822,093
Changes in accounting policy	-		-	-	-	-	-	-	-	-
Restated balance	**15,503,758,980**	**1,454,976,750**	**15,730,183,055**	**26,577,961**	**2,534,101,559**	**80,353,462**	**-**	**-**	**6,307,661,613**	**41,790,822,093**
Surplus/(Deficit) on revaluation of properties	-	-	-	-	-	-	-		-	-
Surplus/(Deficit) on revaluation of investments	-	-	-	-	-	62,824,438	-	-	-	62,824,438
Start-up Fund	-	-	-	-	-	-	417,131	133,512,705	-	133,512,705
Currency translation differences	-	-	-	-	-	-	-	-	-	417,131
Realization of Non-Bank Asset	-	-	-	-	-	-	-	-	550,000	550,000
Net profit for the period (Before Appropriations)	-	-	-	-	-	-	-	-	635,798,027	635,798,027
Cash Dividend	-	-	-	-	-	-		-	-	-
Stock Dividend	-				-		-	-	-	-
Coupon Payment of Perpetual Bond	-	-	-	-	-	-		-	(570,000,002)	(570,000,002)
Balance as at 31 December 2025	**15,503,758,980**	**1,454,976,750**	**15,730,183,055**	**26,577,961**	**2,534,101,559**	**143,177,900**	**153,625,841**	**133,512,705**	**6,374,009,638**	**42,053,924,392**

For the year ended 31 December 2024

Amount in BDT

Particulars	Paid up Capital	Share Premium	Statutory Reserve	General Reserve	Assets Revaluation Reserve	Investment Revaluation Reserve	Foreign currency translation gain/(loss)	Start-up Equity Investment Fund	Retained Earnings	Total Equity
Balance as at 01 January 2024	14,765,484,750	1,454,976,750	15,730,183,055	26,577,961	2,534,101,559	418,083,770	145,131,268	-	7,769,983,871	42,844,522,984
Changes in Accounting policy	-		-	-	-	-	-	-		-
Restated Balance	**14,765,484,750**	**1,454,976,750**	**15,730,183,055**	**26,577,961**	**2,534,101,559**	**418,083,770**	**145,131,268**	**-**	**7,769,983,871**	**42,844,522,984**
Surplus on account of revaluation of investments	-	-	-	-	-	(337,730,308)	-	-	-	(337,730,308)
Start-up Fund								-		-
Currency translation differences	-	-	-	-	-	-	8,077,445	-	-	8,077,445
Net profit for the year	-	-	-	-	-	-	-	-	601,726,209	601,726,209
Cash Dividend	-	-	-	-	-	-	-	-	(738,274,238)	(738,274,238)
Stock Dividend	738,274,230				-			-	(738,274,230)	-
Coupon Payment of Perpetual Bond	-	-	-	-	-	-	-	-	(587,500,000)	(587,500,000)
Balance as at 31 December 2024	**15,503,758,980**	**1,454,976,750**	**15,730,183,055**	**26,577,961**	**2,534,101,559**	**80,353,462**	**153,208,713**	**-**	**6,307,661,613**	**41,790,822,093**

The annexed notes 01 to 50 form an integral part of these financial statements.

UNITED COMMERCIAL BANK PLC

Cash Flow Statement

For the year ended 31 December 2025

Particulars		Notes	Amount in BDT 2025	Amount in BDT 2024
A.	**Cash flows from operating activities**			
	Receipts of Interest		68,400,186,719	63,223,029,042
	Payments of Interest		(45,442,530,512)	(27,111,596,805)
	Receipts of Dividend		248,757,131	293,308,737
	Receipt of Fees & Commission		6,032,741,895	6,427,325,644
	Recoveries from previously written off loans and advances		1,136,127,598	369,041,609
	Payments to employees		(9,711,380,130)	(9,390,133,905)
	Payments to suppliers		(3,887,040,969)	(3,274,395,400)
	Payments for Income Tax		(4,039,381,454)	(2,687,359,301)
	Receipts from other operating activities		5,604,752,304	(806,907,709)
	Payments for other activities		(5,998,694,825)	(5,885,117,503)
	Operating profit before changes in operating assets and liabilities.		**12,343,537,758**	**21,157,194,411**
	Increase/Decrease in operating assets and liabilities:			
	Statutory Deposit		(61,001,243,712)	(6,021,159,996)
	Purchase/Sale of trading securities		(1,061,873,312)	840,193,258
	Loans and advances to customers		(58,680,320,688)	(66,859,382,258)
	Other Assets		(587,790,767)	(3,572,177,279)
	Deposit from Banks		19,683,094,026	(3,237,348,162)
	Deposit from customers		110,043,160,092	44,057,931,633
	Other liabilities		4,478,275,296	8,748,794,396
			12,873,300,935	**(26,043,148,408)**
	Net Cash from operating activities (A)		**25,216,838,693**	**(4,885,953,998)**
B.	**Cash flows from investing activities**			
	(Purchase)/Sale of Securities		(593,096,590)	(144,125,426)
	(Purchase)/Sale of Property, Plant & Equipment's		(832,059,884)	(1,353,571,568)
	Net Cash from investing activities (B)		**(1,425,156,474)**	**(1,497,696,994)**
C.	**Cash flows from financing activities**			
	Receipts/(Payment) from borrowing		(14,761,072,643)	13,291,673,656
	Receipts/(Payment) of Sub-Ordinated Bond		(1,576,900,000)	1,222,800,000
	Cash received from issuing of shares		-	-
	Payment of cash dividend		-	(738,274,238)
	Start-up Equity Investment Fund		133,512,705	
	Coupon payment on perpetual bond		(570,000,002)	(587,500,000)
	Net cash from financing activities (C)		**(16,774,459,940)**	**13,188,699,418**
	Net Increase/(Decrease) in cash (A+B+C)		**7,017,222,279**	**6,805,048,427**
	Effects of the changes of exchange rate on cash and cash equivalents*		1,442,672,667	1,499,598,967
	Cash and Cash equivalents at the beginning of the year		65,675,561,905	57,370,914,512
	Cash and cash equivalents at the end of the year		**74,135,456,857**	**65,675,561,905**
	Cash and cash Equivalents at the end of the year			
	Cash in hand (including foreign currencies)	3.1	11,621,574,054	12,442,869,186
	Balance with Bangladesh bank and its agent bank	3.2	44,231,902,813	33,000,521,554
	Balance with other banks & financial institution	4	14,769,958,184	17,724,645,465
	Money at call on short notice	5	3,500,707,200	2,500,000,000
	Prize Bond		11,314,600	7,525,700
			74,135,456,857	**65,675,561,905**

The annexed notes 01 to 50 form an integral part of these financial statements.

UNITED COMMERCIAL BANK PLC

Liquidity Statement
Asset and Liability Maturity Analysis

As at 31 December 2025

Amount in BDT

Particulars	Up to 1 Month	1 - 3 Months	3 - 12 Months	1 - 5 Years	More than 5 years	Total
Assets						
Cash in hand	30,414,976,867	-	-	-	25,438,500,000	55,853,476,867
Balance with other banks & financial institutions	10,871,158,184	1,700,000,000	-	2,198,800,000	-	14,769,958,184
Money at call on short notice	3,500,707,200	-	-	-	-	3,500,707,200
Investment	4,596,947,452	7,629,071,216	12,020,839,325	42,951,230,565	81,516,440,092	148,714,528,650
Loans and Advances	214,317,698,503	29,389,854,122	85,950,552,732	187,723,100,948	76,664,522,284	594,045,728,589
Bill Purchased & Discounted	12,041,503,586	8,989,027,180	2,813,837,413	-	-	23,844,368,179
Fixed assets including premises, furniture & fixture	-	-	-	-	16,313,096,005	16,313,096,005
Other Assets	3,957,884,808	4,119,172,424	211,543,461	-	18,707,034,228	26,995,634,921
Non banking assets	-	-	-	-	18,956,000	18,956,000
Total Assets (A)	**279,700,876,600**	**51,827,124,942**	**100,996,772,932**	**232,873,131,513**	**218,658,548,609**	**884,056,454,596**
Liabilities						
Borrowing from Bangladesh bank, other banks, financial institutions and agents	7,527,245,321	22,546,326,271	15,250,960,722	7,972,570,785	10,151,161,859	63,448,264,958
Deposits	75,181,351,468	145,111,914,191	146,571,091,190	311,711,478,858	5,365,685,665	683,941,521,373
Provisions and other liabilities	8,375,858,143	23,763,091,977	15,605,283,987	-	46,868,509,766	94,612,743,873
Total Liabilities (B)	**91,084,454,932**	**191,421,332,439**	**177,427,335,900**	**319,684,049,643**	**62,385,357,290**	**842,002,530,204**
Net Liquidity Gap (A-B)	**188,616,421,669**	**(139,594,207,498)**	**(76,430,562,968)**	**(86,810,918,130)**	**156,273,191,321**	**42,053,924,392**

1. The Bank and Its Activities

1.1 Status of the Bank

United Commercial Bank PLC ('UCB' or "the Bank") was incorporated in Bangladesh as a public limited company on 26 June 1983 under the Companies Act 1913. The Bank obtained approval from Bangladesh Bank to commence operations on 13 November 1983.

As of 31 December 2025, UCB operates:

- 234 branches (2024: 231), including one Islamic Banking branch that adheres to Islamic Shariah principles.
- 50 Islamic Banking windows within conventional branches, providing Islamic Banking services in compliance with Shariah principles.
- 188 sub-branches (2024: 177).
- 709 ATMs/CRMs (2024: 716).
- 620 agent banking outlets (2024: 855).

UCB is a publicly traded company listed on the Dhaka Stock Exchange (DSE) Limited and the Chittagong Stock Exchange (CSE) Limited. The Bank's Head office is located at: Plot – CWS-(A)-1, Road – 34, Gulshan Avenue, Dhaka – 1212, Bangladesh.

1.2 Nature of Business

UCB is engaged in a full range of commercial and Islamic banking services across Bangladesh. The Bank serves both individual and corporate clients, offering:

- Traditional banking services, including deposit products, loans, trade finance, and treasury management.
- Islamic banking services, provided through its dedicated Islamic Banking branch and windows.
- Transaction and foreign exchange services, catering to local and international clients.
- Structured finance solutions for corporations and financial institutions.
- Inland and international remittance services for individuals and businesses.
- Direct Custody and Clearing (DCC) services, introduced in 2020 for offshore clients.

1.3 Offshore Banking Unit

The Off-Shore Banking Unit (OBU) of United Commercial Bank PLC operates as a distinct and specialized business division under a comprehensive regulatory framework. The Unit is governed by the Offshore Banking Act, 2024 (Act No. 2 of 2024), FE Circular No. 11 dated January 30, 2025, and subsequent circulars and guidelines issued by Bangladesh Bank.

The Bank received formal approval to establish the Unit vide letter no. BRPD (P-3) 744 (117)/2010-2577 dated June 9, 2010, and commenced operations on November 10, 2010. Currently operating from Dhaka under Bangladesh Bank's supervision, the OBU provides a full range of commercial banking services in foreign currencies, primarily supporting international trade, offshore lending, and foreign currency deposit services.

Maintaining strict operational and financial segregation from on-shore banking activities, the Unit prepares and presents its financial statements separately, ensuring transparency, regulatory compliance, and sound governance. Through disciplined Management and adherence to prudential standards, the Off-Shore Banking Unit continues to strengthen the Bank's footprint in the international banking landscape.

1.4 Islamic Banking

The Bank obtained permission for commencement of Islamic Banking operations from Bangladesh Bank vide, letter no. BRPD (P-3) 745 (17)/2020-1453 dated 6 February 2020. As part of its continued dedication to Islamic banking, UCB launched a specialized UCB Islamic Banking Branch in Gulshan in 2021. Building on this effort, the bank further advanced the initiative in 2025 by securing approval from Bangladesh Bank for 50 Islamic Banking windows within its existing branch network, significantly broadening access to Shariah-compliant financial services.

UCB extends Islamic financing facilities under various Shari'ah-compliant modes, including:

- Murabaha (cost-plus financing)
- Bai-Salam (advance purchase financing)
- Musharaka (profit-and-loss sharing partnership)
- Hire Purchase Under Shirkatul Melk (HPSM) (lease-purchase)
- Other approved Shari'ah modes

Additionally, the Bank mobilizes deposits through Shari'ah-compliant instruments, such as:

- Al-Wadiah (Current Accounts)
- Mudaraba (Savings, Short Notice Deposits, Term Deposits, and Recurring Deposits)

The financial statements for Islamic Banking operations are presented separately, ensuring transparency and compliance with regulatory requirements.

1.5 Agent Banking

The Bank obtained permission from Bangladesh Bank on 07.02.2017 through letter no. BRPD (p-3)745(17)2017-677 to start the operation of Agent Banking and subsequently started its commercial operation on February 1, 2018.

As of 31 December 2025, UCB has established 620 agent outlets across Bangladesh, securing the 5th position in the industry based on the number of agent outlets.

Key highlights:

- A strong, granular deposit portfolio of BDT 1,570 crore, sourced from grassroots-level banking.

- 308,449 accounts acquired, representing approximately 11% of the Bank's total accounts.

Core Services Provided:

- Account opening
- Cash deposit and withdrawal
- Inward foreign remittance disbursement
- Utility bill collection
- Fund transfers via RTGS and BEFTN
- Salary disbursement
- Bank statement issuance
- Loan sourcing & repayment collection (SOD, SME, and Agricultural loans)
- Credit card application processing
- Balance inquiries, internet & SMS banking
- School fee collection
- Bangla QR merchant acquisition

Innovations & Technological Advancements:

UCB's Agent Banking platform has introduced several cutting-edge features to enhance accessibility and customer convenience, including:

- Fully digital, paperless on boarding using e-KYC.
- Bangla QR code on boarding through agents.
- Branch-led business model to enhance customer engagement.
- "UPAY"-collaborated business initiatives, promoting digital financial inclusion.

These innovations underscore UCB's commitment to financial inclusion and delivering modern, accessible banking solutions across Bangladesh.

1.6 Subsidiary Companies

A subsidiary is an entity over which UCB exercises control through its shareholding and voting rights. Control is established when the Bank holds more than 50% of a company's shares or has the power to govern its financial and operational policies.

As per International Accounting Standard (IAS) 27 ("Separate Financial Statements") and International Financial Reporting Standard (IFRS) 10 ("Consolidated Financial Statements"), UCB prepares both Solo Financial Statements and Consolidated Financial Statements.

The non-controlling interest (NCI), representing minority shareholders' stake, includes share capital and profits attributable to minority shareholders. Intergroup transactions, balances, and unrealized profits/losses are eliminated in consolidation

1.6.1 UCB Stock Brokerage Limited

UCB Stock Brokerage Limited was restructured on 22 November 2020 from UCB Capital Management Limited (DSE TREC No. 181, CSE TREC No. 015).

Company Background:

- Incorporated on 20 November 2007 as UCB Capital Management Limited.
- Commenced operations on 19 June 2013.
- Operates under licenses from Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE).
- Registered with Bangladesh Securities and Exchange Commission (BSEC) as a Stock Dealer.

Core Activities:

- Brokerage services
- Margin loan facilities
- Stock trading and investment management

Licensing & Regulatory Approvals:

Authority	License/Registration No.	Purpose
Bangladesh Securities and Exchange Commission (BSEC)	3.1/DSE-181/2011/486	Stock Broker (DSE)
Bangladesh Securities and Exchange Commission (BSEC)	3.1/DSE-181/2011/487	Stock Dealer (DSE)
Bangladesh Securities and Exchange Commission (BSEC)	3.2/CSE-015/2014/210	Stock Broker (CSE)
Bangladesh Securities and Exchange Commission (BSEC)	3.2/CSE-015/2014/211	Stock Dealer (CSE)
Bangladesh Securities and Exchange Commission (BSEC)	BSEC/Registration/ CDBL-DP-175	Depository Functions with Central Depository Bangladesh Limited (CDBL)
Dhaka Stock Exchange Limited (DSE)	TREC NO. 181	Trading with DSE
Chittagong Stock Exchange Limited (CSE)	TREC NO. 015	Trading with CSE

UCB PLC holds 24,999,999 shares of UCB Stock Brokerage Limited (Face Value: Tk. 100 each), equivalent to 99.99% ownership.

1.6.2 UCB Investment Limited

Incorporated on 3 August 2011, UCB Investment Limited is a private limited company operating under the Companies Act 1994.

- Registered with RJSC (C-94654/11).
- Obtained Merchant Banking License (MB-97/2020) from BSEC on 5 October 2020.
- Provides portfolio management, underwriting, fund management, and capital market advisory services.

UCB PLC holds 99,999,999 shares (Face Value: Tk. 10 each), equivalent to 99.99% ownership

1.6.3 UCB Asset Management Limited

Incorporated on 5 February 2019 under the Companies Act 1994.

- Registered with RJSC.
- Licensed as an Asset Management Company (BSEC/ Asset Manager/2020/46) on 3 February 2020.
- Manages investment portfolios, mutual funds, and institutional asset management.

UCB PLC holds 99,999,999 shares (Face Value: Tk. 10 each), equivalent to 99.99% ownership.

1.6.4 UCB Fintech Company Limited

Incorporated on 30 July 2020 under the Companies Act 1994.

- Offers mobile financial services, including:
- Cash-in, cash-out, and money transfers
  - Utility bill payments
  - E-commerce & in-store payments
  - Remittance services
  - G2P & P2G transactions

UCB PLC holds 499,999,999 shares (Face Value: Tk. 10 each), equivalent to 99.99% ownership.

1.6.5 UCB Exchange (SG) PTE Ltd

UCB Exchange (SG) PTE Ltd, a wholly owned subsidiary of United Commercial Bank PLC, was incorporated in Singapore on January 25, 2023, as a private limited company under the Companies Act 1967 in Singapore. It operates under the Unique Entity Number (UEN): 202302830G. Following its incorporation, UCB Exchange applied for a remittance license from the Monetary Authority of Singapore (MAS), which is currently under process.

The company's primary objective is to engage in remittance services and conduct transactions, activities, and operations typically associated with remittance and exchange houses. UCB PLC holds 1,000 shares of UCB Exchange (SG) PTE Ltd, each with a face value of 1 Singapore Dollar (SGD 1.00), representing 100% ownership of the company.

1.6.6 Summary of Shareholding in Subsidiaries and Associates

The shareholding structure of UCB PLC in its subsidiaries and associates is summarized below:

Name of Subsidiary	Face Value per Share	Total No. of Ordinary Shares	Shares Held by UCB	UCB's Shareholding (%)
UCB Stock Brokerage Limited	BDT 100	25,000,000	24,999,999	99.99%
UCB Investment Limited	BDT 10	100,000,000	99,999,999	99.99%
UCB Asset Management Limited	BDT 10	100,000,000	99,999,999	99.99%
UCB Fintech Company Limited	BDT 10	500,000,000	499,999,999	99.99%
UCB Exchange (SG) PTE Ltd	SGD 1.00	1,000	1,000	100%

1.6.7 UCB Foundation

UCB Foundation, the philanthropic arm of United Commercial Bank PLC, was established under the Societies Registration Act, 1860, with the mission of driving sustainable development across Bangladesh. The foundation actively contributes to education, healthcare, and community development, ensuring a meaningful impact on society.

Education Initiatives

UCB Foundation is committed to enhancing access to quality education through:

- Scholarships and stipends for meritorious and underprivileged students.
- Grants and funding for educational institutions.
- Capacity-building programs to equip students with essential skills for the future.

Healthcare Contributions

The foundation plays a pivotal role in improving public health by:

- Supporting healthcare facilities with financial aid and essential medical equipment.
- Funding public health initiatives to benefit underprivileged communities.
- Enhancing access to medical services for those in need.

Community Development Efforts

Beyond education and healthcare, the foundation collaborates with local and non-profit organizations to:

- Address critical social challenges such as poverty alleviation and disaster relief.
- Promote economic empowerment by supporting small businesses and skill development programs.
- Preserve cultural heritage and foster social cohesion.

Through these strategic initiatives, UCB Foundation remains dedicated to uplifting communities and fostering a better, more inclusive future for Bangladesh.

2. Summary of Significant Accounting Policies and Basis of Preparation of the Financial Statements

2.1 Basis of Preparation

The financial statements of the Bank have been prepared in accordance with:

- First Schedule (Section 38) of the Bank Company Act, 1991 (as amended).
- Bangladesh Bank guidelines, including BRPD Circular No. 14 dated June 25, 2003, and other relevant circulars.
- International Financial Reporting Standards (IFRSs) and International Accounting Standards (IASs).
- Standards set by the Financial Reporting Council (FRC) under the Financial Reporting Act, 2015 (FRA).
- Other applicable laws and regulations in Bangladesh.

In compliance with Bangladesh Bank BRPD Circular No. 02, dated February 25, 2019, these financial statements for the period ended 31 December 2025, include the operations of both:

- Domestic Banking Unit (DBU) and Offshore Banking Unit (OBU)
- Consolidated financial statements of the Group, comprising the Bank (parent company) and its subsidiaries.

2.1.1 Statement of Compliance

The Financial Reporting Act, 2015 (FRA), enacted in 2015, led to the formation of the Financial Reporting Council (FRC) in 2017. The FRC adopted IFRSs and IASs as the applicable financial reporting framework for public interest entities, including banks.

Accordingly, the consolidated and separate financial statements of the Group and the Bank have been prepared in line with IFRSs as adopted by FRC, while also complying with the following regulatory requirements:

- The Bank Company Act, 1991, as amended.
- The Companies Act, 1994, as amended.
- Circulars, rules, and regulations issued by Bangladesh Bank (BB).
- Bangladesh Securities and Exchange Commission (BSEC) Regulations, including:
  - Bangladesh Securities and Exchange Rules, 2020.
  - Bangladesh Securities and Exchange Ordinance, 1969.
  - Bangladesh Securities and Exchange Act, 1993.
  - BSEC (Public Issue) Rules, 2015.
  - BSEC (Debt Securities) Rules, 2021.
- Income Tax Act, 2023, and related regulations.
- The Value Added Tax and Supplementary Duty Act, 2012, and related amendments.
- Dhaka Stock Exchange (DSE), Chittagong Stock Exchange (CSE), and Central Depository Bangladesh Limited (CDBL) regulations.
- Financial Reporting Act, 2015.

Regulatory Precedence

In cases where there is a conflict between IFRS requirements and Bangladesh Bank regulations, the Bank Company Act, 1991 (as amended), and Bangladesh Bank circulars and regulations shall take precedence.

The following key departures from IFRS have been applied:

i. Presentation of financial statements

IFRS: As per IAS 1, 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 noncurrent 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 non-current classifications.

ii. Investment in Equity instrument

IFRS: As per requirements of IFRS 9, classification and measurement of investment in shares and securities will depend on how these are managed (the entity's business model) along with 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 Banking Regulation and Policy Department (BRPD) circular no. 14 dated 25 June 2003, 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 investment; otherwise, investments are recognized at cost. UCB recognizes investment in shares and securities at cost basis.

iii. Subsequent measurement of Government securities

IFRS: Debt instruments include both bonds and bills. As per requirements of IFRS 9 Financial Instruments, bonds can be categorized as "Amortized Cost (AC)", "Fair Value Through Profit or Loss (FVTPL)" or "Fair Value through Other Comprehensive Income (FVOCI)". Bonds designated as Amortized Cost are measured at amortized cost method and interest income is recognized through profit and loss account. Any changes in fair value of bonds designated as FVTPL is recognized in profit and loss account while changes in fair value of bonds designated as FVOCI is recognized in other reserve as a part of equity. As per requirements of IFRS 9, bills can be categorized either as "Fair Value Through Profit or Loss (FVTPL)" or "Fair Value through Other Comprehensive Income (FVOCI)". Any change in fair value of bills is recognized in profit and loss or other reserve as a part of equity respectively.

Bangladesh Bank: As per DOS Circular no. 05 (26 May 2008) and subsequent clarification in DOS Circular no 05 (28 January 2009), Government securities/bills are classified either into Held for Trading (HFT) or Held to Maturity (HTM). 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 recognized 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. Interest on HFT securities including amortization of discount are recognized in the profit and loss account. HTM securities which have not matured as at the balance sheet date are amortized at the year end and only gains on amortization are recognized in other reserve as a part of equity.

iv. Repo and Reverse Repo transactions

IFRS: As per IFRS 9 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. The same rule applies to the opposite side of the transaction (reverse repo).

Bangladesh Bank: As per DOS Circular letter no. 6 dated 15 July 2010 and subsequent clarification in DOS circular no.2 dated 23 January 2013, 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.

However, as per DMD circular letter no.7 dated 29 July 2012, non-primary dealer banks are eligible to participate in the Assured Liquidity Support (ALS) program, whereby such banks may enter collateralized repo arrangements with Bangladesh Bank. Here the selling bank accounts for the arrangement as a loan, thereby continuing to recognize the asset.

v. Provision on loans and advances

IFRS: As per IFRS 9 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: In accordance with BRPD Circular No. 15 dated November 27, 2024, bank is required to maintain general provisions ranging from 0.5%, 1% & 5% against unclassified loan portfolios. Additionally, specific provisions must be maintained for classified loans based on the duration of overdue: 20% for sub-standard loans, 50% for doubtful loans, and 100% for bad/loss loans.

It is important to note that these provisioning requirements are not fully aligned with the impairment and expected credit loss recognition principles outlined in IFRS 9: Financial Instruments.

vi. Recognition of interest in suspense

IFRS: Loans and advances to customers are generally classified at amortized cost as per IFRS 9 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 becomes credit-impaired, the entity shall apply the effective interest rate to the amortized cost of these loans and advances.

Bangladesh Bank: In accordance with BRPD Circular No. 15 dated November 27, 2024 and BRPD Circular No.22 dated October 13, 2025, once a loan is adversely 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.

vii. Other comprehensive income

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.

Bangladesh Bank: Bangladesh Bank has issued templates for financial statements through BRPD circular no. 14 dated 25 June 2003 which is strictly followed by all banks. The templates of financial statements issued by Bangladesh Bank do not include OCI nor are the elements of OCI allowed to be included in a single OCI statement. As such the Bank does not prepare an OCI statement. However, elements of OCI, if any, are shown in the statements of changes in equity.

viii. 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. As such full disclosure and presentation requirements of IFRS 7 cannot be made in the financial statements.

ix. Financial guarantees

IFRS: As per IFRS 9, 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 costs 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, dated 25 June 2003 financial guarantees such as letter of credit and letter of guarantee will be treated as off-balance sheet items. No liability is recognized for the guarantee except the cash margin. As per BRPD Circular No.01 dated 03 January 2018 and BRPD Circular No.14 dated 23 September 2012, the Bank is required to maintain provision at 1% against gross off-balance sheet exposures (which includes undrawn loan commitments) considering the latest BRPD circular letter No. 09 dated 27 May 2019.

x. 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 and on short notice, treasury bills, Bangladesh Bank bills and prize bond are not shown as cash and cash equivalents in the balance sheet. Money at call and on short notice are presented on the face of the balance sheet while treasury bills, Bangladesh Bank bills, prize bonds are shown as investments. However, in the cash flow statement, money at call and short notice and prize bonds are shown as cash and cash equivalents beside cash in hand, balance with Bangladesh Bank and other banks.

xi. Non-banking asset

IFRS: No indication of Non-banking assets is found in any IFRS.

Bangladesh Bank: As per BRPD circular no. 14 dated 25 June 2003 and BRPD Circular no. 22 dated 20 September 2021, there must exist a face item named Non-banking asset.

xii. Presentation of intangible asset

IFRS: Intangible assets must be identified and recognized, and the disclosure must be given as per IAS 38: Intangible Assets.

Bangladesh Bank: There is no requirement for regulation of intangible assets in BRPD 14 dated 25 June 2003 under section 7 Fixed Asset. Hence it is shown in fixed assets including premises and furniture and fixtures.

xiii. Cash flow statement

IFRS: Cash flow statement can be prepared either in direct method or in indirect method. The presentation is selected to present these cash flows in a manner that is most appropriate for the business or industry. The method selected is applied consistently.

Bangladesh Bank: As per BRPD circular no. 14 dated 25 June 2003, cash flows are the mixture of direct and indirect method.

xiv. Balance with Bangladesh Bank (Cash Reserve Requirement)

IFRS: Balance with Bangladesh Bank should be treated as other asset as it is not available for the use in day-to-day operations as per IAS 7.

Bangladesh Bank: Balance with Bangladesh Bank is treated as cash and cash equivalents.

xv. Off-balance sheet items

IFRS: There is no concept of off-balance sheet items in any IFRS; hence, there is no requirement of disclosure of off-balance sheet items.

Bangladesh Bank: As per BRPD circular no. 14 dated 25 June 2003, off-balance sheet items (e.g. Letter of credit, Letter of guarantee etc.) must be disclosed separately on the face of balance sheet.

xvi. Disclosure of appropriation of profit

IFRS: There is no requirement to show appropriation of profit in the face of statement of comprehensive income.

Bangladesh Bank: As per BRPD circular no. 14 dated 25 June 2003, an appropriation of profit should be disclosed in the face of profit and loss account.

xvii. Loans and advance net of provision

IFRS: As per IFRS 9, Loans and advances should be presented net of provisions.

Bangladesh Bank: As per BRPD circular no. 14 dated 25 June 2003, provision on loans and advances are presented separately as liability and cannot be netted off against loans and advances.

xviii. Provision on Financial Guarantees

IFRS: As per IFRS 9 bank shall recognize credit losses on undrawn loan commitments such as Letter of Credit (L/C), Letter of Guarantee (L/G) etc. as the present value of the difference between the contractual cash flow that are due by the customer if the commitment is drawn down and the cash flows that bank expects to receive.

Bangladesh Bank: Provision on financial guarantees is booked as per BRPD Circular No. 06 dated 25 April 2023.

xix. Provision for Startup Fund

IFRS: There is no requirement to show appropriation of profit in the face of statement of comprehensive income.

Bangladesh Bank: In compliance with SMESPD circular 04 dated March 29, 2021 and SMESPD circular letter 05 dated April 26, 2021, the Bank has created Start-up Fund in first quarter of 2021; appropriating 1% of net profit from FY 2020 to FY 2024; five years as per the circular. Hence, there is no requirement of appropriation in 2025. The objective of this fund is to provide loan facilities to the start-up entrepreneurs for their business and projects.

2.1.2 Going Concern

The accompanying financial statements have been prepared on the assumption that the Bank will continue operating as a going concern for the foreseeable future. The Bank has no intention or legal/regulatory obligation to liquidate or significantly reduce its scale of operations. Key financial indicators, including liquidity, profitability, asset quality, provision sufficiency, and capital adequacy, have demonstrated a healthy trend over the past several years. Furthermore, management is not aware of any material uncertainties that could cast significant doubt on the Bank's ability to continue as a going concern.

2.1.3 Disclosure on Basel III

The Basel III accord is a set of financial reforms that was developed by the Basel Committee on Banking Supervision (BCBS), with the aim of strengthening regulation, supervision, and risk management within the banking industry. Due to the impact of the 2008 Global Financial Crisis on banks, Basel III was introduced to improve the banks' ability to handle shocks from financial stress and to strengthen their transparency and disclosures as well as liquidity standards.

Basel III was intended to strengthen bank capital requirements by increasing bank liquidity and decreasing bank leverage. The global capital framework and capital buffers require financial institutions to hold more capital and higher quality of capital as per current Basel III rules. The leverage ratio introduces a non-risk-based measure to supplement the risk-based minimum capital requirements. The liquidity ratios ensure that adequate funding is maintained in case there are other severe banking crises.

Key Principles of Basel III

Capital Conservation Buffer is designed to absorb losses during periods of financial and economic stress. Financial institutions will be required to hold a capital conservation buffer of 2.5% to withstand future periods of stress, bringing the total common equity requirement to 7% (4.5% common equity requirement and the 2.5% capital conservation buffer). The capital conservation buffer must be met exclusively with common equity. Financial institutions that do not maintain the capital conservation buffer faces restrictions on pay-outs of dividends, share buybacks, and bonuses.

Higher Common Equity Tier 1 (CET1) increased to 4.5% (including buffer 7%).

Minimum Total Capital Ratio is 10%. Tier 2 capital instruments are harmonized and tier 3 capital is

abolished in the Basel III regime. With buffer, Banks have to maintain 12.50% capital of Total Risk Weighted Asset of the banks.

Leverage ratio: Basel III introduced a minimum "leverage ratio". The leverage ratio was calculated by dividing Tier 1 capital by the bank's average total consolidated assets; the banks were expected to maintain a leverage ratio in excess of 3.75% under Basel III.

Liquidity requirements

Basel III introduced two required liquidity ratios:

a. **Liquidity Coverage Ratio (LCR)** ensures that sufficient levels of high-quality liquid assets are available for one-month survival in a severe stress scenario.

b. **Net Stable Funding Ratio (NSFR)** promotes resilience over long-term time horizons by creating more incentives for financial institutions to fund their activities with more stable sources of funding on an ongoing structural basis.

2.2 Basis of Measurement

The financial statements have been prepared on a historical cost basis with the following exceptions:

- **Government Treasury Bills and Bonds (Held for Trading - HFT):** Valued at present value using the 'mark-to-market' method, with gains credited to the revaluation reserve and losses charged to the Profit and Loss Account.
- **Government Treasury Bills and Bonds (Held to Maturity - HTM):** Measured using the amortization method.
- **Land:** Initially recognized at cost and subsequently remeasured at fair value as per IAS-16 and relevant regulatory guidelines.
- **Investments in Listed Companies:** Valued at market price, while investments in unlisted companies are measured at cost or book value, whichever is lower.
- **Defined Benefit Scheme:** Recognized as the net position of present value obligations, total plan assets, and other related items in accordance with IAS 19.

2.3 Basis of Consolidation

The consolidated financial statements include United Commercial Bank PLC and its subsidiaries: UCB Stock Brokerage Limited, UCB Investment Limited, UCB Asset Management Limited, UCB Fintech Company Limited, and UCB Exchange (SG) PTE Ltd. The consolidated financial statements have been prepared in accordance with IAS 27 (Separate Financial Statements) and IFRS 10 (Consolidated Financial Statements) for the financial period ended 31 December 2025.

Key principles of consolidation include:

- **Full Line-by-Line Integration:** The financial statements of subsidiaries are fully incorporated from the date control is established until the date control ceases.
- **Elimination of Intercompany Balances and Transactions:** Unrealized intra-group profits/losses are eliminated.
- **Non-Controlling Interests (NCI):** Recognized separately within equity.
- **Loss of Control:** Upon losing control of a subsidiary, assets, liabilities, NCI, and related equity components are derecognized, and any resulting gain or loss is recorded in the Profit and Loss Account.

2.4 Use of Estimates and Judgments

The preparation of financial statements requires management to make judgments, estimates, and assumptions affecting asset and liability valuations, as well as income and expense recognition. These estimates are reviewed periodically and adjusted as necessary. Significant areas requiring estimation include:

i) Provision for loans and advance

The Bank assesses its loans and advances for objective evidence of impairment on a regular basis and particularly at year end. Whilst the primary criteria set out in BRPD Circular No. 15 dated November 27, 2024, and BRPD Circular No.22 dated October 13, 2025 for determining whether a loan is impaired is objective, being based on borrower's ability to make timely repayments, loans and advances may also be classified based on qualitative judgment. This involves making assessments regarding the economic environment in which borrowers operate in addition to making judgments about a borrower's financial situation and net realizable value of any underlying collateral.

ii) Taxation

The estimation of current tax provision involves making judgments regarding admissibility of certain expenses, estimating the amount of other expenses for tax purposes and applicability of provision of Income Tax Act 2023 and Finance Act 2025, although return will be submitted for tax based on the Finance Act 2026.

In addition, the recognition of deferred tax assets requires the Bank to estimate the extent to which it is probable that future taxable profits will be available against which the deferred tax assets may be utilized.

iii) Post-employment benefits-asset/(liability) from gratuity

The determination of Bank's asset/(liability) from gratuity involves the use of estimates regarding demographic variables (such as employee turnover and mortality) and financial variables (such as future increases in salaries and medical costs) that will influence the cost of the benefit.

iv) Depreciation

Depreciation is provided on a straight-line basis over the estimated useful life of each item of fixed asset. The determination of useful life involves the use of estimates regarding expected use of the assets, expected physical wear and tear, technical or commercial obsolescence and legal or similar limits on the use of the assets.

v) Provisions for expenses

A provision is recognized in the balance sheet when the Bank has a legal or constructive obligation as a result of past event, it is probable that an outflow of economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of obligation in compliance with IAS 37: Provisions, Contingent Liabilities and Contingent Assets.

vi) Lease Liabilities

The lease liability is initially measured at the present value of the lease payments, discounted at the Bank's

incremental borrowing rate. The Bank determines its incremental borrowing rate by obtaining interest rates from various external financing sources and makes certain adjustments to reflect the terms of the lease and type of the rental assets leased. The lease liability is remeasured when there is a change in future lease payments or the changes in discount rate. When the lease liability is remeasured in this way, a corresponding adjustment is made to the carrying amount of the right-of-use assets and lease liabilities.

2.5 Consistency

United Commercial Bank PLC ensures consistency in financial reporting as per the IFRS framework, IAS 1 (Presentation of Financial Statements), and IAS 8 (Accounting Policies, Changes in Accounting Estimates, and Errors). Changes in accounting policies are applied retrospectively, while changes in estimates are applied prospectively.

2.6 Foreign Currency Transactions and Translation

Functional and presentation currency

These financial statements are presented in Bangladesh Taka (Taka/Tk./BDT) which is the Bank's functional currency. The functional currency of OBU is US Dollar (USD). The financial statements of OBU have been translated to presentation currency (Taka/Tk./BDT) using the exchange rate prevailing at balance sheet date and average exchange rate during the year. Except as otherwise indicated, financial information presented in Taka has been rounded to the nearest integer.

Foreign currency transactions

Transactions/Day End Balances in foreign currencies are converted into respective functional currencies at the rate of exchange ruling at the date of transactions as per IAS 21: The Effects of Changes in Foreign Exchange Rates. Effects of Exchange rate differences (rates at which transactions were initially recorded and the rate prevailing on the reporting date/date of settlements) applied on the monetary assets or liabilities of the bank are recorded in the Profit and Loss Account.

Assets and liabilities of OBU have been presented in Taka (which is functional currency of the Bank) using year end standard mid-rate of exchange of the Bank. On the other hand, incomes and expenses are translated using monthly average of standard mid-rate of exchange. The foreign currency translation difference is a net result of exchange difference of year end standard mid-rate and monthly average of standard mid-rate arising from translation of functional currency to presentation currency.

Foreign currency differences arising on translation are recognized in the profit and loss account except for exchange rate differences on fund deposited with Bangladesh Bank as capital, which is recognized directly in equity.

2.7 Cash Flow Statement

Cash flow statement has been prepared in accordance with International Accounting Standard (IAS)-7: Statement of Cash Flows and under the guideline of Bangladesh Bank BRPD Circular no.14 dated 25 June 2003. The Statement shows the structure of changes in cash and cash equivalents during the financial year.

2.8 Statement of Changes in Equity

The statement of changes in equity reflects information about the increase or decrease in net assets or wealth. The statement also shows item-wise movement along with the description of changes from the end of last year to the end of current year.

2.9 Liquidity Statement

The liquidity statement of assets and liabilities as of the reporting date has been prepared based on residual maturity, following the criteria below:

Particulars	Basis of Classification
Cash, balances with other banks and financial institutions, money at call, and short notice	Stated maturity/observed behavioural trend
Investments	Residual maturity term
Loans and advances	Repayment/maturity schedule and behavioural trend (for non-maturity products)
Fixed assets	Useful life
Other assets	Realization/amortization basis
Borrowings from other banks and financial institutions	Maturity/repayment term
Deposits and other accounts	Maturity and behavioural trend (for non-maturity products)
Other long-term liabilities	Maturity term
Provisions and other liabilities	Settlement/adjustment schedule

2.10 Significant Accounting Policies

The accounting policies outlined below have been applied consistently to all periods presented in these financial statements. These policies are uniformly followed by all group entities unless otherwise directed by the Central Bank, the primary regulator. Certain comparative figures in the financial statements have been reclassified and rearranged to align with the current year's presentation.

Accounting Policies of Subsidiaries

The financial statements of subsidiaries are prepared using accounting policies consistent with those of the Bank (Parent) for similar transactions and events. These statements follow the calendar year ending on December 31, the same as the Bank; or as per the requirement of Bank as and when necessary.

A. ASSETS AND BASIS OF VALUATION

2.10.1 Cash and Cash Equivalents

Cash and cash equivalents include:

- Notes and coins on hand
- Unrestricted balances held with Bangladesh Bank
- Highly liquid financial assets subject to insignificant risk of fair value changes

These assets are readily available for the Bank's short-term commitments.

2.10.2 Investments

All investment securities are initially recognized at cost, including acquisition-related charges. Premiums are amortized, while discounts are accrued. The accounting treatment for government treasury securities (HFT and HTM) follows:

- DOS Circular Letter No. 5 (May 26, 2008)
- DOS Circular Letter No. 5 (January 28, 2009)
- DOS Circular Letter No. 27 (December 4, 2023)

2.10.3 Held-to-Maturity (HTM) Investments

HTM investments have fixed or determinable payments and are intended to be held until maturity.

- Initially recorded at cost
- Subsequently measured at amortized cost at year-end
- Changes in value are reflected in shareholders' equity or the profit and loss account accordingly

2.10.4 Held-for-Trading (HFT) Investments

HFT investments are acquired for short-term trading or as designated by management.

- Initially recorded at cost
- Revalued weekly using the Mark-to-Market (MTM) approach
- Revaluation gains are recognized under shareholders' equity
- Revaluation losses are charged to the profit and loss account

2.10.5 REPO and Reverse REPO Transactions

Securities purchased under re-sale agreements are treated as collateralized lending and recorded at the consideration paid and interest accrued thereon. The difference between purchase price and re-sale price is treated as interest received and accrued evenly over the life of Repo agreement.

Since 01 September 2010 transactions of REPO and Reverse REPO are recorded based on DOS Circular no. 06, dated 15 July 2010 of Bangladesh Bank. Securities under repo will be excluded from the investment portfolio and hence will not be eligible for SLR purpose. Securities acquired under reverse repo will be eligible for SLR purpose initially at its clean price (in case of coupon bearing security) or at its market value (in case of non-coupon bearing security).

2.10.6 Investment in Listed/Quoted Securities

- Acquired for capital gains or dividend income
- Reported at cost
- Unrealized gains are not recognized in the profit and loss account
- Provision for any diminution in value is recorded in the profit and loss account

2.10.7 Investment in Unquoted Securities

- Reported at cost under the cost method
- If Net Asset Value (NAV) falls below cost, the shortfall is adjusted in the Profit & Loss Account
- No recognition of unrealized gains

Revaluation of Investments

Investment Type	Revaluation Basis
Government Treasury Bills and Bonds (HFT)	Mark-to-Market (MTM)
Government Treasury Bills and Bonds (HTM)	Amortized cost
Prize Bonds	Cost
Unquoted Shares	Lower of cost or last declared Net Asset value (NAV).

2.10.8 Investment in Subsidiaries

- Accounted for under the cost method per IAS 27: Separate Financial Statements
- Compliance with IFRS 3: Business Combinations and IFRS 10: Consolidated Financial Statements
- Impairment assessments are made per IAS 36: Impairment of Assets

2.10.9 Loans, Advances and provisions

a) Loans and advances are stated at gross amount.

b) Loans and advances are broadly classified under the heads of Continuous, Demand, Long Term and Short-Term Agriculture and Micro Credit. Continuous and Demand Loans are accounted under Capitalized method where interest accrues monthly and applied to loan account quarterly. Term loans are accounted under amortized method where repayments consist of no. of EMIs.

c) Interest on unclassified loans & advances and SMA loans are credited to Interest Income. Interest on Sub- standard and Doubtful Loans and advances are not credited to interest income, it is kept in suspense account as per Bangladesh Bank instructions and such interest is not accounted for as income until realized from borrowers. Interest accrual is kept stopped for all Bad & Loss Loans.

d) Commission and discounts on bills purchased and discounted are recognized at the time of realization.

e) General provisions on unclassified loans and off-balance sheet items, specific provisions for classified loans and interest suspense thereon are shown under other liabilities. Provision against classified loans and advances is made on the basis of quarter end review by the management and instructions contained in BRPD Circular No. 15 dated November 27, 2024 and BRPD Circular No.22 dated October 13, 2025.

Particulars	Rates
General Provision on	
Agricultural Credit (Other than Short Term)	1%
CMSME Financing	0.5%
Consumer Financing (Other than Credit Card)	1%
Credit Card	1%
Industrial Credit	1%
Service Sector Credit	1%
Trade & Commerce Sector Credit	1%
Other Credit	1%
Short Term Agri. Credit	0.5%
Off-balance sheet exposures	0.25%-5%
CMSME Financing – Special mention account (SMA)	0.5%
Short Term Agri. Credit - Special mention account (SMA)	0.5%
Special mention account (SMA)	5%
Specific Provisions on	
Substandard loans	20%
Doubtful loans	50%
Bad/Loss loans and advances	100%

f) Loans and advances are written off to the extent that years as per guidelines of Bangladesh Bank (BRPD Circular No-04, Dated: February 18, 2024, BRPD Circular No-08, Dated: October 19, 2025, BRPD Circular No-09, Dated: November 19, 2025, BRPD Circular No-11, Dated: December 03, 2025;

- Loans unlikely to be recovered can be removed from books, prioritizing older NPLs.
- Banks must notify borrowers (e.g., 10 working days) before write-off action.
- 100% Provision must be kept before write-off of any accounts.
- Partial write-off allowed after exhausting recovery avenues and adjusting eligible collateral & interest suspense balance.
- Aims to reflect true financial condition with clearer risk disclosure.

2.10.10 Property, Plant, and Equipment (PPE) & Depreciation

Recognition & Initial Measurement

An item of fixed assets is recognized as an asset if it is probable that future economic benefits will flow to the entity and its cost can be reliably measured.

The initial cost of PPE includes:

- Purchase price (including duties/taxes, net of discounts).
- Direct costs incurred to bring the asset to operational condition.
- Costs related to dismantling/removal/restoration of the asset.

Subsequent Measurement

The Bank may adopt either the cost model or revaluation model for PPE. Fixed assets, except land, are recorded at cost less accumulated depreciation. Land is initially recorded at cost and subsequently revalued by professional valuers. Any revaluation surplus is recorded in Shareholders' Equity.

Subsequent Expenditure

The bank recognizes any subsequent expenditure in the carrying amount of an item of property, plant and equipment as a part of the cost only when it is probable that future economic benefits embodied with the item will flow to the bank due to the subsequent expenditure. However, expenditures incurred after the assets have been put into operation, such as, repairs and maintenance are recognized as revenue expenditure in the period in which it is incurred.

Depreciation

Depreciation is charged at the rates stated below on all fixed assets on the basis of estimated useful lives as determined in the fixed asset policy of the Bank. In all cases depreciation is calculated using the straight line method. Charging depreciation commences from the month of acquisition (for full month) and ceases at the month when the assets are disposed. No depreciation has been charged on land. Rate and method of charging depreciation/ amortization of fixed assets are mentioned below:

Name of the assets	Rate of depreciation	Method of charging depreciation/ amortization
Land	NIL	Not applicable
Building	2.50%	Straight Line Method
Furniture & Fixtures	12.50%	Straight Line Method
Office Equipment	12.50%	Straight Line Method
Computer Equipment	20.00%	Straight Line Method
Computer Software	12.50%	Straight Line Method
Vehicle	12.50%	Straight Line Method

Changes in the useful life or depreciation method are accounted for as per IAS 8: Accounting Policies, Changes in Accounting Estimates, and Errors.

Capital Work-in-Progress (CWIP)

Property, plant and equipment under construction is recognized and reported under Fixed Assets as per IAS-16: Property, Plant and Equipment as Capital Work in Progress until the construction work is completed and the asset is ready for the intended use. This asset is stated at cost, and depreciation of the asset will be charged from the date of its intended use.

De-recognition of PPE

Assets are de-recognized upon disposal or when no future economic benefits are expected. Gains or losses from de-recognition are recorded in the Profit & Loss Account.

Revaluation of PPE

An item of Property, Plant and Equipment is revalued when fair value of the asset differs materially from its carrying amount. Such revaluation is normally carried out by professionally qualified valuers. Last revaluation of Bank's land property and Building were carried as at 27 December 2012 by Padma Techno Consult & Survey Ltd. Accordingly, revaluation surplus is included in fixed assets and assets revaluation reserve is recognized under shareholder's equity as per guidelines of IAS-16: Property, Plant and Equipment. Such revaluation reserve will be disposed-off upon retirement/de-recognition of the assets.

2.10.11 Lease Accounting

Assets obtained under Lease Agreements

International Financial Reporting Standard (IFRS)-16: Leases come into force on 1 January 2019, as adopted by Institute of Chartered Accountants of Bangladesh (ICAB). As per IFRS-16, a lease is a contract (or part of a contract) that conveys the right to use an asset for a period of time in exchange for consideration. A contract contains a lease if fulfilment depends on an identified asset and it conveys the right to control the use of that identified asset throughout the period of use. Each lease component should be identified and accounted for separately.

As a lessee

The Bank recognizes a Right-of-Use (ROU) asset and a lease liability from the initial application date i.e. 01 January 2019 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 recognized 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 Bank by the end of the lease term or the cost of the right-of-use asset reflects that the Bank 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 re-measurements 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 Bank's weighted average rate. Generally, the Bank uses its incremental borrowing rate as the discount rate.

i) Determining whether an arrangement contains a lease

At inception of an arrangement, the Bank determines whether the arrangement is or contains a lease. At inception or reassessment of an arrangement that contains a lease, the Bank separates payments and other consideration required by the arrangement into those for the lease and those for other elements on the basis of their relative fair value. If the Bank concludes for a finance lease that it is impracticable to separate the payments reliably, then an asset and a liability are recognized at an amount equal to the fair value of the underlying asset; subsequently, the liability is reduced as payments are made and an imputed finance cost on the liability is recognized using the Bank's incremental borrowing rate.

ii) Leased Asset

Leases of property, plant and equipment that transfer to the Bank substantially all of the risks and the rewards of ownership are classified as finance leases. The leased assets are measured initially at an amount equal to the lower of their fair value and the present value of the minimum lease payments. Subsequent to initial recognition, the assets are accounted for in accordance with the accounting policy applicable to the asset.

Assets held under other leases are classified as operating leases and are not recognized in the Bank's statement of financial position.

iii) Lease Payment

Payments made under operating lease are charged to profit or loss on a straight-line basis over the term of the lease. Lease incentives received are recognized as an integral part of the total lease expenses, over the term of the lease.

Minimum lease payments made under finance leases are apportioned between the finance expense and the reduction of the outstanding liability. The finance expense is allocated to each period during the lease term so as to produce a constant periodic rate of interest on the remaining balance of the liability.

2.10.12 Intangible Assets

An intangible asset is recognized if it is probable that future economic benefits attributable to the asset will flow to the Bank and the asset's cost can be measured reliably. Recognition and measurement of intangible assets comply with International Accounting Standard (IAS) 38: Intangible Assets.

Intangible assets are derecognized upon disposal or when no future economic benefits are expected. Gains or losses from derecognition are calculated as

the difference between net disposal proceeds and the asset's carrying amount, recognized in the profit and loss account. As per BRPD Circular No. 14 (dated June 25, 2003), intangible assets are included under Fixed Assets. However, their details, including amortization rates, are presented in the Fixed Asset schedule.

2.10.13 Impairment of Assets

The Bank periodically reviews asset carrying amounts to determine any impairment indicators. If an asset's carrying amount exceeds its recoverable amount, an impairment loss is recognized in the profit and loss account, following IAS 36: Impairment of Assets. No impairment losses were recognized for the period ended 31 December 2025.

2.10.14 Other Assets

Other assets primarily comprise advance office rent, advance income tax (pending assessment), investments in subsidiaries, receivables from fees and other unrealized income, and advances for operating and capital expenditures. As per BRPD Circular No. 14 (dated June 25, 2003), income-generating and non-income-generating assets are disclosed separately in the financial statement notes.

2.10.15 Receivables

Receivables are recognized when the Bank has a contractual right to receive cash or another financial asset from a counterparty.

2.10.16 Non-Banking Assets

Non-banking assets arise when a borrower defaults on a loan, and the Bank gains legal ownership of the mortgaged property through a court decree. As per BRPD Circular No. 14 (dated June 25, 2003), such assets are recorded separately.

Recognition of Non-Banking Assets

Although IFRS does not explicitly cover non-banking assets, they are recognized when the Bank establishes control over the economic benefits of the asset and its cost/value can be reliably measured. Per BRPD Circular No. 22 (dated September 20, 2021), non-banking assets are recorded when the following conditions are met:

- Certification of ownership u/s 33(7) of the 'Artharin Adalat Act 2003' obtained
- Registration from the Sub Registry Office completed
- DCR & Mutation form the concerned AC Land office completed
- Land rent tax and Municipal tax (if any) paid
- Valuation of the property done
- Physical possession obtained

Measurement of Non-Banking Assets

Non-banking assets are measured at lower of value determined by an internal committee and the value determined by an independent professional valuation firm as per BRPD Circular No. 22, dated 20 September 2021.

B. Liabilities and Provisions

2.10.17 Borrowings from Other Banks, Financial Institutions, and Agents

These borrowings, including interest-bearing loans and bonds, are reported at the principal outstanding balance. Interest payable on these borrowings is recorded under other liabilities.

2.10.18 Debt Securities

After global economic turmoil in 2010, the global financial regulators are more concerned with enhancing risk resilience capacity of the banks and introduced more risk sensitive capital adequacy framework namely Basel III. With the view to strengthening capital base of the bank and subsequently to meet up the capital adequacy ratio as per Bangladesh Bank's instruction in line with BASEL-III Accord, UCB issued the following Subordinated and Perpetual bonds with key features as listed below:

Subordinated Bonds:

United Commercial Bank PLC (UCB) issued a total of six subordinated bonds and two perpetual bonds, all with due consent from the Bangladesh Securities and Exchange Commission (BSEC) and No Objection Certificates (NOC) from Bangladesh Bank.

Among the six subordinated bonds:

- The UCB 1st Subordinated Bond and UCB 2nd Subordinated Bond have been fully redeemed/ repaid.
- The UCB 3rd Subordinated Bond and UCB 4th Subordinated Bond have been fully subscribed.
- The UCB 5th Subordinated Bond was not fully subscribed and the subscription was closed as on 23 June 2025;
- The UCB 6th Subordinated Bond was approved during 2025 and partially subscribed;

Perpetual Bonds:

Among the two perpetual bonds:

- The UCB 1st Perpetual Bond has been fully subscribed.
- The UCB 2nd Perpetual Bond is partially subscribed, with a listed portion amounting to BDT 30 (Thirty) crore. * The subscription of the Bond was closed on 11 September 2025.
- 10% of the total issue size of the UCB 2nd perpetual bond (BDT 300 million) has been listed in the stock exchanges.

2.10.19 Deposits and Other Accounts

Deposits include current, short-term, savings, and fixed deposits, initially recognized at the amount received and subsequently accounted for at their outstanding balances as per contractual agreements.

2.10.20 Other Liabilities

Other liabilities comprise items such as provision for loans and advances/ investments, provision for taxes, interest payable on borrowing, interest suspense and accrued expenses etc. Individual item-wise liabilities are recognized as per the guidelines of Bangladesh Bank and International Financial Reporting Standards (IFRSs).

2.10.21 Dividend Payments

Interim dividends are recognized when disbursed to shareholders, whereas final dividends are acknowledged only upon shareholders' approval at the Annual General Meeting (AGM). As per IAS-10: Events after the Reporting Period, proposed dividend, if any, is disclosed in the "Events after reporting period" note.

Dividend payments to the Bank's shareholders are accounted for as liabilities and deducted from shareholders' equity in the financial statements once shareholders' entitlement to receive the dividend is formally established.

2.10.22 Provision for Loans and Advances

Provision for classified loans and advances is made on the basis of quarter end review by the management and instructions contained in BRPD Circular No. 15 dated November 27, 2024 and BRPD Circular No.22 dated October 13, 2025.

2.10.23 Provision for Investment in the Capital Market and Other Than Capital

Provisions for unrealized losses (net of gains) on capital market investments are maintained per DOS Circular No. 01 (dated May 24, 2023), on a portfolio basis.

2.10.24 Provision for Off-Balance Sheet Exposures

In compliance with Bangladesh Bank guidelines, contingent liabilities have been disclosed under off-balance sheet items. As per BRPD Circular No. 06 dated 25 April 2023 the Bank has been maintaining provision as per the Bangladesh Bank guideline/Circulars against off-balance sheet exposures.

2.10.25 Provision for Other Assets

Provision for other assets is maintained in compliance with BRPD Circular No. 04 (dated April 12, 2022).

2.10.26 Provision for Nostro Accounts

No provision was required to make for Nostro Accounts/ Nostro un-reconciled entries in the accounting year 2023 as per BRPD Circular no. 04 dated 12 April 2022.

2.10.27 Provision for Liabilities and Accrued Expenses

In compliance with IAS-37: Provision, Contingent Liabilities and Contingent Assets, provisions for other liabilities and accrued expenses are recognized in the financial statements when the Bank has a legal or constructive obligation as a result of past event, it is probable that an outflow of economic benefit will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

2.10.28 Employee Benefits and Retirement Benefit Schemes

The retirement benefits accrued for the employees of the Bank as on reporting date has been accounted for in accordance with the provision of International Accounting Standard (IAS)-19: Employees Benefits. Various types retirement benefit schemes of the bank are as follows:

Provident fund

Provident fund benefits are given to the employees of the Bank in accordance with the registered provident fund rules. The Commissioner of Income Tax, Dhaka (North) has approved the provident fund as a recognized provident fund within the meaning of section 2 (52) read with the provision of part – B of the First Schedule of Income Tax Ordinance 1984. The recognition took effect from November 30, 1988. The Fund is operated by a Board of Trustee consisting 05 (five) members of the Bank. All confirmed employees of the Bank are contributing 10%-20% of their basic salary as subscription to the fund. The bank also contributes equal amount of the employees' contribution (maximum 10%). Interest earned from the investments is credited to the members' account on half yearly basis.

Gratuity fund

Gratuity benefits are given to the employees of the bank in accordance with the approved gratuity fund rules. The National Board of Revenue has approved the gratuity fund as a recognized gratuity fund on March 29, 2003. The fund is operated by a Board of Trustee consisting 5 (Five) members of the bank. Employees are entitled to gratuity benefit after completion of minimum 5 (five) years of service in the bank. The Gratuity is calculated on the basis of last basic pay and is payable at the rate of one month's basic pay for every completed year of service; and as per the Trust Deed and Trust Rules of the Fund. Gratuity fund is a "Defined Benefit Plan" and contribution to Gratuity Fund is measured through the result of actuarial valuation of the fund.

The Bank's net obligation in respect of gratuity is calculated by estimating the amount of future benefit that employees have earned in the current and prior periods, discounting that amount and deducting the fair value of any plan assets. The calculation of defined benefit obligations is performed annually by a qualified actuary using the projected unit credit method.

Net interest expense, current service cost and other expenses related to defined benefit plans are recognized as salaries and allowances in profit or loss. When the benefits of a plan are changed or when a plan is curtailed, the resulting change in benefit that relates to past service or the gain or loss on curtailment is recognized immediately in profit or loss.

Welfare fund

Employees' Welfare fund was established in June 18, 2009. The UCB PLC policy on Employees' Welfare Fund, 2009, governs the fund and the day-to-day affairs are run by a duly constituted Board of Trustee. The fund is held and administered by a Board of Trustee and invested according to the rules of the Fund framed as per applicable laws of Bangladesh.

Workers' Profit Participation Fund (WPPF)

Consistent with widely accepted industry practice and in accordance with section 11(1) of the Bank Company Act, 1991 (as amended up to date) and subsequent clarification given by the letter of Banking and Financial Institution Division, Ministry of Finance, Government of People's Republic of Bangladesh (no.53.00.0000.311.22.002.17-130 dated 14 February 2017), no provision has been made by the Bank in the reporting period against Workers Profit Participation Fund (WPPF).

Performance bonus

The bank provides performance bonus to the eligible employees every year subject to management's discretion. The parameter for calculating bonus amount is determined based on the performance rating of employees and management decision. The bonus amount is paid annually, normally in the following year. However, the cost is accounted for in the period to which it is related.

2.10.29 Taxation Policies

Current Tax

Current tax is the amount of income taxes payable (recoverable) in respect to the taxable profit (tax loss) for a period. Provision for current income tax has been made as per the prescribed rate in the Income Tax Act 2023 and Finance Act 2025 on the accounting profit made by the bank after considering some of the add-backs to income and disallowances of expenditure as per Income Tax Act 2023 and other applicable laws and regulations. Tax Assets under the group head of other assets are recognized for payment of advance income tax, tax deducted at source and tax paid at the time of IT Return for the year/years for which assessment has not yet been finalized. On the other hand, the tax provision (as estimated as per IAS-12: Income Taxes, provision of latest Finance Act, related SROs/guidelines etc.) are recognized as tax liability under the group head of other liability for the year/years for which assessment has not yet been finalized.

Deferred Tax

Deferred tax liabilities are the amount of income taxes payable in future periods in respect to taxable temporary differences. Deferred tax assets are the amount of income tax recoverable in future periods in respect of deductible temporary differences. Deferred tax assets and liabilities are recognized for the future tax consequences of timing differences arising between the carrying values of assets, liabilities, income and expenditure and their respective tax bases. Deferred tax assets & liabilities are measured using tax rate & tax laws enacted or at the balance sheet date. Tax impact on the account of changes in deferred tax assets and liabilities has also been recognized in the profit and loss account as per IAS-12: Income taxes.

C. CAPITAL / SHAREHOLDERS' EQUITY

2.10.30 Capital

(a) Authorized Capital

Authorized capital represents the maximum share capital the Bank is permitted to issue, as specified in its Memorandum and Articles of Association.

(b) Paid-up Capital

Paid-up capital is the total amount of capital that shareholders have fully paid. Ordinary shareholders are entitled to dividends as declared and have voting rights at shareholders' meetings. In the event of liquidation, they rank after all other shareholders and creditors but receive any remaining proceeds.

2.10.31 Statutory Reserve

The statutory reserve is maintained at 20% of profit before tax, as per Section 24 of the Bank Company Act, 1991, and subsequent amendments.

2.10.32 Asset Revaluation Reserve

When an asset's carrying amount increases due to revaluation, the surplus is credited to the asset revaluation reserve under equity, in accordance with IAS 16 (Property, Plant, and Equipment) and the BSEC guidelines issued on August 18, 2013.

2.10.33 Reserve for Amortization/Revaluation of Securities

For financial assets classified as Held-to-Maturity (HTM) or Held-for-Trading (HFT), any increase in value due to amortization or mark-to-market revaluation is credited to this reserve. The Bank follows Bangladesh Bank regulations, including DOS Circular Letters No. 05 (May 26, 2008), No. 05 (January 28, 2009), and Circular No. 06 (July 15, 2010).

2.10.34 Retained Earnings

The net surplus from the current year's profit after tax, following necessary appropriations, is transferred to retained earnings.

2.10.35 Share Premium

Share premium represents the excess amount received over the nominal/par value of shares. Utilization of share premium is governed by Section 57 of the Companies Act, 1994.

2.10.36 Contingent Assets and Liabilities

A contingent asset arises from past events and is recognized only if future events confirm its existence. Similarly, a contingent liability is a potential obligation that depends on uncertain future events. These items are disclosed but not recognized in financial statements.

The Bank also engages in forward rate agreements, derivatives, and similar financial transactions, adhering to Bangladesh Bank guidelines, with appropriate provisions made against such contingent items.

2.10.37 Accounting for Derivative Financial Instruments

Derivatives

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity. Derivative is a financial instrument meeting all of the following three features:

1. whose value changes in response to the change in price of an underlying security, commodity, currency, index or other financial instruments;
2. where the initial net investment is zero or is small in relation to the value of underlying security or index;
3. that is settled at a future date.

Derivatives are classified as held for trading (unless they are hedging instruments) and accordingly, measured at fair value. Any changes in fair value is recorded in profit and loss account.

Embedded derivatives

Certain contracts that are not themselves derivatives (and may not be financial instruments) include derivative contracts that are 'embedded' within. An embedded derivative is a component of a hybrid (combined) instrument that also includes a non-derivative host contract. Embedded derivative causes some or all of the cash flows of the host contract to be modified. Besides, embedded derivative cannot be transferred to a third party independently of the instrument. The basic rule for accounting for an embedded derivative is that it should be separated from its host contract and accounted for as a derivative, i.e., measured at fair value and any changes in fair value recognized in profit and loss account. Separation of embedded derivative from the host contract is made only when the following conditions are met:

The economic characteristics and risks of the embedded derivatives are not closely related to the economic characteristics and risks of the host contract.

1. The embedded derivative would meet the definition of a derivative if separated from the host contract.
2. The hybrid (combined) instrument is not measured at fair value with changes in fair value recognized in profit and loss.

D. REVENUE RECOGNITION

2.10.38 Interest Income

Interest on loans and advances is accrued daily and applied periodically based on the product terms.

- Standard & SMA Loans: Interest is recognized on an accrual basis.
- Sub-Standard & Doubtful Loans: Interest is transferred to the Interest Suspense Account and recognized only when received, per BRPD Circular No. 14 (September 23, 2012) and subsequent Bangladesh Bank updates.
- Bad/Loss Loans: Interest is no longer accrued to avoid overstating revenue.

This ensures compliance with prudential regulations and financial transparency.

2.10.39 Fees and Commission Income

The Bank earns fees and commissions from financial services:

- Trade Finance (LCs, Guarantees, Acceptances): Recognized at transaction execution.
- Retail Banking (Credit Cards, Loans, Lockers, etc.): Recognized upon actual receipt (realization basis).

This approach prevents premature revenue recognition.

2.10.40 Interest Income from Investments

Interest earned from investments in government securities, corporate bonds, debentures, and other financial instruments is recognized on an accrual basis. This means the Bank records interest as income over time, rather than only when cash is received.

This method reflects the true financial performance of the Bank, ensuring accurate reporting of investment income.

2.10.41 Income from Foreign Exchange

The Bank engages in foreign currency transactions, leading to income from:

- Day-to-day trading in foreign currencies (e.g., exchanging one currency for another).
- Conversion gains and losses when customers make foreign currency transactions.
- Revaluation of non-monetary foreign currency assets and liabilities, adjusting their value due to exchange rate fluctuations.

Foreign exchange income is recognized as gains or losses when these events occur, ensuring real-time reflection of the Bank's financial position in foreign exchange dealings.

2.10.42 Dividend Income

Dividend income from investments in equities (such as shares of other companies) is recognized when:

1. The dividend is declared by the issuing company.
2. The right to receive payment is established, meaning the Bank is legally entitled to the income.
3. The amount is confirmed, i.e., the exact dividend amount is ascertained.

This method ensures that unrealized gains from anticipated dividends are not prematurely recognized as income.

2.10.43 Interest Paid on Borrowings and Deposits

The Bank incurs interest expenses on funds it borrows and deposits held by customers.

- Interest on deposits (e.g., savings, fixed deposits) is calculated based on the terms of the respective products and credited to customer accounts periodically (monthly, quarterly, or at maturity).
- Interest on borrowings (e.g., interbank loans, bonds issued by the Bank) is accrued and recorded as an expense in the financial statements.
- Other related expenses, such as service charges, are recorded as they accrue, ensuring a transparent reflection of the Bank's obligations.

By recognizing expenses as they are incurred, the Bank adheres to the matching principle, ensuring accurate financial reporting.

2.10.44 Management and Other Expenses

The Bank incurs various operational expenses, including:

- Staff salaries and benefits
- Office rent and utilities
- IT infrastructure and software maintenance
- Marketing and promotional costs
- Legal and professional fees

These expenses are recognized either on an actual basis (when paid) or on an accrual basis (when incurred but not yet paid) to ensure that financial statements accurately reflect the Bank's financial obligations.

E. OTHERS

2.10.45 Materiality and Aggregation

Each material class of similar items has been presented separately in the financial statements. Items of dissimilar nature are also presented separately unless deemed immaterial, in accordance with IAS-1: Presentation of Financial Statements.

2.10.46 Offsetting

The balance sheet presents the net amount of financial assets and liabilities when there is a legally enforceable right to offset the recognized amounts, and the intention is to settle them on a net basis or simultaneously realize the asset and settle the liability.

- The Bank presents advance tax paid and provision for tax on a net basis under liabilities, as the tax liability exceeds the advance tax.
- Similarly, Deferred Tax (DT) assets and liabilities are presented on a net basis under the asset section, where the DT asset amount is greater than the DT liability.

- The net defined benefit obligation is presented under liabilities, as the defined benefit obligation exceeds the fair value of plan assets.
- Finally, card revenues and expenses earned and incurred on a shared basis that are directly attributable are presented on a net-off basis.

2.10.47 Earnings Per Share (EPS)

Earnings Per Share (EPS) is calculated in accordance with IAS-33: Earnings Per Share, and is presented on the face of the Profit and Loss Account. EPS is computed by dividing the net profit after tax by the total number of ordinary shares outstanding at the end of the year. Additional details are provided in Note 40 of the financial statements.

- **Basic Earnings Per Share:** Basic EPS is calculated by dividing the profit or loss attributable to ordinary equity holders of the parent entity (numerator) by the weighted average number of ordinary shares outstanding (denominator) during the period.
- **Weighted Average Number of Ordinary Shares Outstanding:** This represents the number of ordinary shares outstanding at the beginning of the year, plus the number of shares issued during the year, multiplied by a time-weighted factor. The time-weighting factor corresponds to the number of days each share was outstanding as a proportion of the total days in the year.
- **Diluted Earnings Per Share:** Diluted EPS is determined by adjusting the profit or loss attributable to ordinary shareholders and the average number of ordinary shares outstanding for the effects of all dilutive potential ordinary shares.

2.10.48 Related Party Transactions

Related parties are entities or individuals that have the ability, directly or indirectly, to control or significantly influence another entity's financial and operational decisions. Entities under common control or significant common influence are also considered related parties.

Related party transactions involve the transfer of resources, services, or obligations between such parties, regardless of whether a price is charged. These transactions are conducted in compliance with IAS-24: Related Party Disclosures, along with regulatory guidelines from Bangladesh Bank and the Bangladesh Securities and Exchange Commission (BSEC). Detailed disclosures regarding related party transactions are provided in Note 49 of the financial statements.

2.10.49 Reconciliation of Books and Accounts

Books of account for inter-bank transactions (both within Bangladesh and internationally) as well as inter-branches are reconciled at regular intervals to maintain unreconciled balances at non-material levels.

2.10.50 Credit Rating

Emerging Credit Rating Limited (ECRL) has assigned the Bank a credit rating based on the financial statements as of 31 December, 2024; with an "AA" rating for the Long Term (pronounced Double A) and an ST-2 rating for the Short Term. The rating was issued on 25 June 2025.

Valid From	Valid To	Base Financial Year	Long Term Rating	Short Term Rating	Outlook
07 May 2025	06 May 2026	2024	AA	ST-2	Negative
07 May 2024	06 May 2025	2023	AA	ST-2	Stable
07 May 2023	06 May 2024	2022	AA	ST-2	Stable

2.10.51 Compliance Report on International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS)

The Financial Reporting Act (FRA) 2015 was enacted to guide financial reporting in Bangladesh. Under this Act, the Financial Reporting Council (FRC) was established in 2017, and the FRC adopted International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) as the applicable standards for public interest entities, including banks. Consequently, the consolidated and separate financial statements of the Group and the Bank have been prepared in accordance with IASs and IFRSs, as adopted by the FRC. The Bank has applied all relevant IASs and IFRSs during the preparation of these financial statements. The following is a summary of the standards applied:

IAS No.	Name of IAS	Status
1	Presentation of Financial Statements	Applied*
2	Inventories	N/A
7	Statement of Cash Flows	Applied
8	Accounting Policies, Changes in Accounting Estimates and Errors	Applied
10	Events after the Reporting Period	Applied
12	Income Taxes	Applied
16	Property, Plant, and Equipment	Applied
19	Employee Benefits	Applied
20	Accounting for Government Grants and Disclosure of Government Assistance	N/A
21	The Effects of Changes in Foreign Exchange Rates	Applied
23	Borrowing Costs	N/A
24	Related Party Disclosures	Applied

IAS No.	Name of IAS	Status
26	Accounting and Reporting by Retirement Benefit Plans	N/A**
27	Separate Financial Statements	Applied
28	Investments in Associates and Joint Ventures	N/A
33	Earnings Per Share	Applied
34	Interim Financial Reporting	Applied***
36	Impairment of Assets	Applied
37	Provisions, Contingent Liabilities, and Contingent Assets	Applied
38	Intangible Assets	Applied
40	Investment Property	N/A
41	Agriculture	N/A
IFRS No.	**Name of IFRS**	**Status**
1	First-time Adoption of Bangladesh Financial Reporting Standards	N/A
2	Share-Based Payment	N/A
3	Business Combinations	N/A
4	Insurance Contracts	N/A
5	Non-current Assets Held for Sale and Discontinued Operations	N/A
6	Exploration for and Evaluation of Mineral Resources	N/A
7	Financial Instruments: Disclosure	Applied*
8	Operating Segments	Applied
9	Financial Instruments	Applied*
10	Consolidated Financial Statements	Applied
11	Joint Arrangements	N/A
12	Disclosure of Interest in Other Entities	N/A
13	Fair Value Measurement	Applied
14	Regulatory Deferral Accounts	N/A
15	Revenue from Contracts with Customers	Applied
16	Leases	Applied
17	Insurance Contracts	N/A
18	Yet to be adopted	

Note:

* In order to comply with certain specific rules and regulations of the local Central Bank (Bangladesh Bank) which are different to IAS/IFRS, some of the requirements specified in these IAS/IFRSs are not applied. Refer below for such recognition and measurement differences that are most relevant and material to the Bank and the Group.

** This Standard regards a retirement benefit plan as a reporting entity separate from the employers of the participants in the plan. Therefore, it is not applicable for the Bank's annual report as it is the employer and not the retirement benefit plan itself.

*** The objective of IAS 34 is to prescribe the minimum content of an interim financial report and to prescribe the principles for recognition and measurement in complete or condensed financial statements for an interim period and hence it is not applicable for annual financial statements. However, the Bank being a listed entity in Dhaka and Chittagong Stock Exchanges regularly publishes Interim Financial Report complying with IAS 34.

N/A= Not Applicable

2.10.52 Operating Segments

The Bank reports on nine distinct business segments, each representing different products and services with unique risks and returns. These segments are the Bank's strategic business units, managed separately based on the Bank's internal reporting structure. The Management Committee periodically reviews these segments. Below is a summary of the Bank's reportable segments:

Segment Name	Description
Corporate Banking	Focuses on large corporate groups, structured/syndicated finance, and a variety of advanced & deposit products.
SME Banking	Provides loans, deposits, and other services to SME customers.
Consumer Banking	Includes loans, deposits, and other services for retail customers.
Treasury	Manages the Bank's funding, SLR maintenance, asset-liability management, foreign exchange dealings, and investments in derivatives.
Investment Banking	Involves trading, investment in equities, and other capital market activities.
Offshore Banking	Offers commercial banking services in freely convertible currencies, with one unit in Dhaka.
Card and Alternate Delivery Channels	Provides various debit and credit card offerings to meet customer needs.
Mobile Financial Services	Facilitates banking through mobile networks, covering cash in/out, bill payments, and POS purchases.
Agent Banking	Aims to provide banking services to remote, financially excluded areas, with a focus on cashless transactions.

2.10.53 Risk Management

In a banking organization, risk refers to the potential outcome of an action or event that could have an adverse impact. Such an outcome may result in a direct loss of earnings or capital, or it may impose constraints on the bank's ability to meet its business objectives. Risk can arise from factors like a sudden downturn in the economy or falling interest rates. Banks must rely on their capital as a buffer to absorb such losses. The types and degree of risks an organization is exposed to depend on several factors, such as its size, the complexity of its business activities, and its volume of operations.

Initially, Bangladesh Bank issued guidelines covering six core risk areas, and banks operating in Bangladesh have implemented these guidelines to improve risk management practices. The implementation of these core risk management guidelines by United Commercial Bank PLC and its current status are discussed below.

BRPD Circular No. 17, dated 7 October 2003; BRPD Circular No. 04, dated 5 March 2007; and DOS Circular No. 4, dated 8 October 2018 require banks to establish an effective risk management system. The risk management system of the bank covers the following six broad risk areas:

- Credit Risk
- Foreign exchange risk
- Asset Liability Management Risk
- Internal Control & Compliance Risk
- Money Laundering and Terrorist Financing Risk
- Information & Communication Technology Risk

Credit Risk Management

Credit risk is most simply defined as the potential risk that a bank borrower or counterparty will fail to meet its obligations in accordance with the agreed terms. The goal of credit risk management is to maximize a bank's risk-adjusted rate of return by maintaining credit risk exposure within acceptable parameters. Banks need to manage the credit risk inherent in the entire portfolio as well as the risk associated with individual credits or transactions. Banks should also consider the relationships between credit risk and other types of risk. Effective management of credit risk is a critical component of a comprehensive approach to risk management and is essential to the long-term success of any banking organization.

Both on-balance sheet and off-balance sheet activities, such as guarantees, impact credit risk. Credit risk may arise from either an inability or an unwillingness to perform in the pre-committed contracted manner. It stems from a bank's dealings with households, small or medium-sized enterprises (SMEs), corporate clients, other banks and financial institutions, or sovereign entities. The assessment of credit risk involves evaluating both the probability of default by the borrower and the exposure or financial impact on the bank in the event of a default.

Our credit risk management function is kept independent of business origination functions to establish better internal control and reduce conflicts of interest. The Chief Risk Officer and the Head of Credit Risk Management have clear responsibilities for managing credit risk. The final authority and responsibility for all activities that expose the bank to credit risk rest with the Board of Directors. However, the Board has delegated authority to the Managing Director and CEO to re-delegate authority to other officers within the credit risk management division. The Board also sets credit policies and delegates authority to management for setting procedures, which together structure the credit risk management framework in the bank.

The prime objective of risk management is to ensure that the bank undertakes well-calculated business risks to safeguard its capital, financial resources, and the growth of sustainable profitability. In this context, the bank has formed a risk management committee to oversee the regular monitoring of these critical risk areas.

Foreign Exchange Risk Management

Foreign exchange risk is the risk that changes an investment's value due to changes in currency exchange rates. This risk not only impacts export and/or import business, but also affects investors making international investments. Financial risk management is the practice of creating economic value in a firm by using financial instruments to manage exposure to risk. The most common cause of foreign exchange (FX) risk arises from making overseas payments for imports that are priced in a foreign currency and receiving foreign currency as payment against exports. Exposure to foreign exchange risk can also arise from foreign currency borrowing and deposits, overseas subsidiaries, assets located overseas.

UCB has developed a Foreign Exchange Risk Management policy in line with the Bangladesh Bank foreign exchange guidelines to minimize different types of risks associated with foreign exchange transactions. In this guideline, treasury functions are clearly demarcated between treasury front office, mid office and back office. The front office is involved only in dealing activities and the back office is responsible for all related support and monitoring functions. On the other hand, mid office is responsible for monitoring market risk, liquidity risk and operational risks at treasury operation. Treasury Front Office', 'Treasury Mid Office and 'Treasury Back Office' have separate and independent reporting lines to ensure segregation of duties and accountabilities.

The Bank has also developed different strategies to handle the foreign exchange risk by setting different types of limits and risk parameters to measure and monitor foreign exchange risk exposure of the Bank. Treasury department is vested with the responsibility for measuring and minimizing the foreign exchange risk associated with bank. To assess the degree of the risk associates with foreign exchange position, bank computes VaR (Value at Risk) on its foreign exchange position on daily basis. To deal smoothly the dealers have various limits with triggers such as counterparty limit, stop loss limit, intraday limit, per deal limit etc.

Asset Liability Management Risk

ALM is an integral part of the financial management process of any bank. It is concerned with strategic balance sheet management involving risks caused by changes in the interest rates, exchange rates and the liquidity position of the bank.

The Asset Liability Management Committee (ALCO) of UCB headed by the Managing Director & CEO of the Bank meets at least once in every month to look after the financial market activities, manage liquidity risk, interest rate risk and FX or currency risk. Asset Liability Management (ALM) desk of the Treasury is primarily responsible for management of liquidity risk on a daily basis by appropriate coordination of funding activities. Asset liability Committee (ALCO) reviews the country's overall economic position, market outlook (local and global) and Bank's liquidity position. A quarterly projection of fund flows is reviewed in ALCO meeting regularly. ALCO also examines key ratios such as Maximum Cumulative Outflow, Advance Deposit Ratio, Capital to Risk Weighted Asset Ratio, Liquidity Coverage Ratio (LCR), Net Stable Funding Ratio (NSFR), Leverage ratio etc. ALCO also monitors concentration of deposits of large institutional depositors, which is volatile in nature.

In addition to the above ratios, ALCO also analyses the following statements to measure and monitor liquidity risk, interest rate risk and FX or currency risk:

Risks	Statement
Liquidity Risk	• Structural liquidity profile
	• Dynamic liquidity profile
	• Key Management Ratios
	• Cash flow projection
Interest Rate Risk	• Traditional Gap Analysis (up to 1 Year)
	• Traditional Gap Analysis (Total A-L)
	• Duration Gap Analysis
	• Balance Sheet VaR
	• Stress Testing
Currency Risk	• Currency wise Exposure
	• Value at Risk (VaR)

Internal Control & Compliance Risk

Internal Control is a process, 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. An organization deploy many layers of defence. In order to ensure, there are enough controls to manage the adverse risk of any major setback. The first layer of defence is the operational management. The second layer of defence is the control function such as internal control, risk management and compliance. The third layer of defence is the internal and external audit function.

Internal Control & Compliance Division (ICCD) under guidance of Board & Senior Management has been working in light of Bangladesh Bank guidelines. Audit function is independent with reporting line of 'Head of Audit' to Audit Committee of the Board along with administrative reporting line to 'Head of ICCD'. Competent authority of the bank has taken various

steps to strengthen internal audit as well as compliance activities for ensuring a standard compliance culture within the organization towards mitigating Internal Control & Compliance Risks.

A strong internal control system, including effective internal audit function provides independent assurance to the board of directors and management on the quality and effectiveness of a bank's internal control, risk management and governance systems and processes, thereby helping the board and senior management protect the organization and its reputation. Such a system is designed to provide reasonable assurance regarding the achievement of objectives in the following categories:

- Effectiveness and efficiency of operations,
- Reliability of financial reporting and
- Compliance with applicable laws, regulations, and internal policies.

UCB develops and maintains a robust internal control framework comprising the following internal control features:

- Management oversight and the control culture
- Risk recognition and assessment
- Control activities and segregation of duties
- Information and communication
- Monitoring activities and correcting deficiencies

The key issues that have been established for effective internal control of UCB are:

i. ICCD of UCB is working in light of guideline on Internal Control & Compliance Guideline of UCB.

ii. ICCD, in collaboration with LDC arranges day long training workshop regarding "Internal Control & Compliance in Banks" where participants from both Branch & Head office participates and enrich their knowledge.

iii. The internal Audit department of the Bank checks for compliance with policies and procedures and the effectiveness of internal control systems on an ongoing basis.

iv. Health Report has been prepared and submitted on Annual basis.

v. In assessing the internal control system UCB continued to review of different control tools i.e. QOR, LDCL, DCFCL, Internal audit checklist and Risk Rating.

vi. Self-Assessment of Anti-Fraud Internal Controls is carried out on semi-annual basis as per DOS circular letter #10 dated 9 May 2017 of BB.

Effective and efficient internal control of UCB secure the interest of depositors and stakeholders through establishing the following internal control functions:

- Compliance
- Information Security
- Internal Audit
- Monitoring

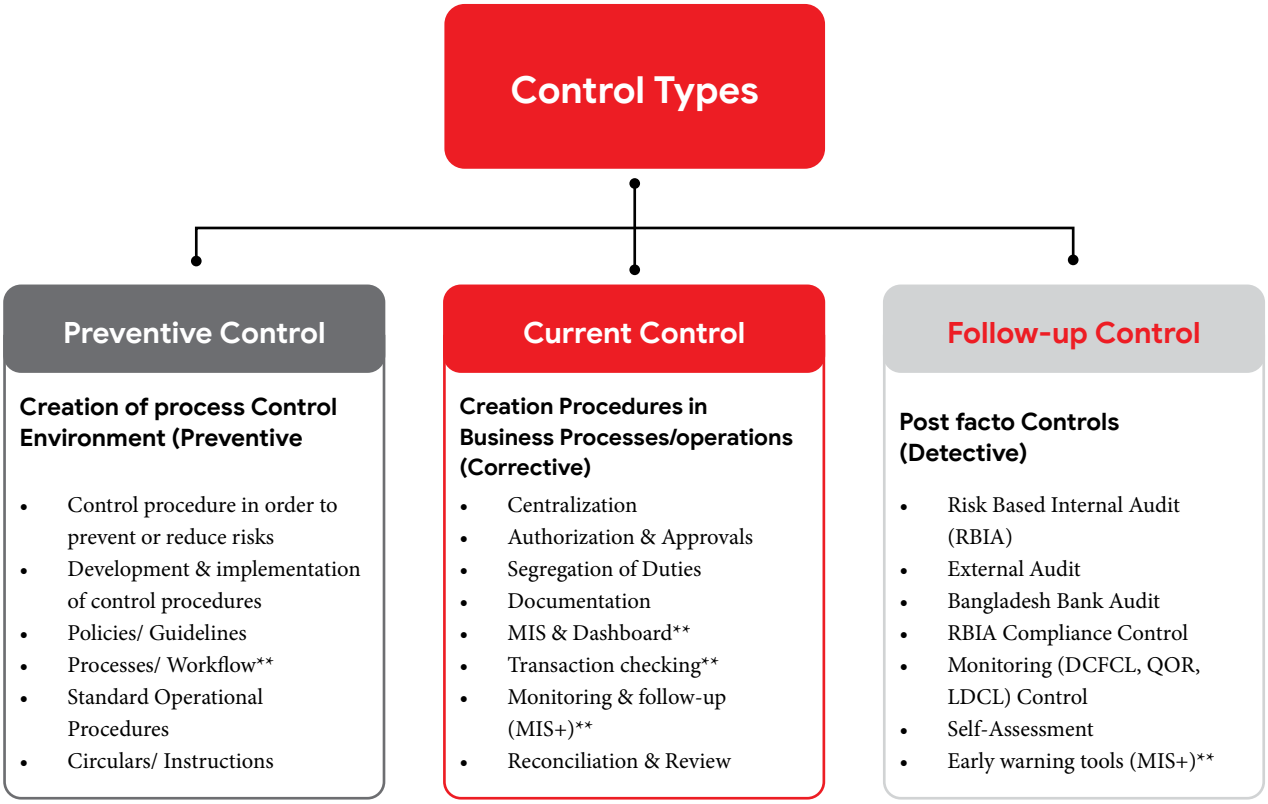
It helps to reinforce the 3 (three) types of control:

Preventive - creation of process control environment,

Corrective - Control Procedures in business processes/ operation and

Detective - Post facto controls.

Internal Control- Scope/Areas



Money Laundering & Terrorist Financing Risk Management

Money Laundering (ML) and Terrorist Financing (TF) are the main factors to erode economic growth. So that Financial Institutions across the globe are working hard to fight against ML&TF related financial crime to protect assets and maintain regulatory compliance. Money laundering is the process of providing legitimate appearance to the illegally gained revenue and terrorist financing process involves collecting the funds intended to use in supporting the terrorist organization from a variety of sources to meet goals of terrorist organizations.

Regulators expect, functions in the Bank to be global standard across business lines. The best ways to satisfy these expectations are to centralize functions of the bank, keep continuous monitoring of the transactions and activities of the customers during banking operations and do meticulous compliance of regulatory requirements.

The years to come will undoubtedly be challenging to manage ML&TF risks considering their plurality. To mitigate such risks, the bank exerts continuous efforts to maintain and fine-tune its current policies and procedures and adopt new ones to meet future challenges.

UCB has already gone a long way in the path of centralization of its functions. In 2018, new Anti- Money Laundering and Anti-Terrorist Financing Division has been formed along with its organogram, which is updated in 2023. As instructed by BFIU, Deputy CAMLCO is heading this Division. The division is initiating new specialized trainings focusing risks such as cryptocurrencies, e-commerce, fin-tech, trade-based and credit-backed money laundering, etc. The division has taken various initiatives to develop better monitoring system throughout the bank to mitigate ML&TF risks. To build a vigorous anti-money laundering and anti-terrorism program, UCB has deployed necessary resource and manpower. In addition, an annual message from the Managing Director & CEO of the bank also acts as a guideline for all the employees in this regard. AML & ATF Division has taken up a yearly action plan for meticulous compliance of regulatory requirement.

In line with international initiatives and standards, the regulator has issued guidelines for preventing Trade Based Money Laundering (TBML). Based on that policy, UCB has also prepared the policy and reviewed the same in August, 2023.

Fraud and Forgeries Risk

Fraud involves deliberate deception for unlawful or unfair gain. UCB is dedicated to maintaining a robust anti-fraud control mechanism to identify fraud attempts early, escalate them appropriately, and take corrective action. As part of its commitment to regulatory compliance, the Bank reports all instances of fraud or forgery to the central bank in a timely manner.

Information and Communication Technology (ICT) Risk

The Bank continues to strengthen its Information and Communication Technology (ICT) risk management capabilities to support secure, resilient, and sustainable banking operations. Following the restructuring of the Information Technology Operations Division (ITOD), a series of strategic technology initiatives have been undertaken to enhance operational efficiency, customer experience, and system reliability. In an increasingly digital banking environment, effective identification, assessment, and mitigation of ICT-related risks remain a core priority to protect systems, data, and services.

ICT Risk Management Framework

ICT risk management at UCB is a structured and continuous process designed to identify, evaluate, and manage risks associated with information systems, digital infrastructure, and emerging technologies. The framework addresses operational disruptions, cybersecurity threats, regulatory risks, and potential losses arising from system failures or delayed adoption of technological innovation.

The Bank's ICT risk management framework supports business transformation and strategic technology investments while ensuring operational resilience, regulatory compliance, and alignment with the Bank's long-term digital strategy.

Policies, Standards, and Regulatory Alignment

The Bank has comprehensively updated its ICT Policy to reflect evolving technology landscapes, enhanced risk management practices, and the latest regulatory guidelines issued by Bangladesh Bank. The Business Continuity Plan (BCP) and Disaster Recovery Plan (DRP) have also been reviewed, updated, and republished to ensure preparedness for operational disruptions.

In addition, a dedicated ICT Risk Management Policy has been implemented in alignment with internationally recognized standards, including ISO/IEC 27001, and applicable regulatory requirements. These policies strengthen governance, accountability, and consistency in managing ICT risks across the organization.

UCB PLC has successfully maintained PCI DSS certification for the eighth consecutive year, mitigating risks related to card fraud and cyber threats. The Bank has also achieved ISO 27001 certification for information security management and ISO 22301 certification for business continuity management, placing UCB among a limited number of banks in the country holding both certifications. These achievements reflect the Bank's commitment to international best practices and stakeholder confidence.

Key ICT Risk Mitigation Initiatives

Modernization of Core Banking System

The Bank successfully upgraded its Core Banking System (CBS) from Oracle FCUBS version 12.2 to version 14.7, becoming the first bank in the country to deploy this advanced platform. The upgrade has enhanced system performance, data security, regulatory compliance, and scalability, forming a critical component of the Bank's digital transformation roadmap.

Under Phase II of the CBS modernization program, additional modules—including Treasury Management, Oracle Banking Digital Experience (OBDX), and credit modules are implemented in line with regulatory CBS guidelines.

Infrastructure Resilience and High Availability

The CBS environment is hosted on Oracle Sun SPARC M8 servers, supported by Logical Domain (LDOM) virtualization to ensure workload isolation, efficient resource utilization, and enhanced security. High availability, redundancy, and failover mechanisms are implemented across application and database layers to ensure uninterrupted services.

Active–Active clustering has been deployed for mission-critical systems, including RTGS, BEFTN, SWIFT, and Internet Banking, ensuring continuous availability and data consistency.

Backup, Disaster Recovery, and Data Protection

A multi-layered backup and replication strategy covers server, application, and database environments to support data integrity and rapid recovery. The primary Disaster Recovery (DR) site at Kaliakair Hi-Tech Park mirrors the production environment, enabling seamless switchover during disruptions. A geographically separate Far DR site at Jashore further enhances operational resilience and business continuity.

Data Center and Network Resilience

The Bank has expanded its data center infrastructure, enhancing server and network capacity, power supply, cooling systems, and environmental controls. High Availability (HA) has been implemented at both the Data Center (DC) and Near Disaster Recovery Center (NDC) for core network components, significantly improving system uptime and redundancy.

Cybersecurity and Network Protection

UCB continues to enhance its cybersecurity posture to safeguard customer information, financial transactions, and critical infrastructure. Key controls include next-generation firewalls, web application firewalls, DDoS protection, load balancers, web security gateways, multi-factor authentication for privileged access, structured patch management, and a secure software development lifecycle.

Additional measures include perimeter firewall deployment at the dear site, replacement of the legacy payment gateway with Cyber Source, biometric verification for loan-related documentation, compliance with 3DS Version 2 standards, and implementation of two-factor authentication and OTP mechanisms for Internet Banking and card transactions. Fraud risk is further mitigated through EMV chip-based cards, anti-skimming devices at ATMs, and maker–checker controls across financial and non-financial processes.

Compliance, Monitoring, and Governance

The Bank maintains compliance with key international standards and regulatory frameworks, including ISO 27001:2022, ISO 22301:2019, PCI DSS, and SWIFT CSP 2025. Regulatory audits conducted during the year were completed with satisfactory results, reflecting strong ICT governance and control effectiveness.

Operational oversight is supported by the IT Operations Center (iTOC), a Cyber Incident Response Team (CIRT), and a Security Operations Center (SOC) utilizing SIEM and threat intelligence platforms. Additional controls include network segmentation for sensitive systems, Privileged Access Management (PAM), Vulnerability Assessment and Penetration Testing (VA/PT), and automated fraud monitoring.

Continuous Improvement

The Bank remains committed to the continuous enhancement of its ICT risk management framework through regular risk assessments, security awareness programs, simulated phishing exercises, periodic BCP and DR drills, infrastructure upgrades, and continuous monitoring to address emerging threats and regulatory expectations.

Through sustained investment in technology, governance, and people, UCB PLC continues to effectively manage ICT risks while supporting secure, resilient, and sustainable banking operations.

2.10.54 Internal Audit

The Bank has established an independent internal audit function that conducts risk-based audits across various business and operational areas on a continuous basis. This function ensures that the Bank's internal controls, risk management practices, and operational procedures are regularly assessed and optimized to meet evolving standards.

2.10.55 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 concerned. Interest rate risk arises from mismatches between the future yield of an asset and its funding cost. Asset Liability Committee (ALCO) monitors the interest rate movement on a regular basis and the Bank's Market Treasury team actively manages the Balance Sheet gap to reduce the risk.

2.10.56 Interest Rate Risk Management

Interest rate risk arises from discrepancies between the yield of an asset and its associated funding cost. The Asset Liability Committee (ALCO) monitors interest rate movements regularly, while the Bank's Market Treasury team actively manages the balance sheet gap to mitigate risk exposure. This proactive approach ensures that interest rate fluctuations are effectively managed to minimize any adverse impact on the Bank's financial performance.

2.10.57 Operational Risk

Operational risk is defined as the risk of loss resulting from inadequate or failed internal processes, people, and systems or from external events. Operational risk is inherent in the Bank's activities and, as with other risk types, is managed through an overall framework with checks and balances that include implementation of three lines of defence, recognized ownership of the risk by the businesses and independent risk management oversight. The operational risk policy codifies the core governing principles for operational risk management and provides a framework for operational risk. In accordance with the policy, each business area is responsible for identifying its key operational risks as well as the controls established to mitigate those risks and to ensure compliance with laws, regulations, regulatory administrative actions and the Bank's policies. The Bank's objective is to manage operational risk so as to balance the avoidance of financial losses and damage to the reputation of the Bank's reputation with overall cost effectiveness and innovation. In all cases, the bank's policy requires compliance with all applicable legal and regulatory requirements.

2.10.58 Operating Environment

The Bank's operating environment during the year ended 2025 has continued to be influenced by several major global and local events, including the ongoing Russia-Ukraine conflict, geopolitical tensions in the Middle East, volatility in fuel and commodity prices, and the continued strength of the USD. These global factors have had far-reaching impacts, not only on the international market but also on the local economic climate, directly affecting the Bank's operations.

In response to these challenges, the Government of Bangladesh and the Bangladesh Bank have issued various regulatory measures and directives aimed at managing the repercussions of these external factors. The Bank has adhered to these guidelines to ensure compliance and stability in its operations.

Bangladesh's banking sector faced significant challenges, including political upheaval, economic instability, regulatory changes, and systemic issues within financial institutions. Banks experienced severe liquidity pressures due to an increase in non-performing loans (NPLs), exposing weaknesses in credit risk management and internal controls. A revised loan classification policy revealed hidden debts, indicating gaps in reporting systems and asset quality assessments. Allegations surfaced of $17 billion being embezzled. Frequent policy shifts, including a sharp interest rate hike to 10% to control inflation, created regulatory uncertainty, impacting banks' ability to manage liquidity and lending practices effectively. Unrest and supply chain disruptions affected client operations, raising business continuity risks for banks reliant on industrial sectors like garments. In response, the interim government and Bangladesh Bank introduced oversight reforms and forensic audits to restore operational stability and rebuild trust in banking processes.

2.10.59 Audit Committee

In accordance with BRPD Circular No. 12 (dated 23 December 2002), all banks are required to establish an Audit Committee composed of members from the Board of Directors. This committee plays a crucial role in assisting the Board in fulfilling its oversight responsibilities related to corporate governance and risk management.

The Audit Committee is tasked with ensuring the effective implementation of the Bank's strategic objectives and business plans. Its core responsibilities include overseeing the financial reporting process, evaluating the internal control framework, managing financial risks, and monitoring audit processes. Additionally, the committee ensures the Bank's adherence to applicable laws, regulations, and its code of business conduct, thereby promoting transparency and accountability in all financial and operational activities.

2.10.60 New Standards Issued but Not Yet Effective

The following new and amended standards are effective for annual periods beginning after 1 January 2026. While early adoption is permitted, the Bank has not opted for early adoption. However, none of these standards are expected to have a significant impact on the Bank's financial statements:

- **IFRS 18:** Presentation and Disclosure in Financial Statements – effective from 1 January 2027.
- Amendments to the Classification and Measurement of Financial Instruments (Amendments to IFRS 9 and IFRS 7): - effective from 1 January 2026.
- **IFRS 19:** Subsidiaries without Public Accountability: Disclosures - effective from 1 January 2027.

2.10.61 Events After the Reporting Period

All material events that occurred after the reporting period have been considered, and appropriate disclosures have been made in the financial statements, in accordance with IAS 10: Events After the Reporting Period. A common event after the reporting period is the Board of Directors' recommendation regarding dividend payments, which has been disclosed in note 2.10.21.

2.11 General

Functional and Presentation Currency

The financial statements are presented in Bangladeshi Taka (BDT), which is the Bank's functional currency. Financial information is rounded to the nearest Taka.

Comparative Information

Comparative information, including narratives, is disclosed for the previous period where relevant to enhance the understanding of the current period's financial statements. Certain comparative amounts have been reclassified or rearranged to conform to the current year's presentation.

Reporting Period

These financial statements cover the period from 1 January 2025 to 31 December 2025.

Approval of Financial Statements

The financial statements were approved by the Board of Directors of the Bank in its meeting held on 30 April 2026.

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
3	**Cash**	**55,853,763,149**	**45,443,634,157**	**55,853,476,867**	**45,443,390,740**
3.1	**Cash in hand**				
	Local currency				
	In branches	9,195,268,075	9,957,697,971	9,195,076,857	9,957,544,914
	In ATMs & CRMs	2,148,418,500	2,180,949,500	2,148,418,500	2,180,949,500
		11,343,686,575	**12,138,647,471**	**11,343,495,357**	**12,138,494,414**
	Foreign currency				
	In branches	278,173,761	304,465,132	278,078,697	304,374,772
		11,621,860,336	**12,443,112,603**	**11,621,574,054**	**12,442,869,186**
3.2	**Balance with Bangladesh Bank and its agent Bank(s)**				
	Local currency	42,097,854,339	27,512,458,254	42,097,854,339	27,512,458,254
	Foreign currencies	2,134,048,474	5,488,063,300	2,134,048,474	5,488,063,300
		44,231,902,813	**33,000,521,554**	**44,231,902,813**	**33,000,521,554**
	Total Cash in hand including balance with Bangladesh Bank & its agent Bank's	**55,853,763,149**	**45,443,634,157**	**55,853,476,867**	**45,443,390,740**
3.2.1	**Balance with Bangladesh Bank**				
	Local currency	42,097,795,928	27,512,404,703	42,097,795,928	27,512,404,703
	Foreign currency	2,134,048,474	5,488,063,300	2,134,048,474	5,488,063,300
		44,231,844,402	**33,000,468,002**	**44,231,844,402**	**33,000,468,002**

* The above balance represents amount as per Bank Book. In case of any difference, the difference is duly reconciled and subsequently adjusted.

3.2.2	**Balance with Sonali Bank (as agent of Bangladesh Bank)**				
	Local currency	58,412	53,552	58,412	53,552
	Foreign currency	-	-	-	-
		58,412	**53,552**	**58,412**	**53,552**

3.3 Cash Reserve Requirement (CRR) and Statutory Liquidity Ratio (SLR)

All scheduled banks in Bangladesh have to maintain Cash Reserve Ratio (CRR) and Statutory Liquidity Ratio (SLR) in compliance with the instructions given in clause (1) of Article 36 of Bangladesh Bank Order, 1972 (as amended up to 2003) and clause (1) of section 33 of "Bank Company Act, 1991 (Amendment on 2013)" respectively and instructions contained in DOS Circular No. 01 & 26 dated 19 January 2014 & 19 August 2019 respectively, MPD circular No. 03 dated 09 April 2020 respectively and BRPD Circular letter No. 31 dated 18 June 2020 issued by Bangladesh Bank.

In compliant with the regulations and circulars of Bangladesh Bank mentioned above, UCB PLC has been maintaining 3.00% CRR for 2025 and 3.50% CRR for 2024 on daily basis; and 4.00% CRR for both 2025 and 2024 on bi-weekly basis for DBO. The CRR is calculated on the basis of weekly average demand and time liabilities (ATDTL) and 13.00% Statutory Liquidity Ratio (SLR) on the same liabilities has also been maintained in the form of Cash in Hand, balance with Sonali Bank (as agent Bank), Treasury Bills, Treasury Bonds, Bangladesh Govt. Sukuk Bond, Prize Bond, FCY clearing account credit balance maintained with Bangladesh Bank & excess of CRR held.

3.3.1	**Cash Reserve Requirement (CRR)**		
	A. Conventional and Off-shore Banking:		
	Average Total Demand and Time Liabilities (ATDTL)		
	DBU (Domestic Banking Unit)	635,961,201,000	564,966,035,400
	OBU (Off-shore Banking Unit)	4,595,163,175	6,167,147,635
	Total ATDTL of Conventional and Off-shore Banking	**640,556,364,175**	**571,133,183,035**
	i) Daily basis:		
	DBU (3% of ATDTL for 2025 and 3.5% of ATDTL for 2024)	19,078,836,030	19,773,811,239
	OBU (0% of ATDTL)	-	-
	Required reserve	19,078,836,030	19,773,811,239
	Actual reserve maintained	27,225,571,015	25,886,250,028
	Surplus	**8,146,734,985**	**6,112,438,789**
	ii) Bi-weekly average basis:		
	DBU (4% of ATDTL)	25,438,448,040	22,598,641,416
	OBU (0% of ATDTL)	-	-
	Required reserve	**25,438,448,040**	**22,598,641,416**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	Actual reserve maintained			25,994,061,630	27,508,550,181
	Surplus			**555,613,590**	**4,909,908,765**
	B. Islamic Banking:				
	Average total demand and time liabilities				
	DBU			44,204,585,400	21,810,807,400
	OBU			-	-
	Total ATDTL of Islamic Banking			**44,204,585,400**	**21,810,807,400**
	i) Daily basis:				
	DBU (3% of ATDTL for 2025 and 3.5% of ATDTL for 2024)			1,326,137,562	763,378,259
	OBU (0% of ATDTL)			-	-
	Required reserve			**1,326,137,562**	**763,378,259**
	Actual reserve maintained			14,107,502,235	1,407,515,901
	Surplus			**12,781,364,673**	**644,137,642**
	ii) Bi-weekly average basis:				
	DBU (4% of ATDTL)			1,768,183,416	872,432,296
	OBU (0% of ATDTL)			-	-
	Required reserve			1,768,183,416	872,432,296
	Actual reserve maintained			3,247,884,623	1,397,651,646
	Surplus			**1,479,701,207**	**525,219,350**
	Excess Reserve of CRR (referred to note 3.3.3)			**2,035,314,798**	**5,435,128,116**
3.3.2	**Statutory Liquidity Ratio (SLR)**				
	A. Conventional and Offshore Banking:				
	DBU (13% of ATDTL)			82,674,956,130	73,445,584,602
	OBU (13% of ATDTL)			597,371,213	801,729,193
	Required reserve			**83,272,327,343**	**74,247,313,795**
	Actual reserve maintained			131,170,567,207	78,003,618,824
	Surplus			**47,898,239,864**	**3,756,305,029**
	B. Islamic Banking:				
	DBU (5.5% of ATDTL)			2,431,252,197	1,199,594,407
	OBU (5.5% of ATDTL)			-	-
	Required reserve			**2,431,252,197**	**1,199,594,407**
	Actual reserve maintained			15,257,927,724	1,404,245,280
	Surplus			**12,826,675,527**	**204,650,873**
3.3.3	**Held for Statutory Liquidity Ratio**				
	Cash in hand (note: 3.1)			11,621,574,054	12,442,869,186
	Balance with Sonali Bank (agent Bank) (note: 3.2.2)			58,412	53,552
	Govt. Securities (Treasury Bills) (note: 6.a)			12,578,031,250	12,536,057,619
	Govt. Treasury Bond (HTM) (note: 6.1)			81,181,377,987	49,569,879,765
	Govt. Treasury Bond (HFT) (note: 6.1)			24,605,363,834	122,133,066
	Bangladesh Bank - Sukuk Bond			1,474,333,000	906,653,000
	Stock of Prize Bond (note: 6.1)			11,314,600	7,525,700
	Excess Reserve of CRR (note: 3.3.1)			2,035,314,798	5,435,128,116
				133,507,367,935	**81,020,300,004**
4	**Balance with other banks and financial institutions**				
	In Bangladesh (note: 4.1)	11,686,192,819	12,853,680,447	10,271,901,408	11,565,022,275
	Outside Bangladesh (Annexure-A)	4,498,056,776	6,159,623,190	4,498,056,776	6,159,623,190
		16,184,249,595	**19,013,303,637**	**14,769,958,184**	**17,724,645,465**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
4.1	**In Bangladesh**				
	A. Current account and others				
	Janata Bank PLC.			32,502,950	94,099,779
	Agrani Bank PLC.			285,899	16,288,990
	Rupali Bank PLC.			12,996,417	146,058
	Sonali Bank PLC.			1,162,185,560	1,274,635,299
	Standard Chartered Bank PLC.			2,835	3,527,478
	Bangladesh Krishi Bank PLC.			172	-
	Eastern Bank PLC			264,749,473	-
				1,472,723,307	**1,388,697,605**
	B. Term Placement				
	B.i. Bank:				
	Dutch Bangla Bank PLC			2,500,000,000	-
	Citizen Bank PLC			90,000,000	-
	Mercantile Bank PLC			1,000,000,000	-
	NRB Bank PLC			600,000,000	-
	Modhumoti Bank PLC			500,000,000	-
				4,690,000,000	**-**
	B.ii. NBFI :				
	International Leasing			400,000,000	400,000,000
	Peoples Leasing & Finance Services			4,800,000	4,800,000
	Aviva Finance Limited			650,000,000	650,000,000
	Phoenix Finance and Investments Limited			500,000,000	500,000,000
	Uttara Finance and Investments Limited			-	160,000,000
	Meridian Finance and Investment Limited			214,000,000	220,000,000
	Lanka Bangla Finance PLC			200,000,000	-
				1,968,800,000	**1,934,800,000**
				6,658,800,000	**1,934,800,000**
	C. Mudaraba Term Placement				
	Premier Bank PLC.			-	2,000,000,000
	NRB Bank PLC.			10,378,101	211,574,670
	Shahjalal Islami Bank PLC.			-	599,950,000
	Exim Bank PLC.			430,000,000	430,000,000
	City Bank PLC.			-	5,000,000,000
	Al-Arafah Islami Bank PLC			500,000,000	-
	Mercantile Bank PLC			500,000,000	-
	Al-Arafah Islami Bank PLC			500,000,000	-
	Bengal Commercial Bank PLC			200,000,000	-
				2,140,378,101	**8,241,524,670**
	Total (A+B+C)			**10,271,901,408**	**11,565,022,275**
4.2	**Maturity grouping of balance with other banks & financial institutions**				
	On demand			1,472,789,995	1,388,690,000
	Up to three months			11,098,368,189	13,971,110,000
	More than three months but less than six months			-	-
	More than six months but less than one year			-	-
	More than one year but less than five years			2,198,800,000	2,364,845,465
				14,769,958,184	**17,724,645,465**
5	**Money at call on short notice**				
	Dutch Bangla Bank PLC	-	2,500,000,000	-	2,500,000,000
	Industrial Promotion & Development	400,000,000	-	400,000,000	-
	IDLC Finance PLC	1,000,000,000	-	1,000,000,000	-
	National Credit and Commercial Bank PLC	1,000,000,000	-	1,000,000,000	-
	Pubali Bank PLC	733,804,800	-	733,804,800	-
	The City Bank PLC	366,902,400	-	366,902,400	-
		3,500,707,200	**2,500,000,000**	**3,500,707,200**	**2,500,000,000**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
6	**Investments**				
	Government Securities	134,944,106,323	75,913,616,797	134,276,467,671	75,068,296,150
	Other Investments	16,791,288,053	14,843,147,626	14,438,060,979	12,783,091,077
		151,735,394,376	**90,756,764,423**	**148,714,528,650**	**87,851,387,227**
a)	**Government Securities**				
	Treasury Bills				
	Treasury bills (28 days)			-	-
	Treasury bills (91 days)			22,760,920	-
	Treasury bills (182 days)			4,051,320,424	8,654,285,905
	Treasury bills (364 days)			8,503,949,907	3,881,771,714
	Total Treasury Bills			**12,578,031,250**	**12,536,057,619**
	Government Bonds				
	Prize Bonds			11,314,600	7,525,700
	Government Bonds			121,687,121,821	62,524,712,831
	Total Government Bonds			**121,698,436,421**	**62,532,238,531**
	Total Government Securities			**134,276,467,671**	**75,068,296,150**
b)	**Other investments**				
	Shares in listed companies			6,233,217,409	5,171,344,097
	Shares in non-listed companies			801,843,570	636,746,980
	Sub-ordinated Bonds			3,700,000,000	3,200,000,000
	Perpetual Muadarba Bond (Islamic)			458,000,000	230,000,000
	Perpetual Bond Investment			2,050,000,000	2,050,000,000
	Private Sukuk Bond under SPV (Special Purpose Vehicle, Islamic Banking)			-	300,000,000
	Zero coupon Bond			1,000,000,000	1,000,000,000
	Investment in Alternative Investment Fund			195,000,000	195,000,000
	Total other investments			**14,438,060,979**	**12,783,091,077**
	Total Investments (a+b)			**148,714,528,650**	**87,851,387,227**
6.1	**Government Securities are Classified as per Bangladesh Bank Circular**				
	Treasury Bond - HTM			81,181,377,987	49,569,879,765
	Treasury Bond - HFT			24,605,363,834	122,133,066
	Treasury Bills - HTM			1,376,367,556	1,923,440,619
	Treasury Bills - HFT			11,201,663,695	10,612,617,000
	Bangladesh Bank Bills - HTM			-	-
	Bangladesh Bank Bills - HFT			-	-
	Bangladesh Bank - Sukuk Bond			1,474,333,000	906,653,000
	Bangladesh Islamic Investment Bond (BGIIB)			2,500,000,000	-
	Bangladesh Government Special Purpose Bond			11,926,047,000	11,926,047,000
	Prize Bonds			11,314,600	7,525,700
				134,276,467,671	**75,068,296,150**
6.2	**Maturity grouping of investments**				
	On demand			11,314,600	-
	Up to three months			12,203,389,468	8,868,819,808
	More than three months but less than one year			4,808,336,402	19,246,367,419
	More than one year but less than five years			7,212,502,922	14,736,400,000
	More than five years			124,478,985,258	44,999,800,000
				148,714,528,650	**87,851,387,227**

6.3 Other Investments

	Name of the Company	Market Price On 31.12.2025	Cost Price On 31.12.2025	Cost Price On 31.12.2024
A)	**Shares in listed companies other than BB Scheme**			
	Square Pharmaceuticals PLC	749,872,291	805,999,817	402,247,618
	Grameenphone PLC	313,376,095	378,289,784	378,289,784
	Brac Bank PLC	2,358,716,365	1,543,938,728	708,305,798
	Marico	97,408,973	89,992,559	89,992,559
	National Housing Fin. and Inv. PLC.	12,680,145	-	44,648,231
	Berger Paints Bangladesh PLC	36,043,907	28,895,520	46,598,717
	Eastern Bank PLC.	108,533,933	112,197,735	-
	City Bank PLC.	379,231,120	320,897,913	320,897,238
	Prime Bank PLC	288165191.30	277985027.97	
	IFAD Autos PLC	-	-	52,318
	BATBC	343,241,026	629,157,348	629,157,348
	Reneta PLC	110,492,693	307,238,330	307,238,330
	Runner Automobiles PLC	-	-	139,745,732
	Delta Life Insurance Company Limited	610,730,576	1,314,688,276	1,314,688,276
	Sub Total (A)	**5,408,492,315**	**5,809,281,039**	**4,381,861,950**
B)	**Shares in listed companies as per BB Scheme (DOS circular No. 01 dated 10 February 2020)**			
	Grameenphone Ltd.	255,123,964	304,053,160	322,396,500
	Brac Bank PLC	-	-	312,895,386
	BATBC	-	-	24,975,148
	Square Pharmaceuticals Ltd.	114,804,305	119,883,210	129,215,580
	Sub Total (B)	**369,928,269**	**423,936,370**	**789,482,614**

		Cost price on 31 Dec. 2025	Cost Price on 31 Dec. 2024
C)	**Shares in non-listed companies**		
	Karmasangsthan Bank	10,000,000	10,000,000
	Central Depository (BD) Ltd	6,277,770	6,277,770
	Prime Finance 1st Unit Fund	15,000,000	15,000,000
	Fiber Shine	10,000,000	10,000,000
	SWIFT	8,258,622	8,258,622
	UCB TAQWA GF	28,210,140	52,500,000
	UCB AML FMF	30,000,000	30,000,000
	UCBINCOMEPF	349,999,992	149,999,995
	BBMLSAI	-	300,000,000
	Fair Electronics Ltd	344,097,046	354,710,588
	Sub total (C)	**801,843,570**	**936,746,975**
	Total (A+B+C)	**7,035,060,979**	**6,108,091,539**

6.3 (a) Cost and market value of investment as on 31 December 2025

	Cost Price (Taka)	Market Value/ Amortized Cost	Market Value/ Amortized Cost
Government securities:			
Treasury Bills (Government Securities)	12,509,856,112	12,578,031,250	12,536,057,619
Treasury Bonds (Government Securities)	105,024,963,229	105,786,741,821	49,692,012,831
Others	11,926,047,000	11,926,047,000	11,926,047,000
Sukuk bond issued by Bangladesh Bank	1,474,333,000	1,474,333,000	906,653,000
Bangladesh Islamic Investment Bond (BGIIB)	2,500,000,000	2,500,000,000	-
Prize Bond	11,314,600	11,314,600	7,525,700
	133,446,513,941	**134,276,467,671**	**75,068,296,150**

	Market Value/ Amortized Cost	Cost Price	Cost Price
Investment in Shares, Bond & Debenture:			
Quoted Shares	5,778,420,584	6,233,217,409	5,171,344,564
Un-Quoted Shares	-	801,843,570	936,746,975
Total investment in shares	**5,778,420,584**	**7,035,060,979**	**6,108,091,539**

6.4 (a) Disclosure regarding outstanding Reverse Repo on 31 December 2025.

Sl. No	Counter party Name	Agreement Date	Reversal Date	Amount (1st leg cash consideration)	
1	Jamuna Bank PLC	30-Dec-25	06-Jan-26		2,009,121,216
Total				-	**2,009,121,216**

6.4 (b) Disclosure regarding overall transaction of Repo and Reverse Repo

	Minimum outstanding during the year	Maximum outstanding during the year	Daily average outstanding during the year
Securities sold under repo:			
1) With Bangladesh Bank	15,777,271,000	45,776,883,168	26,325,931,708
2) With Bank & Financial Institutions	447,027,000	22,541,588,625	8,434,587,687
Securities Purchased under reverse repo:			
1) From Bangladesh Bank	2,500,000,000	2,500,000,000	2,500,000,000
2) From Other Bank & Financial Institutions.	345,089,850	10,923,433,146	3,804,502,270

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
7	**Loans and Advances**	**623,092,924,842**	**578,130,846,373**	**617,890,096,768**	**572,828,869,287**
7.1	**Maturity grouping of Loans & Advances (including bills purchased and discounted)**				
	On demand	203,362,712,014	8,436,200,000	203,357,072,860	8,436,200,000
	Not more than three months	66,578,199,450	167,775,888,289	61,381,010,531	167,775,888,289
	More than three months but less than one year	88,764,390,146	143,890,529,424	88,764,390,146	138,589,052,239
	More than one year but less than five years	187,723,100,948	181,479,105,791	187,723,100,948	181,479,105,791
	More than five years	76,664,522,284	76,549,122,869	76,664,522,284	76,548,622,968
		623,092,924,842	**578,130,846,373**	**617,890,096,768**	**572,828,869,287**
7.2	**Loans & Advances**				
	i) Loans/Investments, Cash credit & overdraft etc.				
	a) Within Bangladesh				
	Loans & Advances/ Investments	522,601,566,367	474,611,638,459	517,398,738,293	469,309,661,373
	Cash credits	20,299,058,194	24,997,295,418	20,299,058,194	24,997,295,418
	Overdrafts	56,347,932,102	68,538,228,059	56,347,932,102	68,538,228,059
		599,248,556,663	**568,147,161,936**	**594,045,728,589**	**562,845,184,850**
	b) Outside Bangladesh	-	-	-	-
		599,248,556,663	**568,147,161,936**	**594,045,728,589**	**562,845,184,850**
	ii) Bills Purchased & Discounted (note : 7.13)				
	a) Payable Inside Bangladesh				
	Bills Purchased & discounted (Inland)	8,833,004,268	2,882,633,880	8,833,004,268	2,882,633,880
	b) Payable outside Bangladesh				
	Bills purchased & discounted (Foreign)	15,011,363,911	7,101,050,557	15,011,363,911	7,101,050,557
		23,844,368,179	**9,983,684,437**	**23,844,368,179**	**9,983,684,437**
		623,092,924,842	**578,130,846,373**	**617,890,096,768**	**572,828,869,287**
7.3	**Net Loans & Advances**				
	Gross Loans & Advances (note- 7.2)			617,890,096,768	572,828,869,287
	Less : Interest suspense (note- 13.8)			31,798,586,898	28,633,083,407
	Provision for Loans & Advances (note- 7.11)			76,794,219,533	60,551,260,557
				108,592,806,431	**89,184,343,964**
				509,297,290,337	**483,644,525,323**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
7.4	**Loans & Advances according to significant concentration**				
	Advances to the companies or firms in which the Directors of the Bank are interested			-	-
	Advances to Chief Executive and other senior executives			-	-
	Advances to customers group			-	-
	Agricultural Loan			7,400,749,129	8,159,000,308
	Commercial Lending			52,463,398,866	58,795,046,450
	Export Finance			2,083,037,656	3,127,502,168
	House Building Loan			22,906,675,424	28,095,274,695
	Import Finance			40,894,659,780	34,676,973,022
	Industrial Loan			386,139,455,293	340,972,707,898
	Personal Loan			31,062,148,461	26,614,251,710
	Staff Loan			7,542,892,920	7,233,961,387
	Transport Loan			4,108,111,961	4,021,030,882
	Others			63,288,967,280	61,133,120,768
	Total Loans & Advances			**617,890,096,768**	**572,828,869,287**
7.5	**Industry wise Loans and Advances**				
	Agriculture			7,400,749,129	8,159,000,308
	Brick Field, Auto Bricks, Tiles			2,708,991,686	2,766,958,136
	Cement Industries			21,189,252,588	18,132,827,346
	Chemical & Chemical Products			30,096,321,435	25,502,430,975
	Commercial Trade Financing			95,441,096,302	96,599,521,640
	Construction (Other than Housing)			50,216,825,511	49,004,329,105
	Diagnostic/Medical/Clinic			4,457,459,055	4,078,560,476
	Educational Institute, Hotel, Restaurant			9,249,424,967	8,402,113,836
	Electronics Media			303,975,723	318,895,514
	Engineering, Basic Metal & Products			33,850,144,081	25,043,961,247
	Food Products & Processing			39,316,047,237	31,240,165,868
	Housing Industry			22,906,675,424	28,095,274,695
	Jute Industries			85,893,085	231,084,968
	Leather & Leather Products			336,868,020	1,627,023,409
	Paper & Paper Products Industries			12,246,543,528	9,753,351,007
	Power & Energy			26,164,453,490	21,199,259,727
	RMG & Accessories			67,350,127,587	71,902,206,479
	Ship Manufacturing			1,546,248,646	1,113,652,758
	Ship Re-cycling			18,104,038,447	12,832,990,466
	Telecommunication			2,667,614,404	3,005,745,077
	Textile Industries			36,683,752,928	31,508,136,209
	Transport & Communication			4,108,111,961	4,021,030,882
	Wood & Wooden Products			2,548,852,075	2,367,336,814
	Others			128,910,629,461	115,923,012,346
				617,890,096,768	**572,828,869,287**
7.6	**Geographical Location wise Loans & Advances**				
	Urban branches:				
	Barisal Division			1,107,965,251	979,502,863
	Chattogram Division			114,695,045,817	105,607,607,639
	Dhaka Division			470,624,308,484	435,803,915,391
	Khulna Division			9,349,631,017	8,330,555,976
	Mymensingh Division			1,032,491,572	965,255,629
	Rajshahi Division			4,449,004,381	4,639,812,636
	Rangpur Division			1,389,900,080	1,341,985,455
	Sylhet Division			2,231,937,853	1,887,348,053
				604,880,284,455	**559,555,983,643**
	Rural branches:				
	Barisal Division			122,224,512	103,733,830
	Chattogram Division			2,307,636,097	2,328,093,507
	Dhaka Division			8,655,246,659	9,005,312,183

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	Khulna Division			501,723,395	521,647,980
	Mymensingh Division			480,965,772	394,912,025
	Rajshahi Division			393,702,727	350,209,514
	Rangpur Division			252,821,532	288,317,151
	Sylhet Division			295,491,621	280,659,456
				13,009,812,314	**13,272,885,645**
				617,890,096,768	**572,828,869,287**
7.7	**Sector - wise Loans and Advances**				
	Private sector			617,560,573,180	572,510,679,409
	Government & autonomous			91,408,549	88,012,124
	Co-operative sector			238,115,040	230,177,755
				617,890,096,768	**572,828,869,287**
7.8	**Details of large Loans and Advances**				
	Number of clients which sanctioned amount of loans exceeding 10% of total capital of the Bank with outstanding and classified amount.				
	Total Capital of the Bank			54,805,825,954	53,859,011,572
	Outstanding Advances (note : 7.8.1)			312,391,481,083	287,624,011,675
	Number of customers			33	32

7.8.1 Detail of information on Advances more than 10% of Bank's total Capital.

Name of the Borrower	Outstanding as on 31 December 2025		31 December 2024	
	Funded	Non-Funded	Total	Total Taka
Abul Khair group	1,937,544,976	10,132,093,278	12,069,638,254	1,953,525,530
AWR Group	8,021,855,885	-	8,021,855,885	7,566,732,449
Baishakhi Group	6,889,448,880	2,722,266,602	9,611,715,482	9,619,034,765
Bashundhara Group	11,226,797,077	-	11,226,797,077	9,612,358,242
Bashundhara Oil	10,375,160,219	-	10,375,160,219	9,288,906,524
Bashundhara Chemical Group	9,483,372,149	-	9,483,372,149	8,929,257,194
Bashundhara LP Group	12,926,747,430	-	12,926,747,430	11,823,984,639
Bashundhara Multi Trading Group	17,758,061,621	1,554,477,219	19,312,538,839	17,791,383,396
Best Holdings Group	9,129,742,466	-	9,129,742,466	8,049,353,771
BSM Group	14,341,691,958	-	14,341,691,958	12,281,123,069
B-Trac Group	-	-	-	4,539,253,398
City Group	6,152,858,161	7,851,360,535	14,004,218,696	12,351,478,433
DIRD Group	8,027,962,832	500,210,674	8,528,173,506	8,591,332,344
Four H group	5,418,280,171	4,369,366,654	9,787,646,825	14,934,647,353
GPH Group	9,900,889,175	9,160,829,800	19,061,718,976	16,311,778,961
Ideal Electrical Group	729,200,603	2,760,307,177	3,489,507,781	-
LIZ GROUP	5,851,153,031	3,388,233,123	9,239,386,155	9,400,744,208
Metro (Panam) Group	997,986,167	3,689,425,928	4,687,412,095	8,818,960,262
Micro Fibre Group	927,887,731	2,769,761,625	3,697,649,356	5,362,910,444
Mondol Group	2,978,094,423	10,321,514,320	13,299,608,743	13,954,687,619
Mostafa-Hakim Group	12,446,862,841	35,910,918	12,482,773,759	11,575,915,991
N.R. Group	2,663,137,394	3,257,746,975	5,920,884,369	9,216,545,279
Natural Indigo Group	789,763,463	3,400,193,328	4,189,956,791	-
Orion Group	7,350,133,960	-	7,350,133,960	6,285,807,448
Paramount	5,068,548,226	5,907,433,493	10,975,981,719	11,482,588,229
Pran Group	1,150,627,438	3,133,959,438	4,284,586,876	4,451,263,845
Rupayan Group	10,162,920,121	-	10,162,920,121	8,914,042,516
Saif Power Group	5,670,675,063	69,137,235	5,739,812,298	-
SS Trading Group	8,236,247,039	3,390,272,805	11,626,519,844	7,083,813,462
Thermax Group	3,207,823,727	2,323,694,286	5,531,518,014	5,177,525,748
Toma Group	3,906,639,218	5,890,763,391	9,797,402,609	11,648,540,695

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	Universal Denims Group	6,468,304,712	24,170,000	6,492,474,712	5,833,523,900
	Walton Group	-	-	-	845,223,484
	Western Engineering (put) Ltd.	9,653,972,485	26,540,000	9,680,512,485	8,645,285,800
	Yusra Group	5,861,421,634	-	5,861,421,634	5,282,482,676
	Total	**225,711,812,277**	**86,679,668,806**	**312,391,481,083**	**287,624,011,675**
7.9	**Disclosure of Particulars of Advances**				
	i) Loans considered good in respect of which the banking company is fully & partly secured.			438,599,240,632	428,254,380,443
	ii) Loans considered good against which the banking company holds no security than the debtors personal guarantee.			78,336,682,992	76,300,773,116
	iii) Loans considered good secured by the personal undertakings of one or more parties in addition to the personal guarantee of the debtor.			100,954,173,145	68,273,715,729
	iv) Loans adversely classified, provision not maintained there against.				-
				617,890,096,768	**572,828,869,287**
	v) Loans due by directors or officers of the banking company or any of them either separately or jointly with any other person			63,288,967,280	61,133,120,768
	vi) Loans due from companies or firms in which the directors of the banking company have interests as directors, partners, or managing agents or in case of private companies, as members			-	-
	vii) Maximum total amount of advances including temporary advances made at any time during the year to directors or managers or officers of the banking company or any of them either severally or jointly with any other person			63,288,967,280	61,133,120,768
	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 the case of private companies as members			-	-
	ix) Due from banking companies			-	-
	x) Amount of classified loans on which interest has not been charged:			87,782,805,518	60,927,652,221
	a) (Decrease)/ Increase in provision			16,242,958,976	40,400,126,982
	b) Amount realized against loan previously written off			1,136,127,598	369,041,609
	c) Amount of provision kept against loan classified as Bad /Loss on the balance sheet date			61,625,147,086	46,477,890,873
	d) Interest credited to the interest suspense account.			17,937,641,696	12,305,036,537
	xi) Cumulative amount of the written off loan			53,595,300,289	28,856,490,694
	xii) Amount written off during the year	**31 Dec. 2025**	**31 Dec. 2024**	25,874,937,193	7,128,470,432
	Principal Written off	13,620,400,199	5,319,821,204		
	Interest suspense written off	12,254,536,994	1,808,649,228		
		25,874,937,193	**7,128,470,432**		
	xiii) Amount of written-off of loans for which law suit filed			57,720,770,661	31,845,833,468
7.10	**Classification of Loans & Advances**				
	a) Unclassified				
	Standard			404,776,132,011	455,720,861,170
	Standard (SMA)			117,351,643,568	30,721,993,982
	SMA-Special RSDL (BRPD-5)			-	1,042,049,993
				522,127,775,579	**487,484,905,145**
	b) Classified				
	Sub - Standard			749,377,719	22,167,316,116
	Doubtful			7,230,137,953	2,248,995,806
	Bad & Loss			87,782,805,518	60,927,652,221
				95,762,321,190	**85,343,964,142**
	Total			**617,890,096,768**	**572,828,869,287**

* Business segment-wise concentration of classified loans and advances (Non Performing)

	Sub Standard	Doubtful	Bad & Loss	As on 31 Dec. 2025	As on 31 Dec. 2024
Corporate	4,476,795	4,748,746,300	59,359,136,128	64,112,359,223	58,352,320,336
Retail	218,874,979	368,031,444	1,123,649,595	1,710,556,019	2,194,714,078
SME	526,025,945	2,113,360,209	27,300,019,794	29,939,405,948	24,796,929,728
Total	**749,377,719**	**7,230,137,953**	**87,782,805,518**	**95,762,321,189**	**85,343,964,142**

As per to BRPD Circular no. 06 dated 2024, the bank has marked 41 parties as wilful defaulter as on 31 December 2025 (which was 20 parties as wilful defaulter as on 31 December 2024) and initiate all the necessary measures to maintain the provision of the said circular. However, the bank has performed an extensive analysis on those wilfully defaulted parties in its internal audit report.

7.11 Particulars of required provision for Loans & Advances

Particulars	Base for Provision	Rate of Provision	Provision required	
			31 Dec. 2025	31 Dec. 2024
General Provision (A)				
Special Mention Account	105,178,850,707	0.5% to 5%	5,129,450,577	244,513,712
Trade & Commerce Sector Credit	55,746,324,012	1%	1,934,979,651	-
Service Sector Credit	40,601,934,979	1%	792,101,653	-
Small & Medium Enterprise	84,152,757,894	0.5% to 1%	1,030,012,090	259,849,186
Agricultural Credit (Other than Short Term)	11,776,547,128	1%	107,735,811	-
Consumer Fin.- Credit Card	6,323,633,252	1%	52,666,133	91,706,842
Consumer Fin-House Finance	10,744,885,223	1%	98,297,792	96,713,489
Consumer Fin - Professional	-	1%	-	9,671,178
Consumer Financing (Other than Housing Fin.)	6,076,762,053	1%	55,616,899	-
Consumer Financing (Other than Credit Card)	6,812,197,244	1%	62,320,231	94,021,696
Short Term Agri & Micro Credit	89,738,555	1%	410,475	68,881,534
Loan to BHs/MBs/SDs against share		1%	-	21,040,677
Standard loans & advances	181,798,167,367	1%	3,378,328,222	3,829,059,188
	509,301,798,413		**12,641,919,533**	**4,715,457,502**
Specific Provision (B)				
Sub - Standard	399,694,136	20%	80,944,556	3,180,753,604
Doubtful	4,831,628,911	50%	2,446,208,358	871,147,492
Bad & Loss	61,152,438,246	100%	61,625,147,086	46,477,890,873
SMA-Special RSDL (BRPD-5)	-		-	401,533,301
Bangladesh Bank Directives	-		-	4,904,477,785
	66,383,761,293		64,152,300,000	55,835,803,055
Tolal provision required for Loans & Advances (A+B)	575,685,559,706		**76,794,219,533**	**60,551,260,557**
Total provision held for Loans & Advances			**25,243,799,998**	**27,056,204,224**
Excess/(Shortfall) of Provision			**(51,550,419,535)**	**(33,495,056,333)**

As per Bangladesh Bank letter no. BSD-5 (Wing-3)/104/2026-410 dated 29 April 2026, Bangladesh Bank allowed the bank to finalise its financial statements for the year ended 31 December 2025 without adjusting the shortfall amount of BDT 5,594.93 crore which also includes shortfall in provisions for loans and advances of BDT 5,155.04 crore.

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
7.12	**Suit filed by different branches against defaulted borrowers**				
	Suit filed against defaulted borrowers (Annexure-D)			153,439,636,027	51,807,443,061
				153,439,636,027	**51,807,443,061**
7.13	**Bills purchased and discounted**				
	a) Payable in Bangladesh	8,833,004,268	2,882,633,880	8,833,004,268	2,882,633,880
	b) Payable in outside Bangladesh	15,011,363,911	7,101,050,557	15,011,363,911	7,101,050,557
		23,844,368,179	**9,983,684,437**	**23,844,368,179**	**9,983,684,437**
7.13.1	**Maturity grouping of bills purchased and discounted**				
	Payable within one month	12,041,503,586	2,466,330,078	12,041,503,586	2,466,330,078
	More than one month but less than three months	8,989,027,180	4,155,220,306	8,989,027,180	4,155,220,306
	More than three months but less than six months	1,125,534,965	3,362,134,053	1,125,534,965	3,362,134,053
	More than six months	1,688,302,448	-	1,688,302,448	-
		23,844,368,179	**9,983,684,437**	**23,844,368,179**	**9,983,684,437**

7.14 Compliance status of BRPD circular no. 04 dated 04 January 2021 and BRPD circular letter no. 35 dated 06 July 2021

As per letter # 178/FRC/APR/2021/27(45) dated 09 December 2021 issued by the Financial Reporting Council (FRC) regarding the compliance of BRPD Circular Letter # 04 dated 04 January 2021 and BRPD Circular Letter # 35 dated 06 July 2021, the status for the year 2025 is as follows:

Particulars	Compliance of BRPD Circular Letter # 04*		Compliance of BRPD Circular Letter # 35**	
	No of Files	% of compliance	No of Files	% of compliance
Complied Files	1130	91%	1001	93%
Total Files	1241		1074	

* BRPD Circular Letter # 04: Regarding the collection of audited financial statements and statutory audit report for sanctioned/renewed investments.

** BRPD Circular Letter # 35: Regarding the verification of audited financial statements through Document Verification System (DVS) developed by ICAB.

Notes	Particulars	Consolidated Amount in BDT		United Commercial Bank PLC Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
8	**Fixed assets including premises, furniture & fixture.**				
	Land	6,310,886,878	5,824,042,003	4,395,054,283	4,395,054,283
	Building	2,665,629,708	2,663,726,008	2,623,253,671	2,623,253,671
	Furniture and fixtures	3,047,266,860	2,970,464,107	2,931,821,397	2,861,446,766
	Office equipment	3,367,709,831	3,245,297,630	3,305,959,087	3,182,502,543
	Computer & equipment	4,241,161,465	4,353,017,370	3,783,101,860	3,466,182,402
	Vehicles	711,538,094	644,022,032	690,696,234	612,469,172
	Capital Expenditure Work in Progress	4,421,122,631	4,265,842,706	4,367,218,760	4,265,604,893
		24,765,315,468	**23,966,411,856**	**22,097,105,293**	**21,406,513,730**
	Intangible assets				
	Computer software	2,222,353,977	2,204,305,615	1,925,677,654	1,919,296,024
	Lease Asset				
	Right of Use (ROU) assets	5,645,646,394	5,630,288,950	5,590,566,138	5,590,566,138
		32,633,315,839	**31,801,006,421**	**29,613,349,085**	**28,916,375,892**
	Less: Accumulated depreciation & amortization	13,832,520,979	12,233,935,785	13,300,253,080	11,859,795,359
	Written down value at the end of the year	**18,800,794,861**	**19,567,070,636**	**16,313,096,005**	**17,056,580,533**
	Fixed Assets Schedule:				
	A schedule of Fixed assets is given in **Annexure - B**				
9	**Other assets**				
	Account with Stock Broker	-	269,431,574	42,668,958	269,431,574
	Advance Deposit	5,060,526	5,691,476	4,860,526	4,587,876
	Advance Income Tax Paid (note - 9.1)	135,312,149	617,112,050	-	-
	Advance Payment	1,563,180,882	1,909,433,874	1,471,286,708	1,794,662,820
	Deferred Tax Asset (note - 9.2)	7,700,889,210	8,741,975,719	7,691,441,925	8,739,801,100
	Head Office General Account (note - 9.3)	30,751,163	24,304,104	30,751,163	24,304,104
	Income/Profit Receivable	256,397,534	127,300,909	241,338,068	97,402,475
	Interest Receivable	4,062,407,821	2,242,089,750	4,040,579,653	2,204,645,186
	Investment in share of subsidiary companies. (note- 9.6)	-	-	9,500,095,044	9,500,090,230
	Receivable from Subsidiary Company	-	-	209,185	571,802
	Stock of Stationery & Stamps	173,406,151	92,398,039	168,907,925	86,580,322
	Suspense Account (note - 9.4)	840,062,041	740,665,657	840,062,041	740,665,657
	UBS Required Settlement Account	2,883,969,204	1,901,402,221	2,883,969,204	1,901,402,221
	Others (note - 9.5)	192,849,746	96,665,806	79,464,522	7,121,852
		17,844,286,428	**16,768,471,179**	**26,995,634,921**	**25,371,267,219**
9.1	**Advance income tax**				
	Opening balance			-	-
	Add: Advance Tax paid during the year			4,039,381,454	2,687,359,301
	Less: Advance Tax adjustment with tax Provision			(4,039,381,454)	(2,687,359,301)
	Balance at the end of the year			-	-

9.2 Deferred Tax Asset

Deferred tax assets and liabilities have been recognised and measured in accordance with the provisions of IAS 12: Income Taxes. Deferred tax assets and liabilities for financial statements are attributable to the following:

Particulars	Accounting Base	Tax Base	Deductible/ (Taxable) Temporary Difference	Applicable Rate	Deferred Tax Asset/(Liability)
Balance as at 31 December, 2024					
Deferred Tax Asset (a)					8,739,801,100
Deferred Tax Liability (b)					-
Net Deferred Tax Asset as at 31 December, 2024 (a+b)					**8,739,801,100**
Balance as at 31 December, 2025					
Deferred Tax Asset (a)					7,691,441,925
Deferred Tax Liability (b)					-
Net Deferred Tax Asset as at 31 December, 2025 (a+b)					**7,691,441,925**
Provision Opening(Specific)	(22,340,746,722)	(7,821,963,398)	14,518,783,324	37.50%	5,444,543,747
Provision During the Year(Specific)	(10,561,057,733)	(5,798,436,802)	4,762,620,931	37.50%	1,785,982,849
Provision Opening(Dilution of Investment)	(1,535,771,148)	-	1,535,771,148	15.00%	230,365,672
Provision During the Year(Dilution of Investment)	78,216,859	-	(78,216,859)	15.00%	(11,732,529)
Property, Plant and Equipment's	5,210,669,920	5,856,755,749	646,085,829	37.50%	242,282,186
Deferred tax asset (a)					**7,691,441,925**
Deferred tax liabilities (b)					-

Notes	Particulars	Consolidated Amount in BDT		United Commercial Bank PLC Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
9.3	**Inter Branch Settlement Account**				
	This is made up as follows :				
	Inter Branch Debit Balance			358,735,381,243	252,788,527,613
	Inter Branch Credit Balance			(358,704,630,080)	(252,764,223,509)
				30,751,163	**24,304,104**
9.4	**Suspense accounts**				
	Advance deposit and prepayments			277,739,132	247,795,157
	Advance against Foreign Remittance Settlement			2,595,480	7,243,845
	Claims on Sanchaypatra			8,020,988	-
	Interest on (No Suggestions)			-	-
	Protested bill			96,550,709	95,311,809
	Sundry receivable ATM			204,099,098	297,895,384
	Card settlement account			162,365,245	92,317,962
	Sundry receivables			63,916,389	
	Others			24,775,000	101,500
				840,062,041	**740,665,657**
9.5	**Others**				
	UCB International School Project			949,554	949,554
	Settlement Account - others			78,514,968	6,172,298
				79,464,522	**7,121,852**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
9.6	**Income generating other assets**				
	Investment in share of subsidiary companies.				
	UCB Stock Brokerage Limited			2,499,999,900	2,499,999,900
	UCB Investment Limited			999,999,990	999,999,990
	UCB Asset Management Limited			999,999,990	999,999,990
	UCB Fintech Company Limited			4,999,999,990	4,999,999,990
	UCB Exchange (SG) PTE. Ltd.			95,174	90,360
				9,500,095,044	**9,499,999,870**
9.7	**Non-income generating other assets**				
	Stock of Stationery & Stamps			168,907,925	86,580,322
	Receivable from subsidiary companies			209,185	571,802
	Account with Stock Broker			42,668,958	269,431,574
	Advance Payment			1,471,286,708	1,794,662,820
	Advance Deposit			4,860,526	4,587,876
	Advance Income Tax			-	-
	Suspense Account			840,062,041	740,665,657
	UBS Required Settlement Account			2,883,969,204	1,901,402,221
	Head Office General Account			30,751,163	24,304,104
	Deferred Tax Asset			7,691,441,925	8,739,801,100
	Interest receivable			4,040,579,653	2,204,645,186
	Income/profit receivable			241,338,068	97,402,475
	Others			79,464,522	7,121,852
				17,495,539,877	**15,871,176,989**

10 As per schedule 01 under section 38 of Bank Company Act, 1991 and BRPD circular 14 dated 25 June 2003, a bank needs to present non-banking asset in its Balance Sheet statement. As per section 33(7) of Artha Rin Adalat Ain, 2003 and BRPD circular no. 22 dated 20 September 2021, after getting the ownership of any security/mortgaged property against bank loans, a bank has to take necessary actions to ensure registration, mutation and physical possession; and report non-banking asset in its financial statements.

The detail list and movement of Non-Banking Assets have been provided below. Besides, the Bank was also awarded ownership of some properties u/s 33(7) of Artha Rin Adalat Ain 2003 which don't fulfil the criteria of booking Non-Banking Assets yet. A detail list of those assets have been disclosed in "Annexure C.

Movement of Non-Banking Assets:

Description	Opening (1 January 2025)	Addition	Sale	Closing (31 December 2025)
Non-banking assets	3,336,000	16,100,000	480,000	18,956,000

Party-wise list of Non-Banking Assets as of 31 December 2025:

Name of the parties	Type of Assets	Location	Booking Date	31 Dec. 2025	31 Dec. 2024
M/s. Tonmoy Traders	8 decimal land	Mouza: Daygram, Thana: Nabigonj, District: Habigonj	29-Dec-24	1,056,000	1,056,000
M/s. Tonmoy Traders	10 decimal land	Mouza,: Mostafapur, Thana: Nabigonj, District: Habigonj	29-Dec-24	-	480,000
M/s. Tonmoy Traders	10 decimal land	Mouza: Modhasomet, Thana: Nabigonj, District: Habigonj	29-Dec-24	1,800,000	1,800,000
M/S Monowara Corporation	0.53 acre of Land	East Nasirabad, Panchlaish, Chittagong and Fultoli, Anowara, Chittagong.	28 May 2025	5,300,000	-
M/S R.S.N. Fabric House	8 decimal land	Jalalabad	28 May 2025	10,800,000	-
				18,956,000	**3,336,000**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
11	**Borrowings from other banks, financial institutions & agents:**				
	In Bangladesh (note - 11.1)	64,545,436,413	81,142,166,248	63,448,264,958	79,786,237,601
	Outside Bangladesh (note - 11.2)	-	-	-	-
		64,545,436,413	**81,142,166,248**	**63,448,264,958**	**79,786,237,601**
11.1	**In Bangladesh**				
	UCB Subordinated Bond (note - 11.1.1)			10,125,900,000	11,702,800,000
	UCB Perpetual Bond (note - 11.1.2)			5,700,000,000	5,700,000,000
	Borrowings from Bangladesh Bank - IPFF Fund			7,318,436,051	8,234,542,263
	Borrowings from Bangladesh Bank - EDF			15,585,946,254	13,278,717,743
	Borrowing from Bangladesh Bank Pre-finance/Refinancing scheme			5,105,806,533	6,604,700,595
	Borrowing from Bangladesh Bank-Repo			12,596,047,000	11,926,047,000
	Borrowings from Off-shore Banking Unit (note - 11.1.3)			5,216,129,120	-
	Borrowing from Banks (note - 11.1.4)			-	13,359,720,000
	Money at Call on Short Notice (note - 11.1.5)			1,800,000,000	8,979,710,000
				63,448,264,958	**79,786,237,601**
11.1.1	**UCB Subordinated Bond**				
	UCB 3rd Subordinated Bond			-	700,000,000
	UCB 4th Subordinated Bond			1,680,000,000	3,280,000,000
	UCB 5th Subordinated Bond			7,445,900,000.00	7,722,800,000
	UCB 6th Subordinated Bond			1,000,000,000	-
				10,125,900,000.00	**11,702,800,000**
	Note: UCB 1st, 2nd and 3rd subordinated bonds were fully repaid.				
11.1.2	**UCB Perpetual Bond**				
	UCB 1st Perpetual Bond			4,000,000,000	4,000,000,000
	UCB 2nd Perpetual Bond			1,700,000,000	1,700,000,000
				5,700,000,000	**5,700,000,000**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
11.1.3	**Borrowings from Off-shore Banking Unit**				
	The City Bank PLC			79,495,520	-
	Mutual Trust Bank PLC			244,601,600	-
	Prime Bank PLC			366,902,400	-
	Commercial Bank of Dubai			3,302,121,600	-
	Abu Dhabi Commercial Bank			1,223,008,000	-
				5,216,129,120	**-**
11.1.4	**Borrowing from Banks**				
	Agrani Bank PLC.			-	599,950,000
	City Bank PLC.			-	5,000,000,000
	Eastern Bank PLC.			-	2,000,000,000
	One Bank PLC.			-	359,970,000
	Premier Bank PLC.			-	2,000,000,000
	Shahjalal Bank PLC.			-	3,399,800,000
				-	**13,359,720,000**
11.1.5	**Money at call on short notice**				
	Banks:				
	Agrani Bank PLC.			-	479,960,000
	Bengal Commercial Bank PLC.			-	300,000,000
	Citizens Bank PLC.			-	500,000,000
	Mercantile Bank PLC.			-	1,639,930,000
	Modhumoti Bank PLC.			-	400,000,000
	Mutual Trust Bank PLC.			-	300,000,000
	NRB Bank PLC.			700,000,000	600,000,000
	One Bank PLC.			1,000,000,000	1,839,930,000
	Shahjalal Islami Bank PLC.			-	1,319,890,000
	Shimanto Bank PLC			100,000,000	
				1,800,000,000	**7,379,710,000**
	NBFIs:				
	DBH Finance PLC.			-	1,500,000,000
	Alliance Finance PLC. (Formerly named as Lankan Alliance Finance Limited)			-	100,000,000
				-	1,600,000,000
				1,800,000,000	**8,979,710,000**
11.2	**Security against borrowings from other banks, financial institutions and agents:**				
	Secured			-	-
	Unsecured			63,448,264,958	79,786,237,601
				63,448,264,958	**79,786,237,601**
11.3	**Maturity Grouping of Borrowings from other banks, financial institutions & agent.**				
	Payable on demand			995,000,000	1,408,000,000
	Payable within one month			4,046,000,000	21,347,101,528
	More than one month but within six months			25,120,552,901	9,289,433,448
	More than six month but within one year			15,162,960,722	22,157,102,129
	More than one year but within five years			7,972,570,785	9,927,913,822
	More than five years*			10,151,180,551	15,656,686,674
				63,448,264,958	**79,786,237,601**
	* Includes perpetual bond amounting to BDT 5,700,000,000.00 which do not have any maturity.				
12	**Deposits and other accounts**				
	Inter Bank deposits	20,451,590,909	768,496,883	20,451,590,909	768,496,883
	Deposit from customers and others	663,378,240,610	551,457,209,389	663,489,930,464	553,446,770,372
		683,829,831,519	**552,225,706,273**	**683,941,521,373**	**554,215,267,256**
	a. Current accounts & other accounts				
	Current deposits	63,813,092,533	48,830,157,693	64,528,215,698	50,819,718,676
	Foreign currency deposits	11,839,366,298	7,114,844,547	11,839,366,298	7,114,844,547
	Sundry deposits (note - 12.1)	42,883,129,107	48,247,632,827	42,883,129,107	48,247,632,827
		118,535,587,938	**104,192,635,067**	**119,250,711,103**	**106,182,196,050**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	b. Bills Payable				
	Pay order	8,385,088,762	6,621,695,464	8,385,088,762	6,621,695,464
	Demand draft payable	5,272,576	5,272,918	5,272,576	5,272,918
	Others Payable	-	-		-
		8,390,361,338	**6,626,968,382**	**8,390,361,338**	**6,626,968,382**
	c. Savings Bank deposits				
	Savings Bank deposits	104,413,833,775	93,476,409,174	104,413,833,775	93,476,409,174
		104,413,833,775	**93,476,409,174**	**104,413,833,775**	**93,476,409,174**
	d. Fixed deposits				
	Fixed deposits	313,262,624,060	223,942,583,654	313,352,624,060	223,942,583,654
	Scheme Deposits	93,084,454,394	83,955,700,534	93,084,454,394	83,955,700,534
		406,347,078,453	**307,898,284,188**	**406,437,078,453**	**307,898,284,188**
	e. Special notice deposits	46,142,970,015	40,031,409,462	45,449,536,704	40,031,409,462
		46,142,970,015	**40,031,409,462**	**45,449,536,704**	**40,031,409,462**
	Total Deposits and other accounts (a+b+c+d+e)	**683,829,831,519**	**552,225,706,273**	**683,941,521,373**	**554,215,267,256**

*The Bank has BDT 27,288,236 unclaimed deposits of more than 10 years as of 31 December 2025 which will be deposited to Bangladesh Bank following section 35 of the Bank Company Act 1991 amendment 2023

12.1	**Sundry deposits**		
	Sundry creditors	116,026,447	162,870,865
	Security deposits	19,084,970	16,010,050
	Debit & Credit card	14,844,918	8,297,262
	FC held against deemed export LC	3,826,042,512	3,963,023,147
	FC held against BTB LC	21,112,515,438	23,279,211,760
	Others*	152,572,961	160,654,798
	Margin		
	Letter of guarantees	3,568,538,815	4,899,742,338
	Letter of credit	13,940,708,477	15,665,665,125
	Corporate Loan	14,522,420	-
	SME Loan	111,022,465	25,436,265
	Export Proceed	7,249,684	66,721,217
		42,883,129,107	**48,247,632,827**
12.2	**Maturity analysis of deposits & other accounts**		
	Inter- Bank Deposits		
	Payable on demand	-	47,050,289
	Payable within one month	14,332,490,909	21,446,594
	More than one month but within six months	6,119,100,000.00	700,000,000
	More than six month but within one year	-	-
	More than one year but within five years	-	-
	More than five years but within ten years	-	-
		20,451,590,909	**768,496,883**
	Deposit from customers and others		
	Payable on demand	3,286,081,385.28	5,831,449,711
	Payable within one month	57,562,779,172	71,641,150,180
	More than one month but within six months	197,621,250,667	128,207,541,749
	More than six month but within one year	87,942,654,714	107,321,816,458
	More than one year but within five years	311,711,478,858	221,970,221,350
	More than five years but within ten years	5,365,685,667	18,474,590,924
		663,489,930,464	**553,446,770,373**
		683,941,521,373	**554,215,267,256**

Notes	Particulars		Consolidated		United Commercial Bank PLC	
			Amount in BDT		Amount in BDT	
			31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
12.3	**Sector-wise deposits**					
	Foreign Currency Deposits				11,839,366,299	7,114,844,547
	Government				12,802,638,784	7,184,323,462
	Private				612,995,327,778	502,184,984,741
	Public				38,251,403,401	31,062,428,167
	Semi-Government				8,052,785,113	6,668,686,339
					683,941,521,373	**554,215,267,256**
13	**Other Liabilities**					
	Provision for loans & advances	(note - 13.1)	25,714,515,721	27,431,007,409	25,243,799,998	27,056,204,224
	Provision for special general - COVID_19	(note - 13.2)	-	-	-	-
	Provision for diminution in value of investment	(note - 13.3)	1,493,159,412	1,547,793,022	1,457,554,289	1,535,771,148
	Provision for off-balance sheet exposure	(note - 13.4)	1,723,258,723	2,568,900,000	1,723,258,723	2,568,900,000
	Provision for classified fixed assets	(note - 13.5)	3,972,000	3,972,000	3,972,000	3,972,000
	Provision for classified other assets	(note - 13.6)	429,048,827	427,924,588	429,048,827	427,924,588
	Provision for current tax	(note - 13.7)	1,490,746,071	5,598,603,038	1,031,387,954	4,719,899,343
	Provision for Non Banking Assets		18,956,000	3,336,000	18,956,000	3,336,000
	Interest suspense account	(note - 13.8)	33,371,040,727	29,982,955,933	31,798,586,898	28,633,083,407
	Payable to UCB foundation	(note - 13.9)	124,113,347	75,211,893	124,113,347	75,211,893
	Unclaimed Dividend*		78,195,036	86,295,204	78,195,036	86,295,204
	Interest/profit payable		18,393,017,349	14,514,374,551	18,393,936,471	14,514,374,551
	Lease Liabilities as per IFRS 16		3,322,375,485	3,627,110,756	3,272,209,091	3,594,491,532
	Sundry liabilities	(note - 13.10)	12,630,824,847	12,746,258,286	11,037,725,239	9,562,991,580
	Start-Up Fund	(note - 13.11)	-	133,512,705	-	133,512,705
	CSR Fund	(note - 13.12)	-	71,181,348	-	71,181,348
			98,793,223,545	**98,818,436,734**	**94,612,743,873**	**92,987,149,524**

* Unclaimed dividend is the residual amount of approved dividend in AGM which has not yet been paid to or claimed by the shareholders.

As per Bangladesh Bank letter no. BSD-5 (Wing-3)/104/2026-410 dated 29 April 2026, Bangladesh Bank allowed the bank to finalise its financial statements for the year ended 31 December 2025 without adjusting the shortfall amount of BDT 5,594.93 crore which also includes shortfall in provisions for loans and advances of BDT 5,155.04 crore; and BDT 439.89 crore against other assets. Shortfall of other assets includes BDT 438.02 crore against Investment in Subsidiaries (Upay) and BDT 1.87 crore against WCSP receivables from Bangladesh Bank.

13.1	**Provision for loans & advances**			
	General provision	Notes 13.1.1	5,962,395,742	4,715,457,502
	Specific Provision	Notes 13.1.2	19,281,404,256	22,340,746,722
	Total Provision for Loans and Advances Maintained		25,243,799,998	27,056,204,224
	Total Provision for Loans and Advances Required		76,794,219,533	60,551,260,557
	Excess/(Shortfall) in provision for loans and advances		**(51,550,419,535)**	**(33,495,056,333)**
13.1.1	**General provision**			
	Opening balance		4,715,457,502	4,613,729,118
	Add: Provision made during the year		1,245,631,248	96,393,654
	Add: Exchange Difference		1,306,992	5,334,730
			5,962,395,742	**4,715,457,502**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
13.1.2	**Specific Provision**				
	Opening balance			22,340,746,722	13,907,404,457
	Less: Adjustment due to written off			(13,620,400,199)	(5,319,821,205)
	Add: Provision made during the year			9,424,930,135	13,384,121,861
	Add: Recoveries of amounts previously written off			1,136,127,598	369,041,609
	Closing balance			**19,281,404,256**	**22,340,746,722**
13.2	**Special General Provision for COVID_19**				
	Opening balance			-	1,630,000,000
	Less: Release of special provision for COVID_19				(1,630,000,000)
				-	-
	As per BRPD circular no. 14/2022 and BRPD circular letter no. 51/2022, special general provision-Covid-19 was made amounting BDT 163 crore. Subsequently, the maintained provision was released as per BRPD circular letter no. 58/2024 dated 31 December 2024.				
13.3	**Provision for diminution in value of investment**				
	Opening balance			1,535,771,148	673,287,921
	Add: Provision made/(reversed) during the year			(78,216,859)	862,483,227
				1,457,554,289	**1,535,771,148**
13.4	**Provision for off-balance sheet exposure**				
	Opening balance			2,568,900,000	2,342,179,465
	Add: Provision made during the year			(847,572,191)	216,937,616
	Add: Exchange Difference			1,930,914	9,782,919
				1,723,258,723	**2,568,900,000**
	Provision against Off-Balance Sheet Exposure made as per BRPD Circular No. 06 dated 25 April 2023.				
13.5	**Provision for classified fixed assets**				
	Opening balance			3,972,000	3,972,000
	Add: Provision made during the year			-	-
				3,972,000	**3,972,000**
13.6	**Provision for classified other assets**				
	Opening balance			427,924,588	425,356,588
	Add: Provision made during the year			1,124,239	2,568,000
	Provision for classified other assets maintained			**429,048,827**	**427,924,588**
	Provision for classified other assets required			**4,827,985,480**	**5,895,424,588**
	Excess/(Shortfall) of provision for classified other assets			**(4,398,936,653)**	**(5,467,500,000)**
13.7	**Provision for current tax**				
	Opening balance			4,719,899,343	3,094,286,636
	Add: Addition during the year			350,870,065	4,312,972,008
	Less: Adjustment with previous year				(3,714,931,222)
	Add: Adjustment with advance Tax			(4,039,381,454)	1,027,571,921
	Net current tax liability			1,031,387,954	4,719,899,343
13.8	**Interest suspense account**				
	Opening balance			28,633,083,407	19,090,017,013
	Add: Amount transferred to interest suspense account during the year			17,937,641,696	12,305,036,537
	Less: Amount recovered from interest suspense account during the year			(1,856,285,962)	(439,145,047)
	Less: Interest waiver/remission allowed			(661,315,249)	(514,175,869)
	Less: Amount written off during the year			(12,254,536,994)	(1,808,649,228)
				31,798,586,898	**28,633,083,407**
13.9	**Payable to UCB foundation**				
	Opening balance			75,211,893	57,504,000
	Add: contribution during the year			50,000,004	90,000,000
	Less: Fund transfer to UCB Foundation				(44,873,532)
	Less: Utilization on behalf of UCB Foundation			(1,098,550)	(27,418,575)
				124,113,347	**75,211,893**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
13.10	**Sundry liabilities**				
	UCB Employees' Funds			-	-
	Sundry Payable			3,999,113,385	2,347,551,939
	Other Payable to Employee (Welfare Fund)			-	100,307,400
	Compensation Suspense Account (Islamic Banking)			12,162,434	3,241,289
	Unearned Income (Islamic Banking)			1,439,217,296	632,866,302
	Payable Tax VAT Excise Duty			2,786,609,821	2,522,268,840
	Payable Debit & Credit Card			266,610,036	407,595,979
	Other Sundry Liabilities			2,144,945,007	3,128,646,888
	ATM Payable			389,067,261	369,772,813
	Compensation Realisable Account (Islamic Banking)			-	45,103,404
	Settlement Accounts Payable (Cards)			-	5,636,726
				11,037,725,239	**9,562,991,580**
13.11	**Start Up Fund**				
	Opening balance			133,512,705	127,434,662
	Add: Provision made during the year			-	6,078,043
	Less: Transfer to Start-up Equity Investment Fund			(133,512,705)	
				-	**133,512,705**
13.12	**Corporate Social Responsibility (CSR) Fund**				
	Opening balance			71,181,348	111,511,610
	Provision made during the year			-	-
	Less: Expenses incurred from UCB CSR Fund			(71,181,348)	(40,330,262)
				-	**71,181,348**
14	**Share Capital**				
	Opening balance			15,503,758,980	14,765,484,750
	Add: Bonus shares issued			-	738,274,230
				15,503,758,980	**15,503,758,980**
14.1	**Authorized Capital**				
	5,000,000,000 ordinary shares of Tk. 10.00 each			**50,000,000,000**	**25,000,000,000**
14.2	**Issued, subscribed and paid up Capital**				
	1,550,375,898 ordinary shares @ Taka 10.00 each			15,503,758,980	15,503,758,980
				15,503,758,980	**15,503,758,980**

Shareholding position:

Particulars	31 December 2025		31 December 2024	
	No. of Shares	Amount in BDT	No. of Shares	Amount in BDT
Sponsors/Directors	159,274,626	1,592,746,260	159,274,626	1,592,746,260
Government of People's Republic of Bangladesh	12,555,635	125,556,350	12,555,635	125,556,350
General Public	804,514,899	8,045,148,990	793,414,601	7,934,146,010
Institution(Financial & Others)	566,119,136	5,661,191,360	575,306,304	5,753,063,040
Foreign	7,911,602	79,116,020	9,824,732	98,247,320
Total	**1,550,375,898**	**15,503,758,980**	**1,550,375,898**	**15,503,758,980**

14.3	**Share Premium**		
	29,09,95,350 ordinary shares of Taka 5 each per share	**1,454,976,750**	**1,454,976,750**

Rights share (1:1; 1 share for each share held) has been issued in the year 2011 @ Tk. 15 each including share premium of Tk. 5 each.

14.4 Classification of Shareholders by holding as at 31 December 2025

Shareholding Range	Number of Shareholders	Number of Shares	Value of Shares in BDT	31 December 2025 Total Holdings %	31 December 2024 Total Holdings %
Up to 500 Shares	16,516	2,298,390	22,983,900	0.15%	0.15%
501 to 5000 Shares	17,370	30,957,253	309,572,530	2.00%	2.11%
5001 to 10,000 Shares	2,862	19,904,757	199,047,570	1.28%	1.38%
10,001 to 20,000 Shares	1,713	24,006,077	240,060,770	1.55%	1.65%
20,001 to 30,000 Shares	587	14,292,102	142,921,020	0.92%	1.01%
30,001 to 40,000 Shares	291	10,089,760	100,897,600	0.65%	0.70%
40,001 to 50,000 Shares	161	7,316,952	73,169,520	0.47%	0.48%
50,001 to 100,000 Shares	322	22,567,649	225,676,490	1.46%	1.57%
100,001 to 10,00,000 Shares	363	104,269,661	1,042,696,610	6.73%	6.24%
10,00,001 & above	164	1,314,673,297	13,146,732,970	84.80%	84.71%
Total	**40,349**	**1,550,375,898**	**15,503,758,980**	**100.00%**	**100.00%**

14.5 History of Paid Up Capital

Year	Number of Shares Issued	Amount in BDT	Cumulative Paid-up Capital
1983	355,000	35,500,000	35,500,000
1984	85,000	8,500,000	44,000,000
1986	360,000	36,000,000	80,000,000
1988	400,000	40,000,000	120,000,000
1991	171,428	17,142,800	137,142,800
1994	397,963	39,796,300	176,939,100
1995	176,939	17,693,900	194,633,000
1996	291,949	29,194,900	223,827,900
1997	63,296	6,329,600	230,157,500
2007	690,473	69,047,300	299,204,800
2010	26,107,487	2,610,748,700	2,909,953,500
2011	436,493,025	4,364,930,250	7,274,883,750
2012	109,123,256	1,091,232,560	8,366,116,310
2013	-	-	8,366,116,310
2014	-	-	8,366,116,310
2015	167,322,326	1,673,223,260	10,039,339,570
2016	50,196,697	501,966,970	10,541,306,540
2017	-	-	10,541,306,540
2018	-	-	10,541,306,540
2019	105,413,065	1,054,130,650	11,595,437,190
2020	57,977,185	579,771,850	12,175,209,040
2021	60,876,045	608,760,450	12,783,969,490
2022	127,839,694	1,278,396,940	14,062,366,430
2023	70,311,832	703,118,320	14,765,484,750
2024	7,38,27,423	738,274,230	15,503,758,980
2025	-	-	15,503,758,980

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
14.6	**Capital to Risk Weighted Asset Ratio (CRAR)**				
	The calculation of CRAR has been done as per Guidelines on Risk Based Capital Adequacy - Revised regulatory Capital Framework for Banks in line with BASEL-III vide BRPD circular no.18 dated 21 December 2014. Required Capital with Capital Conservation Buffer of the bank at the close of business on 31 December 2025 was Taka 81,402,177,944 as against available Tier-1 Capital of Taka 37,314,271,489 and Tier-2 Capital of Taka 17,491,554,465 making a Total Regulatory Capital of Taka 54,805,825,954 thereby the shortage of capital of Taka 26,596,351,990 at that date.				
	Details are shown below :				
	Tier-I Capital :				
	Common Equity Tier-1 capital (CET1):				
	Paid-up Capital (note: 14.2)	15,503,758,980	15,503,758,980	15,503,758,980	15,503,758,980
	Share Premium (note: 14.3)	1,454,976,750	1,454,976,750	1,454,976,750	1,454,976,750
	Statutory Reserve (note: 15)	15,842,396,287	15,828,739,273	15,730,183,055	15,730,183,055
	General Reserve (note : 16)	26,577,961	26,577,961	26,577,961	26,577,961
	Retained Earnings (note : 18)	4,070,456,798	4,415,528,336	6,374,009,638	6,307,661,613
		36,898,166,776	**37,229,581,300**	**39,089,506,384**	**39,023,158,359**
	Non controlling interest	188	190	-	-
		36,898,166,964	**37,229,581,490**	**39,089,506,384**	**39,023,158,359**
	Less: Regulatory Adjustments:				
	Goodwill and all other Intangible Assets	368,048,301	253,481,225	168,365,067	248,493,244
	Deferred Tax Assets (DTA)	7,314,272,762	8,304,876,933	7,306,869,829	8,302,811,045
	Reciprocal crossholdings and excess investment above limit	-	-	-	-
	Others	-	-	-	-
		7,682,321,062	**8,558,358,158**	**7,475,234,895**	**8,551,304,289**
	Total Common Equity Tier-1 Capital	**29,215,845,902**	**28,671,223,332**	**31,614,271,489**	**30,471,854,070**
	Additional Tier-1 Capital (AT-1)	5,700,000,000	5,700,000,000	5,700,000,000	5,700,000,000
	Less: Others	-	-	-	-
	Total Tier-1 Capital	**34,915,845,902**	**34,371,223,332**	**37,314,271,489**	**36,171,854,070**
	Tier-II Capital:				
	General Provision	8,153,813,796	7,353,347,989	7,685,654,465	7,284,357,502
	Revaluation Reserve	-	-		-
	Subordinated Bond	9,805,900,000	10,402,800,000	9,805,900,000	10,402,800,000
		17,959,713,796	**17,756,147,989**	**17,491,554,465**	**17,687,157,502**
	Less: Regulatory Adjustments:				
	Revaluation Reserve	-	-	-	-
	Reciprocal crossholdings in the T-2 Capital of BNBFIs & Insurance Entities	-	-	-	-
	Any investment exceeding the approved limit under section 26(2) of Bank Company Act, 1991 (50% of Investment)	-	-	-	-
	Others	-	-	-	-
	Total Admissible Tier-2 Capital	**17,959,713,796**	**17,756,147,989**	**17,491,554,465**	**17,687,157,502**
	Total Regulatory Capital	**52,875,559,698**	**52,127,371,321**	**54,805,825,954**	**53,859,011,572**
	Risk Weighted Assets (note-14.8)	664,475,003,873	512,385,420,210	651,217,423,552	508,702,242,926
	Minimum Capital Requirement with Capital Conservation Buffer (12.5% of Risk Weighted Assets)	83,059,375,484	64,048,177,526	81,402,177,944	63,587,780,366
	Capital Surplus/(Shortfall)	**(30,183,815,786)**	**(11,920,806,205)**	**(26,596,351,990)**	**(9,728,768,794)**

14.7.1	Composition of Capital (Solo)	31 Dec. 2025		31 Dec. 2024	
		Required	Held	Required	Held
	Common Equity Tier -I	6.00%	4.85%	6.00%	5.99%
	Tier-I Capital	6.00%	5.73%	6.00%	7.11%
	Tier-II Capital	0.00%	2.69%	0.00%	3.48%
	Tier-I Capital with Buffer	8.50%	5.73%	8.50%	7.11%
	Total CRAR	**12.50%**	**8.42%**	**12.50%**	**10.59%**
14.7.2	**Composition of Capital (Conso)**				
	Common Equity Tier -I	6.00%	4.40%	6.00%	5.60%
	Tier-I Capital	6.00%	5.25%	6.00%	6.71%
	Tier-II Capital	0.00%	2.70%	0.00%	3.47%
	Tier-I Capital with Buffer	8.50%	5.25%	8.50%	6.71%
	Total CRAR	**12.50%**	**7.96%**	**12.50%**	**10.17%**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
14.8	**Computation of Risk weighted assets**				
	On- Balance Sheet	553,658,305,140	393,903,088,935	554,540,084,489	394,840,831,307
	Off-Balance sheet	26,117,456,527	44,873,040,115	26,117,456,527	44,873,040,115
	Credit Risk (A)	579,775,761,667	438,776,129,050	580,657,541,016	439,713,871,422
	Market Risk (B)	23,154,548,760	16,366,819,870	21,063,442,935	14,331,950,490
	Operational risk (C)	61,544,693,446	57,242,471,290	49,496,439,600	54,656,421,014
	Total Risk Weighted assets (A+B+C)	**664,475,003,873**	**512,385,420,210**	**651,217,423,552**	**508,702,242,926**
15	**Statutory Reserve**				
	As per section 24(1) of the Bank company Act, 1991 and amendments thereon, an amount equivalent to 20% of the profit before taxes for the year has been transferred to the statutory reserve fund as under:				
	Opening Balance	15,828,739,273	15,730,183,055	15,730,183,055	15,730,183,055
	Add : Transferred during the year	13,657,014	98,556,218	-	-
		15,842,396,287	**15,828,739,273**	**15,730,183,055**	**15,730,183,055**
	As per Section 24 (1) of Bank Company Act 1991 and as amended till date, a bank needs to transfer 20% of profit before any money is transferred to Government or any dividend is declared (i.e. profit before tax) to statutory reserve if the amount in such fund together with the amount in the share premium account is less than its paid-up capital. The Bank has fulfilled the above criteria. Hence, no transfer is required to be made in 2023, 2024 and 2025.				
16	**General Reserve**				
	Opening Balance	26,577,961	26,577,961	26,577,961	26,577,961
	Add: Transferred during for the year	-	-	-	-
		26,577,961	**26,577,961**	**26,577,961**	**26,577,961**
17	**Other Reserve**				
	Asset Revaluation Reserve (notes: 17.1)	2,534,101,559	2,534,101,559	2,534,101,559	2,534,101,559
	Foreign currency translation gain/(loss)	153,625,844	153,080,640	153,625,844	153,208,713
	Revaluation Reserve on HTM Securities (notes: 17.2.1)	84,345,288	79,059,721	84,345,288	79,059,721
	Revaluation Reserve on HFT Securities (notes: 17.2.2)	58,832,612	1,293,741	58,832,612	1,293,741
		2,830,905,303	**2,767,535,661**	**2,830,905,303**	**2,767,663,734**
17.1	**Asset Revaluation Reserve**				
	As per International Accounting Standard (IAS) 16 - 'Property, Plant & Equipment', and BRPD Circular No. 10 dated 25 November 2002 issued by Bangladesh Bank, all the immovable properties of the Bank were revalued as at 27.12.2012 based on market survey by Padma Techno Consult & Survey Ltd., an independent professionally qualified valuation firm of the country. Accordingly, revaluation surplus of BDT 2,534,101,559.00 for land & building was recorded as asset revaluation reserve. Movement of the same at the reporting date is as follows:				
	Opening Balance	2,534,101,559	2,534,101,559	2,534,101,559	2,534,101,559
	Reserve made for the year	-	-	-	-
		2,534,101,559	**2,534,101,559**	**2,534,101,559**	**2,534,101,559**
17.2	**Revaluation Reserve**				
	HTM Securities (notes 17.2.1)			84,345,288	79,059,721
	HFT Securities (notes 17.2.2)			58,832,612	1,293,741
				143,177,900	**80,353,462**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	As per the DOS Circular Letter # 05 dated 26 May 2008, HFT securities are revalued on weekly basis and HTM securities are amortized on yearly basis.				
17.2.1	**Revaluation Reserve on HTM Securities**				
	Opening Balance			79,059,721	410,585,991
	Add: Net Revaluation gain/(adjustment) during the year			5,285,567	(331,526,270)
				84,345,288	**79,059,721**
17.2.2	**Revaluation Reserve on HFT Securities**				
	Opening Balance			1,293,741	7,497,779
	Add: Net Revaluation gain/(adjustment) during the year			57,538,871	(6,204,038)
				58,832,612	**1,293,741**
18	**Start-up Equity Investment Fund**				
	Opening Balance	-	-	-	-
	Add: Transfer from Provision	133,512,705	-	133,512,705	-
	Add: Addition during the year for Start-up Fund	-		-	-
		133,512,705	**-**	**133,512,705**	**-**
	In compliance with Bangladesh Bank SMESPD Circular No. 02 dated 09 July 2025, the entire amount of start-up fund has been presented under Equity instead of Other Liabilities.				
19	**Retained Earnings**				
	Opening Balance			6,307,661,613	7,769,983,871
	Add: Retained surplus transferred during for the year			635,798,027	14,226,209
	Add: Proceeds from Sale of Non-banking Assets			550,000.00	-
	Less. Issuance of Stock Dividend			-	(738,274,230)
	Less. Issuance of Cash Dividend			-	(738,274,238)
	Less. Coupon Payment on Perpetual Bond			(570,000,002)	-
				6,374,009,638	**6,307,661,613**
19(a)	**Consolidated Retained Earnings**				
	United Commercial Bank PLC	6,374,009,638	6,307,661,613		
	UCB Stock Brokerage Ltd.	1,525,293,236	1,601,426,541		
	UCB Investment Ltd.	404,990,902	304,251,785		
	UCB Asset Management Ltd.	149,586,184	98,126,749		
	UCB Fintech Company Limited	(4,380,237,521)	(3,894,000,868)		
	UCB Exchange (SG) PTE. Ltd.	(3,185,453)	(1,937,295)		
		4,070,456,986	**4,415,528,525**		
	Less: Non controlling Interest	188	190		
	Total balance of retained earnings attributable to the ordinary Share holders.	**4,070,456,798**	**4,415,528,335**		
	Non controlling interest	**188**	**190**		
20	**Contingent liabilities & commitment**				
	Acceptances & endorsement (note- 19.1)			77,568,061,302	105,263,752,167
	Letters of guarantee (note- 19.2)			55,242,076,074	60,918,919,087
	Irrecoverable letters of credit (note- 19.3)			61,688,195,957	59,160,060,971
	Bills for collection (note-19.4)			16,790,891,900	24,780,647,517
	Other Commitments (note-19.5)			642,181,098	10,736,246,402
				211,931,406,331	**260,859,626,144**
20.1	**Acceptances & endorsements**				
	Bankers liabilities for accepted against usance LC			41,647,238,947	62,439,327,819
	Bankers liabilities for accepted against BB usance			35,920,822,355	42,824,424,348
				77,568,061,302	**105,263,752,167**
20.2	**Letters of guarantee**				
	Bankers liabilities for letters of guarantee (Inland)			35,484,510,584	38,709,146,101
	Bankers liabilities for letters of guarantee (Foreign)			19,757,565,489	22,209,772,986
				55,242,076,074	**60,918,919,087**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
20.3	**Irrecoverable letters of credit**				
	Letters of credit (Inland)			1,657,987,401	354,382,355
	Letters of credit (Foreign)			37,028,926,877	29,426,166,877
	Back to back LC			22,385,980,008	27,681,009,935
	Letters of credit EDF			595,938,005	1,691,129,438
	Letters of credit EPZ			19,363,666	7,372,366
				61,688,195,957	**59,160,060,971**
20.4	**Bills for collection**				
	Bills for collection (Inland)			11,348,881,500	15,381,158,719
	Bills for collection (Foreign)			5,442,010,400	9,399,488,798
				16,790,891,900	**24,780,647,517**
20.5	**Other Commitments**				
	Documentary credit and short term trade related transactions			-	-
	Forward assets purchased and forward deposits placed			642,181,098	10,736,246,402
	Undrawn note issuance and revolving underwriting facilities				-
	Undrawn formal standby facilities, credit lines and other commitments				-
				642,181,098	**10,736,246,402**
21	**Income Statement**				
	Income				
	Interest, discount and similar income (note - 21.1)			68,520,371,250	64,313,023,776
	Dividend income			248,757,131	293,308,737
	Fees, commission and brokerage			6,032,741,895	6,427,325,649
	Gains less losses arising from dealing in securities			-	-
	Gains less losses arising from investment securities			5,349,775,578	(1,052,800,541)
	Gain less losses arising from dealing in foreign currencies			1,442,255,536	1,499,598,968
	Income from non-banking asset			-	-
	Other operating income			254,976,726	246,492,832
				81,848,878,116	**71,726,949,421**
	Expenses				
	Interest paid on deposits and borrowings etc.			49,322,092,432	35,257,762,623
	Administrative expenses (note - 20.2)			13,925,467,867	14,179,685,400
	Other operating expenses			5,244,299,565	5,418,376,644
	Depreciation on banks assets			1,576,094,412	1,793,230,547
				70,067,954,276	**56,649,055,214**
				11,780,923,840	**15,077,894,207**
21.1	**Interest, discount and similar income**				
	Interest Income			59,184,717,010	56,114,658,916
	Interest income from investments			9,335,654,240	8,198,364,860
				68,520,371,250	**64,313,023,776**

UCB PLC has Islamic Banking Unit (Taqwa). Profit (income) and profit (paid) are included in Interest, discount and similar income and Interest paid on deposits and borrowings etc. respectively. Please see the relevant notes in the Financial Statements of UCB Islamic Banking.

21.2	**Administrative expenses**				
	Salary and allowances			9,691,480,130	9,372,438,905
	Rent, taxes, insurance, electricity etc.			1,685,242,699	1,601,796,023
	Legal expenses			223,064,036	159,313,658
	Postage, stamps, telecommunications etc.			218,281,208	223,449,513
	Stationery, printing, advertisements etc.			1,364,460,674	2,074,052,715
	Chief Executive's salary and fees			19,900,000	17,695,000
	Directors' fees			4,389,500	5,189,971
	Auditors' fees			13,265,000	1,380,000
	Repair of banks assets			705,384,620	724,369,615
				13,925,467,867	**14,179,685,400**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
22	**Interest Income**				
	Interest/profit on loans and advances/ investments	58,427,181,734	55,652,206,990	58,293,018,160	55,436,921,757
	Interest on balances with other banks & Financial Institutions	229,570,645	56,597,710	218,685,407	56,597,710
	Interest on money at call on short notice	355,776,478	86,959,613	355,776,478	86,959,613
	Interest on balance with foreign Bank	317,236,965	534,179,837	317,236,965	534,179,837
		59,329,765,822	**56,329,944,149**	**59,184,717,010**	**56,114,658,916**
	UCB PLC has Islamic Banking Unit (Taqwa). Profit (income) from Islamic Banking unit includes in Interest on loans and advances. Please see the relevant notes in the Financial Statements of UCB Islamic Banking.				
23	**Interests Paid on deposits and borrowings etc.**				
	Interest paid on deposits (note - 23.1)	42,602,657,517	30,385,766,610	42,602,657,517	30,385,766,610
	Interest/profit paid on borrowings (note - 23.2)	6,690,035,266	4,788,415,148	6,719,434,915	4,871,996,013
		49,292,692,783	**35,174,181,758**	**49,322,092,432**	**35,257,762,623**
	UCB PLC has Islamic Banking Unit (Taqwa). Profit paid on deposits, borrowings, etc. related to Islamic Banking unit includes in Interest paid on deposits and Interest paid on borrowings respectively. Please see the relevant notes in the Financial Statements of UCB Islamic Banking.				
23.1	**Interest paid on deposits**				
	Savings Deposits			2,501,910,936	2,202,324,661
	Special Notice Deposits			2,625,907,357	1,645,207,644
	Fixed Term Deposits			27,493,365,354	19,507,632,655
	Foreign Currency Deposit			277,621,080	
	Scheme Term Deposits			9,703,852,790	7,030,601,650
				42,602,657,517	**30,385,766,610**
23.2	**Interest/profit paid on borrowings**				
	Borrowing from Bangladesh Bank			3,083,601,288	1,422,032,055
	Borrowing from other Bank & financial institution			465,021,527	488,978,886
	Borrowings from Bangladesh Bank - EDF			822,478,643	561,753,158
	Subordinated Bond			1,332,331,488	1,070,538,393
	Foreign currency borrowings			135,802,788	604,150,213
	Other bank repo			382,204,054	30,515,963
	Money at call on short notice			497,995,128	694,027,345
				6,719,434,915	**4,871,996,014**
24	**Investment income**				
	Interest income from investments (note - 24.1)	9,439,951,014	8,350,987,264	9,335,654,240	8,198,364,860
	Non interest income from investments (note - 24.2)	5,761,182,477	(759,411,804)	5,598,602,709	(759,411,804)
		15,201,133,490	**7,591,575,460**	**14,934,256,949**	**7,438,953,056**
24.1	**Interest income from investments**				
	Government treasury bills/bonds			8,684,029,317	6,026,304,669
	Sub-ordinated bonds			459,255,787	337,768,835
	Term Placement (Islamic Banking Unit)			287,843,056	196,275,833
	Short Notice Deposit Accounts (Islamic Banking Unit)			19,818,352	11,872,122
	Perpetual Mudaraba Bond (Islamic Banking Unit)			28,964,665	14,229,332
	Perpetual bonds			205,000,000	204,999,999
	Bangladesh Government Special Purpose Bond			1,180,551,840	568,510,263
	Zero Coupon Bond			75,000,000	50,000,000
	Reverse Repo with Other Bank			44,771,217	5,490,740
	SUKUK Bond (note - 24.1.1)			205,221,784	59,200,265
	Bangladesh Government Investment (BGIB)			4,883,752	4,843,200
	Gain/(Loss) on revaluation on government securities (note - 24.1.2)			(1,859,685,529)	718,869,602
				9,335,654,240	**8,198,364,860**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
24.1.1	**SUKUK Bond**				
	Bangladesh Government Investment in SUKUK (Islamic Banking Unit)			163,516,832	38,748,787
	Private Sukuk Bond Under SPV (Islamic Banking Unit)			41,704,953	20,451,478
				205,221,784	**59,200,265**
24.1.2	**Gain/(Loss) on revaluation on government securities**				
	Gain on revaluation on government securities			1,000,462,529	718,869,602
	Less : Loss on revaluation on government securities			(2,860,148,058)	-
				(1,859,685,529)	**718,869,602**
24.2	**Non interest income from investments**				
	Dividend on shares			248,757,131	293,308,737
	Gain/(Loss) on sale of share (note - 23.2.1)			478,316,797	(1,052,800,541)
	Prize money on prize bond			70,000	80,000
	Repo Transactions			1,146,709,997	-
	Government Securities Trading			3,724,748,784	-
				5,598,602,709	**(759,411,804)**
24.2.1	**Gain/(Loss) on sale of shares**				
	Gain on sale of shares			544,386,369	600,000
	Less : Loss on sale of shares			(66,069,572)	(1,053,400,541)
				478,316,797	**(1,052,800,541)**
25	**Commission, Fees, Exchange & Brokerage**				
	Commission (note - 25.1)	3,709,838,050	4,351,348,410	2,900,550,715	3,272,634,515
	Fees (note - 25.2)	3,261,394,007	3,154,691,134	3,132,191,180	3,154,691,134
	Exchange earning (note - 25.3)	1,442,255,536	1,499,598,968	1,442,255,536	1,499,598,968
		8,413,487,593	**9,005,638,512**	**7,474,997,431**	**7,926,924,617**
25.1	**Commission**				
	Remittance Inland			8,548,912	9,512,873
	Remittance Foreign			11,142,968	8,683,637
	Letters of guarantee			407,687,961	523,297,863
	Letters of credit			897,579,829	807,386,304
	Letters of credit (back to back)			575,995,849	366,119,539
	Bangladesh Sanchaypatra/Paribarik Sanchaypatra			-	33,848
	Acceptance			757,670,868	1,206,959,157
	Exchange commission & rebate			365,872,802	273,033,544
	Outward clearance			1,641,168	1,972,532
	Merchant commission (Cards)			(125,698,391)	31,778,981
	Others			108,750	43,856,237
				2,900,550,715	**3,272,634,515**
25.2	**Fees**				
	Bills for collection			47,038,049	54,509,785
	Account maintenance			249,899,247	214,364,756
	Appraisal or processing			89,885,833	178,695,711
	Online transaction			72,636,647	74,417,599
	Cash incentive			15,070,400	21,894,450
	FC endorsement			3,427,580	1,208,100
	LC, BC & BG (others)			835,697,909	960,068,640
	Debit card			626,550,479	532,822,816
	Credit card			739,268,971	911,519,172
	Arrangement			208,596,951	16,933,251
	Agent Banking Systems			3,107,154	2,962,902
	SMS banking			189,888,863	150,926,423
	Miscellaneous			51,123,097	34,367,529
				3,132,191,180	**3,154,691,134**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
25.3	**Exchange**				
	Exchange earning (general)			1,590,314,149	2,054,756,898
	Revaluation gain/(Loss) on foreign currency			(148,058,613)	(235,322,507)
	FX Deal Discount Income			-	(319,835,423)
				1,442,255,536	**1,499,598,968**
26	**Other Operating Income**				
	Income from locker rent	26,890,590	24,535,529	26,890,590	24,535,529
	Premises rent	-	328,854	-	328,854
	Swift charges	59,555,627	52,922,718	59,555,627	52,922,718
	Cheque Book Issuance	105,454,673	88,887,980	105,454,673	88,887,980
	Gain on Sale of Fixed Assets	-	24,401,777	-	24,401,777
	Corporate Income from Others	110,655	18,197	110,655	18,197
	SME Income from Others	1,132,860	916,511	1,132,860	916,511
	Retail Income from Others	61,762,322	53,940,174	61,762,322	53,940,174
	Income from subsidiaries	-	127,385,867	-	-
	Miscellaneous earning	8,853,926	461,093	-	461,093
		263,760,652	**373,798,700**	**254,906,726**	**246,412,832**
27	**Salaries and allowances**				
	Basic salary	4,469,951,615	4,746,578,869	4,162,885,715	3,988,056,123
	Allowances	2,226,128,512	1,850,002,691	1,957,426,096	1,850,002,691
	Bonus	1,955,956,216	1,877,028,663	1,886,318,192	1,877,028,663
	Provident fund and Welfare fund	514,012,193	457,351,428	484,850,127	457,351,428
	Gratuity fund	1,218,644,074	1,200,000,000	1,200,000,000	1,200,000,000
		10,384,692,610	**10,130,961,651**	**9,691,480,130**	**9,372,438,905**
28	**Rent, taxes, insurance, electricity etc.**				
	Rent premises	711,963,973	547,832,702	700,141,329	523,210,155
	Rates & taxes	147,378,521	124,640,602	142,850,493	124,640,602
	Rental charges	13,325,647	184,380,647	12,612,228	184,380,647
	Insurance premium	442,399,693	400,843,315	439,742,149	400,843,315
	Electricity, Water & Gas *	404,293,974	368,721,304	389,896,501	368,721,304
		1,719,361,806	**1,626,418,570**	**1,685,242,699**	**1,601,796,023**
29	**Legal expenses**				
	Legal expenses	32,989,206	30,176,665	30,963,774	18,887,709
	Professional expenses	197,145,679.66	140,425,949	192,100,262	140,425,949
		230,134,886	**170,602,614**	**223,064,036**	**159,313,658**
30	**Postage, stamps, telecommunications etc.**				
	Postage	52,139,602	44,749,185	51,341,829	44,749,185
	Telecommunication expenses	46,678,931	44,815,520	44,225,591	44,815,520
	Reuter	5,791,637	6,317,391	5,791,637	6,317,391
	Internet	16,299,220	4,257,200	3,578,650	4,257,200
	Online connectivity expenses	113,343,501	141,671,793	113,343,501	123,310,217
		234,252,892	**241,811,089**	**218,281,208**	**223,449,513**
31	**Stationery, printing & advertisements etc.**				
31.1	**Stationery and printing:**				
	Office Stationery	116,397,164	139,173,057	107,460,520	139,173,057
	IT Stationery	93,233,740	113,740,475	93,233,740	113,740,475
	Security Stationery	53,344,887	38,445,099	53,344,887	38,445,099
		262,975,791	**291,358,631**	**254,039,147**	**291,358,631**
31.2	**Advertisement:**				
	Print Media (note - 30.2.1)	27,258,198	28,415,525	25,617,535	28,415,525
	Electronic Media (note - 30.2.2)	39,650,460	72,520,219	39,297,805	72,520,219
	Sponsorship	56,157,683	40,423,521	56,157,683	40,423,521
	Branding expenses	261,965,325	713,745,502	235,149,782	649,857,586
	UCB Imperial Lounges expense	596,904,977	833,200,109	596,904,977	833,200,109
	Promotional Material	137,072,606	112,059,924	131,225,624	112,059,924

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	Miscellaneous advertisement	34,797,027	46,217,200	26,068,120	46,217,200
		1,153,806,277	**1,846,582,000**	**1,110,421,527**	**1,782,694,084**
		1,416,782,068	**2,137,940,631**	**1,364,460,674**	**2,074,052,715**
31.2.1	**Print Media**				
	News paper	24,370,033	27,249,725	23,146,245	27,249,725
	Magazine	2,888,165	1,165,800	2,471,290	1,165,800
		27,258,198	**28,415,525**	**25,617,535**	**28,415,525**
31.2.2	**Electronic Media**				
	Television	27,468,497	68,520,644	27,115,842	68,520,644
	Bill board & neon sign	12,554,281	3,999,575	12,181,963	3,999,575
		40,022,778	**72,520,219**	**39,297,805**	**72,520,219**
32	**Chief Executive's salary and fees**				
	Basic salary	13,200,000	13,016,667	13,200,000	13,016,667
	House Rent Allowances	3,000,000	758,333	3,000,000	758,333
	Festival Bonus	2,200,000	2,420,000	2,200,000	2,420,000
	Incentive Bonus	1,500,000	1,500,000	1,500,000	1,500,000
		19,900,000	**17,695,000**	**19,900,000**	**17,695,000**
33	**Directors fees**				
	Meeting fees	5,213,611	5,476,529	4,389,500	4,652,929
	Other meetings' fees (travelling expenses)	-	537,042	-	537,042
		5,213,611	**6,013,571**	**4,389,500**	**5,189,971**
	Each director of the Bank is paid for BDT 10,000 as per BRPD circular letter no. 11 dated 4 October 2015 per board or board committee meeting attended in 2025.				
34	**Auditors fees**	**14,361,576**	**1,778,833**	**13,265,000**	**1,380,000**
35	**Depreciation and repair of bank's assets**				
35.1	**Depreciation**				
	Furniture/fixtures	253,779,972	209,859,954	242,800,619	199,808,714
	Vehicles	33,581,803	41,047,579	30,769,053	36,394,216
	Office equipment	194,177,676	378,213,269	184,681,782	368,786,775
	Computer equipment	567,462,546	506,976,052	485,932,121	424,588,640
	Computer software	144,957,259	247,374,041	86,509,807	218,251,169
	Immovable property (Building)	66,590,708	66,593,150	65,581,342	65,581,342
	Right of Use(ROU) assets	502,572,134	499,997,057	479,819,689	479,819,691
		1,763,122,098	**1,950,061,102**	**1,576,094,412**	**1,793,230,547**
35.2	**Repair & maintenance**				
	Furniture /fixtures (note - 35.2.1)	4,729,877	22,297,052	4,729,877	6,894,126
	Vehicles	20,302,114	15,958,419	20,302,114	15,958,419
	Office equipment	200,388,333	114,359,176	200,388,333	114,359,176
	Computer equipment	1,418,570	8,926,367	1,068,570	7,954,700
	Computer Software	447,997,485	515,839,837	447,997,485	515,839,837
	Building & Premises	47,231,027	63,363,357	30,898,241	63,363,357
		722,067,407	**740,744,207**	**705,384,620**	**724,369,615**
		2,485,189,505	**2,690,805,309**	**2,281,479,032**	**2,517,600,162**
35.2.1	**Furniture /fixtures**				
	Furniture/Fixture	20,679,550	20,679,550	4,726,377	5,276,624
	Interior	1,617,502	1,617,502	3,500	1,617,502
		22,297,052	**22,297,052**	**4,729,877**	**6,894,126**
36	**Other expenses**				
	Entertainment	114,678,337	101,165,328	105,400,682	91,545,631
	Petrol, oil & lubricant	306,672,578	312,014,598	295,567,489	297,360,182
	Subscription	40,075,346	39,683,192	38,090,859	38,451,444
	Donation	42,141,824	220,024,192	40,521,841	219,991,942
	Traveling	74,989,595	282,648,036	58,438,912	259,919,705
	Business Development	71,130,492	213,883,625	63,667,406	213,883,625

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
	Cartage and freight	28,920,985	23,869,259	26,467,504	22,664,522
	Hon. general	27,762,566	17,002,150	27,762,566	17,002,150
	Fees commission & charges	513,389,235	759,779,189	301,788,726	238,700,638
	Meeting Seminar and staff training	69,214,011	28,699,179	64,620,874	27,901,006
	Fees Commission and Charges Debit Card	249,675,706	292,738,868	249,675,706	292,738,868
	Fees Commission and Charges Credit Card Local	685,793,888	470,205,750	685,793,888	470,205,750
	Liveries & uniforms	4,158,580	3,629,117	1,302,653	245,831
	Medical expenses	270,780,319	259,747,199	266,132,139	258,904,625
	Car expenses	275,377,288	258,094,929	251,779,370	234,552,929
	Loss on sale of assets	561,096	30,179	468,764	-
	BATCH/BEFTN Charges	554,358	549,359	554,358	549,359
	UCB Foundation	-	90,000,000	-	90,000,000
	Interest expense for lease liabilities	195,380,381	212,593,028	191,707,896	209,628,759
	Outsource Staff Expenses	2,454,595,171	2,386,848,524	2,448,752,931	2,378,790,732
	Other Expenses	294,942,497	341,317,916	125,805,001	55,338,946
		5,720,794,251	**6,314,523,617**	**5,244,299,565**	**5,418,376,644**
37	**Provision for Loans & Advances**				
	Unclassified Loans & advances	1,339,948,641	98,739,713	1,245,631,248	96,393,654
	Classified loans & advances	10,562,652,878	13,753,168,469	10,561,057,733	13,753,163,470
	Release of special provision for COVID_19	-	(1,630,000,000)	-	(1,630,000,000)
	Recoveries from previously written off loan	(1,136,127,598)	(369,041,609)	(1,136,127,598)	(369,041,609)
		10,766,473,921	**11,852,866,574**	**10,670,561,383**	**11,850,515,516**
38	**Provision for diminution in value of investments**				
	Provision required during the year	(54,633,610)	841,677,725	(78,216,859)	862,483,227
		(54,633,610)	**841,677,725**	**(78,216,859)**	**862,483,227**
39	**Other Provision**				
	Provision for other assets	1,124,239	2,568,000	1,124,239	2,568,000
	Provision for off-balance sheet exposures	(847,572,191)	216,937,616	(847,572,191)	216,937,616
		(846,447,952)	**219,505,616**	**(846,447,952)**	**219,505,616**

Provision for Off-Balance Sheet Exposure

Provision against Off-Balance Sheet Exposure made as per BRPD Circular No. 06 dated 25 April 2023.

40 Provision for Taxation

Provision for current tax has been calculated based on the profit before provision considering admissible & inadmissible expenses as per provision of the Income Tax Act 2023 and Finance Act 2025.

Current Tax	540,003,568	4,570,211,087	350,870,065	4,312,972,008
Deferred tax expense/(income)	1,041,086,509	(2,776,098,269)	1,048,359,175	(2,775,386,412)
	1,581,090,077	**1,794,112,818**	**1,399,229,240**	**1,537,585,596**

41 Earnings per Share (EPS)

Earnings per share has been calculated in accordance with IAS-33: "Earnings Per Share (EPS)".

Net Profit after Tax (Numerator)	238,289,133	80,061,445	635,798,027	607,804,252
Number of Ordinary shares outstanding (Denominator)	1,550,375,898	1,550,375,898	1,550,375,898	1,550,375,898
Earning Per Share (EPS)	**0.15**	**0.05**	**0.41**	**0.39**

There was no significant change in EPS as management provided majority of the profit to recover the provision shortfall

42 Receipt from other operating activities

Exchange earning & brokerage	1,442,255,536	1,499,598,968	1,442,255,536	1,499,598,968
Other operating income	5,724,763,795	(774,520,100)	5,604,752,304	(806,907,709)
	7,167,019,331	**725,078,868**	**7,047,007,840**	**692,691,259**

Notes	Particulars	Consolidated		United Commercial Bank PLC	
		Amount in BDT		Amount in BDT	
		31 Dec. 2025	31 Dec. 2024	31 Dec. 2025	31 Dec. 2024
43	**Payment for other operating activities**				
	Legal expenses	(230,134,886)	159,313,658	(223,064,036)	159,313,658
	Directors' fees & other expenses	(5,213,611)	5,189,971	(4,389,500)	5,189,971
	Auditors' fees	(14,361,576)	1,380,000	(13,265,000)	1,380,000
	Repair of fixed assets	(722,067,407)	724,369,615	(705,384,620)	724,369,615
	Other expenditures	(5,525,413,870)	5,096,697,652	(5,052,591,669)	4,994,864,259
		(6,497,191,350)	**5,986,950,896**	**(5,998,694,825)**	**5,885,117,503**
44	**(Increase)/decrease of other assets**				
	Account with Stock Broker			226,762,616	(124,542,158)
	Advance Deposit			(272,650)	(52,040)
	Advance Income Tax Paid (note - 9.1)			-	-
	Advance Payment			323,376,112	179,845,157
	Deferred Tax Asset (note - 9.2)			1,048,359,175	(2,775,386,412)
	Head Office General Account (note - 9.3)			(6,447,059)	(22,842,237)
	Income/Profit Receivable			(143,935,593)	(57,706,836)
	Interest Receivable			(1,835,934,467)	(311,110,912)
	Investment in share of subsidiary companies. (note- 9.6)			(4,814)	(5,164)
	Receivable from Subsidiary Company			362,617	(1,735)
	Stock of Stationery & Stamps			(82,327,603)	19,670,428
	Suspense Account (note - 9.4)			(99,396,384)	743,851,322
	UBS Required Settlement Account			(982,566,983)	(1,224,124,936)
	Others (note - 9.5)			(72,342,670)	228,245
				(1,624,367,702)	**(3,572,177,279)**
45	**Increase/(decrease) of other liabilities**				
	Provision for loans & advances			(1,812,404,226)	8,535,070,649
	Provision for special general - COVID_19			-	(1,630,000,000)
	Provision for diminution in value of investment			(78,216,859)	862,483,227
	Provision for off-balance sheet exposure			(845,641,277)	226,720,535
	Provision for classified fixed assets			-	-
	Provision for classified other assets			1,124,239	2,568,000
	Provision for current tax			(3,688,511,389)	1,625,612,707
	Provision for Non Banking Assets			15,620,000	3,336,000
	Interest suspense account			3,165,503,491	9,543,064,083
	Payable to UCB foundation			48,901,454	17,707,893
	Unclaimed Dividend*			(8,100,168)	(4,831,003)
	Interest/profit payable			3,879,561,920	7,910,822,333
	Lease Liabilities as per IFRS 16			(322,282,441)	(328,410,691)
	Sundry liabilities			1,474,733,659	2,755,817,745
	Start-Up Fund			(133,512,705)	6,078,043
	CSR Fund			(71,181,348)	(40,330,262)
				1,625,594,349	**29,485,709,260**
46	**Net Operating Cash Flows Per Share (NOCFPS)**				
	Net Cash from operating activities	26,084,790,598	(2,927,433,146)	25,216,838,693	(4,885,953,998)
	Number of Ordinary shares outstanding (Denominator)	1,550,375,898	1,550,375,898	1,550,375,898	1,550,375,898
	Net Operating Cash Flows Per Share (NOCFPS)	**16.82**	**(1.89)**	**16.26**	**(3.15)**
	Net Operating Cash Flows Per Share (NOCFPS) increased due to higher deposit growth compared to lower loan disbursement.				
47	**Net Asset Value Per Share (NAVPS)**				
	Net Asset Value	39,862,584,972	39,997,117,150	42,053,924,392	41,790,822,093
	Number of Ordinary shares outstanding (Denominator)	1,550,375,898	1,550,375,898	1,550,375,898	1,550,375,898
	Net Asset Value Per Share (NAVPS)	**25.71**	**25.80**	**27.12**	**26.96**
	There is no significant chante in Net Asset Value Per Share (NAVPS) mainly due to no significant movement in retained earning.				

47.1 **a. Reconciliation of Net Profit after Taxes and Operating profit before changes in operating assets and liabilities of the bank**

	United Commercial Bank PLC	
	31 Dec. 2025	31 Dec. 2024
Net profit after taxes	635,798,027	607,804,252
Provision for taxation	1,399,229,241	1,537,585,596
Non-operating Expenses	191,707,896	-
Provision for investment, shares & contingent liabilities	9,745,896,572	12,932,504,359
(Increase)/decrease interest receivable	(1,979,870,060)	(311,110,912)
Increase/(decrease) interest payable on deposits	3,879,561,920	8,415,097,229
Depreciation & amortization of fixed assets	1,576,094,412	1,793,230,546
Gain/(Loss) on revaluation on government securities	1,859,685,529	-
Recoveries on loans & advances previously written-off	1,136,127,598	369,041,609
Income tax paid	(4,039,381,454)	(2,687,359,301)
Effect of exchange rate changes on cash and cash equivalents	(1,442,255,536)	(1,499,598,967)
Operating profit before changes in operating assets and liabilities- as per calculation	**12,962,594,146**	**21,157,194,411**
Operating profit before changes in operating assets and liabilities- as per cash flow statement	**12,343,537,758**	**21,157,194,411**
Differences		

b. Reconciliation of effective tax rate

Particulars	Effective Rate	31-Dec-2025	Effective Rate	31-Dec-2024
Profit before income taxes as per profit & loss account	0.00%	2,035,027,267	0.00%	2,145,389,848
Income taxes as per applicable tax rate	37.50%	763,135,225	37.50%	804,521,193
Factors affecting the tax charge in current year				
Inadmissible expenses	8.68%	176,670,379	211.81%	4,544,090,238
admissible expenses in the current year	-40.07%	(815,339,584)	-50.56%	(1,084,725,206)
Tax from reduced tax rates for dividend	2.44%	49,751,426	2.73%	58,661,747
Tax from reduced tax rates for capital gain	8.68%	176,638,450	-0.45%	(9,591,964)
Tax from reduced tax rates for prize bond	0.00%	14,000	0.00%	16,000
Effect of deferred tax income	51.52%	1,048,359,175	-129.37%	(2,775,386,412)
Total income tax expenses	68.76%	**1,399,229,072**	**71.67%**	**1,537,585,596**

48 A. Audit Committee Meeting

The Audit Committee of the Board of Director consisted of the following 2 members of the Board as on 31 December 2025.

Name	Status with the Bank	Status in the Committee	Educational Qualification
Mr. Obaidur Rahman, FCA	Independent Director	Chairman	FCA, MBA in Accounting
Mr. Md. Yusuf Ali	Independent Director	Member	B. Com (Hons.) & M.Com in Accounting, Fellow of National Defence College

During the year 2025, the Audit Committee has conducted 10 meetings. Details of the meeting are shown below by date-wise.

Sl. No	Meeting No.	Held on
1	143	03.02.2025
2	144	24.02.2025
3	145	10.03.2025
4	146	30.04.2025
5	147	29.05.2025
6	148	18.06.2025
7	149	28.07.2025
8	150	22.09.2025
9	151	15.10.2025
10	152	03.12.2025

The Audit Committee discussed the following issues during the year 2025

Sl. No.	Particulars
1	Review of quarterly, half-yearly, and annual financial statements
2	Review of Statutory Audit Report
3	Approval of Risk Based Internal Audit (RBIA)-2025 & its amendment.
4	Approval of IT Audit Strategic Plan- 2025
5	Review of RBIA reports, high risk audit findings across branches, departments, and subsidiaries.
6	Review of Interest Waiver
7	Review of Common & Pending Legal Cases
8	Review of list of Wilful Defaulters
9	Review of Self-Assessment of Anti-Fraud Internal Controls.
10	Approval of Organogram & Manpower requirement of the Audit Division
11	Review of Surprise Inspection Report
12	Review of the Forensic Audit Report
13	Review of the Appointment of Statutory Auditor
14	Review of the Report of the Audit Committee 2024
15	Review of the Investigation Report
16	Review of the Appointment of Interim Auditor
17	Review of Comprehensive Inspection Report from Bangladesh Bank
18	Approval of Annual Health Report -2024.
19	Review of Loans over BDT 30 crore, Procurement & Expenditure

B. Board of Directors Meetings

The Board of Directors consisted of the following 5 members as on 31 December 2025:

Sl. No.	Name of the Members	Status with the Bank	Educational & Professional Qualification	Field of Expertise
1	Mr. Sharif Zahir	Chairman	• Bachelor of Arts in Economics and Finance, University of Texas	Banking, RMG, Real Estate, IT/e-commerce, and Trading
2	Mr.Md. Shazzad Hossoin	Vice Chairman & Independent Director	• MS (Geography) & MBA, Dhaka University. • MSS (Economics), National University. • Bachelor of Laws (LLB), National University • DAIBB, Institute of Bankers, Bangladesh.	Banking, Compliance, and General Management.
3	Mr. Md. Tanvir Khan	Director	• Bachelor of Commerce, University of Toronto	Banking, Accounts & Finance, General Management & Administration, and Corporate Governance.
4	Mr. Obaidur Rahman, FCA	Independent Director	• Fellow Chartered Accountant (FCA), Institute of Chartered Accountants of Bangladesh (ICAB) • Masters of Business Administration	Banking, Compliance, General Management, Foreign Exchange & Advance
5	Mr. Md. Yusuf Ali	Independent Director	• Masters of Commerce, University of Dhaka • Fellow, National Defence College • DAIBB, Institute of Bankers, Bangladesh	Auditing, Finance, Accounts, Taxation, Company Matters, Internal Control & Compliance

During the year 2025, the Board of Directors has conducted 23 meetings. Details of the meeting are shown below by date wise.

Sl. No	Meeting No.	Held on
1	505	22.01.2025
2	506	11.02.2025
3	507	26.02.2025
4	508	17.03.2025
5	509	15.04.2025
6	510	28.04.2025
7	511	30.04.2025
8	512	19.05.2025
9	513	29.05.2025
10	514	19.06.2025
11	515	08.07.2025
12	516	08.07.2025
13	517	28.07.2025
14	518	18.08.2025
15	519	18.08.2025
16	520	15.09.2025
17	521	28.09.2025
18	522	15.10.2025
19	523	17.11.2025
20	524	07.12.2025
21	525	23.12.2025
22	526	23.12.2025
23	527	28.12.2025

C. Executive Committee Meeting

The Executive Committee of the Board of Directors consisted of the following 3 members of the Board as on 31 December 2025

Existing Committee

Name of the Members	Status in the Committee
Mr. Md. Tanvir Khan	Chairman
Mr. Sharif Zahir	Member
Mr. Md. Shazzad Hossoin	Member

Details of the Executive Committee Meeting in the year 2025

During the year 2025, the Executive Committee has conducted 13 meetings. Details of the meeting are shown below by date wise.

Sl. No	Meeting No.	Held on
1	476	09.02.2025
2	477	16.03.2025
3	478	17.04.2025
4	479	28.04.2025
5	480	19.05.2025
6	481	04.06.2025
7	482	07.07.2025
8	483	29.07.2025
9	484	18.08.2025
10	485	16.09.2025
11	486	16.10.2025
12	487	18.11.2025
13	488	14.12.2025

D. Risk Management Committee Meeting

The Risk Management Committee of the Board of Directors consisted of the following 4 members of the Board as on 31 December 2025

Sl. No.	Name	Status in the Committee
1	Mr. Md. Yusuf Ali	Chairman
2	Mr. Sharif Zahir	Member
3	Mr.Md. Shazzad Hossoin	Member
4	Mr. Obaidur Rahman, FCA	Member

During the year 2025, the Risk Management Committee has conducted 4 meetings. Details of the meetings are shown below by date wise:

Sl. No	Meeting No	Held on
1	46	12.03.2025
2	47	26.06.2025
3	48	22.09.2025
4	49	03.12.2025

E. Shariah Supervisory Committee Meeting

The Shariah Supervisory Committee consisted of the following 5 members as on 31 December 2025:

Sl. No.	Name	Status in the Committee
1	Prof. Dr. Md. Shamsul Alam	Chairman
2	Dr. Md. Ebrahim Khalid	Member
3	Prof. Dr. A. F. M. Akbar Hossain	Member
4	Dr. Mohammed Nasir Uddin (Azhary)	Member
5	Dr. Mohammad Manjurur Rahman	Member

Sl. No	Meeting No	Held on
1	15	18.03.2025
2	16	16.07.2025
3	17	28.10.2025

49 Related Party Disclosers

49.1 (a): Name of the Directors and their shareholding in the Bank.

Name of the Directors	Status in the Board	Opening Share holding position as on 01 January 2025	Closing Share holding position as on 31 December 2025
Mr. Sharif Zahir	Chairman	31,217,326	31,217,326
Mr. Md. Shazzad Hossoin	Vice Chairman & Independent Director	-	-
Mr. Md. Tanvir Khan	Director	31,100,000	31,100,000
Mr. Md. Yusuf Ali	Independent Director	-	-
Mr. Obaidur Rahman, FCA	Independent Director	-	-

49.1 (b): Name of the Directors and the entities in which they had interest as at 31 December 2025

Name of Directors	Status	Entities where they have interest.
Mr. Sharif Zahir	Chairman	1. Ananta Apparels Limited 2. Ananta Knitwear Limited 3. Ananta Hotel & Resorts Limited 4. Ananta Real Estate Limited 5. Ananta Group Limited 6. Ananta Development Limited 7. Ananta Properties Limited 8. Ananta Energy Resources Limited
Mr. Md. Shazzad Hossoin	Vice Chairman & Independent Director	No Entity
Mr. Md. Tanvir Khan	Director	1. J.K. Fabrics Ltd. 2. J.K. Knit Composite Ltd. 3. Tanima Knit Comp. Ltd. 4. J.K. Spinning Mills Ltd. 5. J.K. Cotton Mills Ltd. 6. J.K. Synthetic Mills Ltd. 7. Ocean Tiger BD. Ltd. 8. MM Fishing Ltd. 9. MR Fishing Ltd. 10. Pacific Eagle Ltd.
Mr. Md. Yusuf Ali	Independent Director	No Entity
Mr. Obaidur Rahman, FCA	Independent Director	MA Fazal & Co.

49.2 Significant Contracts where Bank is a party and wherein Directors have interest: Nil

49.3 Shares issued to Directors & Executives without consideration or exercisable at a discount: Nil

49.4 Related Party Transactions:

a) Subsidiaries

Name of the Related Party	Nature of Transactions	Opening Balance as at 01.01.2025	Addition/ (Adjustments) during the year	Closing Balance as at 31.12.2025
UCB Stock Brokerage Limited	Receivable against Beneficiary Owner (BO)	268,672,680	(226,003,722)	42,668,958
	Receivable from Subsidiary	-	209,185	209,185
	Deposits Current and SND	721,474,352	(541,610,855)	179,863,497
	Loans and Advances	1,597,571,529	263,802,745	1,861,374,274
UCB Asset Management Limited	Deposits Current and SND	13,976,547	(8,466,380)	5,510,167
	Investment Advisory Fee Payable	-	425,000	425,000
UCB Fintech Company Limited	Deposits Current and SND	130,611,069	55,862,615	186,473,684
	Deposits Trust Cum Settlement (TCSA)	588,024,682	116,492,642	704,517,325
	Deposits	500,000,000	(430,000,000)	70,000,000
	Interest Payable	31,250,000	(31,207,222)	42,778
UCB Investment Limited	Deposits Current and SND	35,474,333	23,001,663	58,475,996
	Deposits	-	20,000,000	20,000,000
UCB Exchange (SG) PTE Limited	Receivable from Subsidiary	7,486,968	1,048,122	8,535,090

b) Directors related transactions

Name of the Related Party	Nature of Transactions	Global Limit	BDT Dues as at 31.12.2025	USD Dues as at 31.12.2025
SHARIF ZAHIR	Credit Card	1,000,000.00	8,972.34	214.81
MD TANVIR KHAN	Credit Card	900,000.00	-	-

49.5 Lending policies to related parties: Lending to related parties is affected as per requirement of section 27 (1) of the Bank company Act 1991. **Nil**

49.6 Loans and advances to concern related to directors: **Nil**

49.7 Business other than banking business with any related concern of the Directors as per section 18(2) of the Bank company Act 1991: Nil **Nil**

49.8 Investment in securities of Directors and their related concern:

50 Events after Balance Sheet date

As per DOS circular letter no. 01 dated 13 March 2025, a bank can not distribute dividend if it has classified loan percentage of more than 10%, shortfall in provision and availing deferral facility. Currently, the bank couldn't meet the required criteria to declare dividend. Therefore the Board of Directors in it's 532nd meeting dated 30 April 2026 did not recommend any dividend in compliant with the above mentioned circular.

General

50.1 Banks share capital has not been utilized for acquiring any other direct or indirect business.

50.2 No amount was spent by the bank for compensating any members of the board for special services rendered during the period.

50.3 During the period under report, United Commercial Bank PLC did not place any of its assets under pledge as security to obtain any liabilities.

UNITED COMMERCIAL BANK PLC.

Highlights on Overall Activities

Particulars	Amount in BDT	
	31-Dec-25	31-Dec-24
Paid-up Capital	15,503,758,980	15,503,758,980
Total Capital	54,805,825,954	53,859,011,573
Capital Surplus/(Shortfall)	(26,596,351,990)	(9,728,768,793)
Total Assets	884,056,454,596	768,779,476,472
Total Deposits	683,941,521,373	554,215,267,256
Total Loans & Advances	617,890,096,768	572,828,869,287
Total Contingent Liabilities & Commitments	211,931,406,331	260,859,626,144
Credit Deposit Ratio (%)	83.03	91.31
Percentage of Classified Loans against Total Loans and Advances	15.50	14.90
Operating Profit	11,780,923,840	15,077,894,207
Profit after Tax & Provision	635,798,027	607,804,252
Amount of Classified Loans during the year	10,418,357,048	57,524,572,163
Classified Loans and advance at the end of the year	95,762,321,190	85,343,964,142
Provision kept against Classified Loans	19,281,404,256	22,340,746,722
Provision Surplus/(Deficit)	(55,949,356,188)	(38,962,600,000)
Cost of Fund (%)	9.47	8.52
Interest Earning Assets	777,032,240,392	677,658,650,898
Non-interest earning Assets	107,024,214,197	91,120,825,573
Return on Investment (ROI) (%)	12.63	8.72
Return on Assets (ROA) (%)	0.08	0.08
Net Asset value per share	27.12	26.96
Income from Investments	14,934,256,949	7,438,953,056
Earning per share (Taka) - Restated 2024	0.41	0.39
Net Income per share (Taka) - Restated 2024	0.41	0.39
Price earning ratio (Times)	25.36	22.92

UNITED COMMERCIAL BANK PLC.

Balance with Nostro Accounts [Balance with Foreign Bank]

As on 31 December 2025

(Annexure-A)

Sl. No.	Nostro Bank	Name of the Country	Currency	2025			2024		
				Amount in FC	Rate	Amount in BDT	Amount in FC	Rate	Amount in BDT
1	AB Bank PLC	India	ACU	(172,623)	122.30	(21,111,963)	318,486.91	119.99	38,215,244
2	Axis Bank Limited	India	ACU	26,198	122.30	3,204,061	310,711.68	119.99	37,282,294
3	Bank AL Bilad	Saudi Arabia	SAR	106,476	32.61	3,472,006	12,491.04	31.98	399,467
4	Bank of Bhutan	Bhutan	ACU	38,166	122.30	4,667,742	31,496.76	119.99	3,779,296
5	Bank of Tokyo Mitsubishi	Japan	JPY	611,884	0.78	478,875	10,864,785.00	0.76	8,261,505
6	Citi Bank N.A. New York, USA	USA	USD	186,300	122.30	22,784,675	(435,632.26)	119.99	(52,271,515)
7	Commerz Bank AG	Germany	USD	509,293	122.30	62,286,976	2,655,362.36	119.99	318,616,930
8	Commerz Bank AG	Germany	EUR	3,780,822	144.03	544,565,603	146,769.37	125.08	18,357,557
9	Emirates NBD Bank (P.J.S.C)	India	ACU	1,280,670	122.30	156,626,934	1,084,580.24	119.99	130,138,783
10	Habib American Bank	USA	USD	3,101,381	122.30	379,301,396	3,629,981.74	119.99	435,561,509
11	Habib American Bank, NY, (OBU)	USA	USD				2,293,970.14	119.99	275,253,477
12	Habib Metropolitan Bank Limited	Pakistan	ACU	100,573	122.30	12,300,199	211,336.64	119.99	25,358,283
13	HDFC Bank Limited	India	ACU	(121,868)	122.30	(14,904,506)	227,817.58	119.99	27,335,831
14	ICICI Bank Limited	India	ACU	7,512	122.30	918,722	480,836.20	119.99	57,695,536
15	ICICI Bank Limited	India	USD	51,832	122.30	6,339,079	25,208.62	119.99	3,024,782
16	ICICI Bank Ltd, Hong Kong (USD)	Hong Kong	USD				109,659.75	119.99	13,158,073
17	ICICI Bank Ltd, Hong Kong (CNY)	Hong Kong	cny	402,515	17.92	7,211,195	-	-	-
18	ICICI Bank Ltd, Hong Kong (CNY)	Bhutan	CNY				406,116.00	16.80	6,821,280
19	Indusind Bank Limited, India (ACU)	India	ACU	100	122.30	12,230	20,585.00	119.99	2,469,994
20	JP Morgan NY	USA	USD	2,750,786	122.30	336,423,314	(3,191,945.66)	119.99	(383,001,560)
21	KOOKMIN Bank	Korea	USD	126,367	122.30	15,454,799	114,563.46	119.99	13,746,470
22	Mashreq Bank Psc	India	ACU	85,825	122.30	10,496,487	58,594.74	119.99	7,030,783
23	Mashreq Bank Psc	USA	USD	18,845,902	122.30	2,304,868,836	5,059,887.87	119.99	607,135,946
24	Mashreq Bank PSC	UAE	AED	4,610,885	33.31	153,567,435	164,831.65	32.67	5,385,620
25	Mashreq Bank Psc NY (OBU)	USA	USD				43,161.39	119.99	5,178,935

Sl. No.	Nostro Bank	Name of the Country	Currency	2025			2024		
				Amount in FC	Rate	Amount in BDT	Amount in FC	Rate	Amount in BDT
26	Meezan Bank Ltd	Pakistan	ACU	295,300	122.30	36,115,437	271,208.13	119.99	32,542,264
27	Nabil Bank Limited, Nepal	Nepal	ACU	747	122.30	91,334	746.80	119.99	89,609
28	Peoples Bank Colombo	Sri Lanka	ACU	90	122.30	11,007	90.00	119.99	10,799
29	Punjab National Bank Ltd	Pakistan	ACU	421,323	122.30	51,528,086	(81,244.61)	119.99	(9,748,541)
30	Sonali Bank PLC	India	ACU	433,067	122.30	52,964,390	191,738.91	119.99	23,006,752
31	Standard Chartered Bank Germany (EUR)	Germany	EUR	637,123	144.03	91,767,190	31,526.50	125.08	3,943,258
32	Standard Chartered Bank Ltd	India	ACU	299,840	122.30	36,670,616	311,444.39	119.99	37,370,212
33	Standard Chartered Bank Ltd	USA	USD	1,318,482	122.30	161,251,353	36,976,758.52	119.99	4,436,841,255
34	Standard Chartered Bank, UK (GBP)	United Kingdom	GBP	85,222	165.24	14,082,129	33,630.37	150.94	5,076,014
35	State Bank of India	India	ACU	90	122.30	11,025	180,090.15	119.99	21,609,017
36	Wells Fargo Bank N.A	USA	USD	(2,799)	122.30	(342,341)	(97,119.72)	119.99	(11,653,395)
37	Yes Bank Limited	India	ACU				-	119.99	-
38	Zhejiang Chouzhou Commercial Bank	China	USD	305,307	122.30	37,339,232	129,742.31	119.99	15,567,780
39	Zhejiang Chouzhou Commercial Bank	China	CNY	2,010	17.92	36,008	2,003.11	16.80	33,645
40	ICICI Bank Ltd, Hong Kong (USD)(786)	Hong Kong	USD	225,405	122.30	27,567,215			
	Total					**4,498,056,776**			**6,159,623,190**

UNITED COMMERCIAL BANK PLC.

Schedule of Fixed Assets

As on 31 December 2025

(Annexure-B)

Amount in BDT

Particulars	COST				Rate	DEPRECIATION				Written down value as on 31 Dec. 2025
	Opening Balance at Cost as on 01 Jan 2025	Addition during the period	Adjustment during the period	Total Cost as on 31 Dec 2025		Charged up to 1 Jan. 2025	Adjustment during the period	Charged duringthe period	Total Depreciation as on 31 Dec. 2025	
Land	4,395,054,283	-	-	4,395,054,283	-	-	-	-	-	4,395,054,283
Building	2,623,253,671	-	-	2,623,253,671	2.50%	696,888,776		65,581,342	762,470,118	1,860,783,554
Furniture & Fixtures	2,861,446,766	132,837,163	62,462,532	2,931,821,397	12.50%	1,812,437,374	49,479,456	242,800,619	2,005,758,537	926,062,860
Office Equipment	3,182,502,543	151,493,293	28,036,749	3,305,959,087	12.50%	2,499,256,986	27,692,717	184,681,782	2,656,246,051	649,713,036
Computer Equipment	3,466,182,402	331,550,610	14,631,152	3,783,101,860	20.00%	1,925,540,422	14,586,620	485,932,121	2,396,885,923	1,386,215,938
Vehicles	612,469,172	122,104,979	43,877,917	690,696,234	12.50%	484,275,612	43,877,896	30,769,053	471,166,769	219,529,465
Computer Software	1,919,296,024	6,381,630	-	1,925,677,654	12.50%	1,670,802,780	-	86,509,807	1,757,312,587	168,365,067
Right of use assets (ROU)	5,590,566,138	-	-	5,590,566,138	-	2,770,593,409	-	479,819,688	3,250,413,097	2,340,153,041
Capital Expenditure Work In Progress	4,265,604,893	845,981,541	744,367,674	4,367,218,760	-	-	-	-	-	4,367,218,760
Total as on 31 Dec. 2025	**28,916,375,892**	**1,590,349,216**	**893,376,024**	**29,613,349,085**		**11,859,795,359**	**135,636,690**	**1,576,094,411**	**13,300,253,080**	**16,313,096,004**

As on 31 December 2024

Particulars	COST				Rate	DEPRECIATION				Written down value as on 31 Dec. 2024
	Opening Balance at Cost as on 01 Jan 2024	Addition during the period	Adjustment during the period	Total Cost as on 31 Dec 2024		Charged up to 1 Jan. 2024	Adjustment during the period	Charged duringthe period	Total Depreciation as on 31 Dec. 2024	
Land	4,395,054,283	-	-	4,395,054,283	0%	-	-	-	-	4,395,054,283
Building	2,623,253,671	-	-	2,623,253,671	3%	631,307,435	-	65,581,342	696,888,776	1,926,364,895
Furniture & Fixtures	2,757,849,217	147,212,021	43,614,472	2,861,446,766	10%	1,650,001,578	37,372,917	199,808,714	1,812,437,374	1,049,009,391
Office Equipment	3,047,543,911	189,667,172	54,708,540	3,182,502,543	20%	2,185,177,231	54,707,020	368,786,775	2,499,256,986	683,245,557
Computer Equipment	2,714,907,951	817,818,962	66,544,511	3,466,182,402	20%	1,567,486,428	66,534,646	424,588,640	1,925,540,422	1,540,641,980
Vehicles	621,278,877	42,406,326	51,216,031	612,469,172	20%	499,097,415	51,216,019	36,394,216	484,275,612	128,193,560
Computer Software	1,899,974,139	19,321,885	-	1,919,296,024	25%	1,452,551,611	-	218,251,169	1,670,802,780	248,493,244
Right of use assets (ROU)	5,590,566,138	-	-	5,590,566,138	0%	2,290,773,718	-	479,819,691	2,770,593,409	2,819,972,729
Capital Expenditure Work In Progress	3,642,387,048	1,839,644,211	1,216,426,366	4,265,604,893	0%	-	-	-	-	4,265,604,893
Total as on 31 Dec 2024	**27,292,815,236**	**3,056,070,577**	**1,432,509,921**	**28,916,375,892**		**10,276,395,415**	**209,830,602**	**1,793,230,546**	**11,859,795,359**	**17,056,580,533**

UNITED COMMERCIAL BANK PLC.

List of Non-Banking Assets

As on 31 December 2025

(Annexure-C)

Sl. No.	Branch Name	Name of the account & Key Person	Categories	Land Area	Mutation	Possession
1	Banani Branch	M/s Nadira Rahman and Nahinur Rahman	33(7)	1700 sft flat being no. A/7 at , Nekation, Gulshan-1	Yes	No
2	Elephant Road Branch	M/s. Dolly Resort	33(7)	R.M of 438.50 dec land. Acquisition by RHD-220.81 dec land=rest 217.61 dec land value Tk.870.47 lac	No	No
3	Goalabazar Branch Sylhet	M/s. Ratul Enterprise	33(7)	Land Area:2 Decimals, Mouza: Bramogram, Osmananigar, Sylhet	Yes	No
4	Khatungonj	M/s. Albia Trading	33(7)	Equitable Mortgage of 7.50 decimal land Mouza-Bakalia, Ctg	No	No
5	Nayabazar Br.	M/s. Haque Steel Complex Ltd.	33(7)	104.25 decimal land situated within Dist.- Narayangonj, Mouza- Dpa Idrakpur, PS & Sub- registry office: Fatullah	No	No
6	Principal Branch	M/s. Himalaya Marble	33(7)	01) Quantum of Land: 1) 1.60 Katha land, Hatirpool, Dhaka. 2) 6.32 khata land 3) 6.06 katha land 4) 7.67 Katha land 5) 5 katha land Situated at Zoarshahara, Dhaka. 6) 13.63 Katha Paritra, Dhaka.	No	No
7	Principal Branch	M/s. Jenesis Fashions	33(7)	Land Aera:25.68 , 44 , 50.00, decimals, Mouza; Faridpur Teghoria Teghoria, Faridpur Dhaka	No	No
8	Uttara Branch	Md. Farhad Hossain	33(7)	Land Aera:910Stf & 0495 Ajutangsha , Mouza:Bailjuri, Dhaka Rajuk.	No	No
9	Elephant Road Branch	M/s. Vision Corporation	33(7)	41.00 decimals Land at Nandi Para, Sabujbagh, Dhaka.	No	No
10	New Eskaton	M/s. Catena Computers	33(7)	1550 sft. Flat (along with undivided and un-demarcated 0.44 decimal land)	No	Yes
11	Principal Branch	M/s. Business Mart	33(7)	29.50 dec land, at Nandi Para, Shobujbagh, Dhaka.	No	No
12	Principal Branch	M/s. Crystal Trading	33(7)	i) 12 Dec. of Land at Bakalia, Chittagong ii) 98 Dec. of Land at Kachkura, Uttara, Dhaka	No	No
13	Gulshan Branch	M/s Shah Alam & Nasrin Alam	33(7)	0087.50 Ajutangsha of land along with Flat no.6/C on the 6th floor of the 10th storied building constructed thereon measuring 1,025 sft, Dhaka city corporation Holding No. 33/6/C , Chamelibagh, 1st lane,	No	No
14	Noapara (Jessore) Branch	M/s. Mayur Enterprise	33(7)	16.60 decimal land with building	No	No
15	Khatungonj	Solaiman & Brothers	33(7)	8.00 dec and 10.00 dec at Mouza-West Solasahar, PS-Panchlaish, Dist.-Chittagong	No	No
16	Dinajpur	M/s D. D. Auto Rice Mill	33(7)	Land Area: 155 Decimal, Mouza: Vhuipara Dinaj pur	Yes	No

Sl. No.	Branch Name	Name of the account & Key Person	Categories	Land Area	Mutation	Possession
17	Elephant Road Branch	Awake Sons	33(7)	Land Area 28 decimals	Yes	No
18	Principal Branch	M/s. Rahima Composite	33(7)	District- Dhaka , Mouza- Turag 8.25	No	No
19	Kanaipur	Tapan Store	33(7)	6.60+15.75+81.31+123.72	Yes	No
20	Nawabpur Br.	Mithu Electromcs	33(7)	33 56 Gazipur , Sadar and Kaliakair Thana, Mouza- Barenda and Bhannara	No	No
21	Kanaipur, Faridpur	Kafiluddin	33(7)	18+6 = 24 Decimals Mouza-Ujan Mollikpur, PS- Kotwali, Faridpur	No	No
22	New Eskaton	Howlader Cars	33(7)	8.32 Decimal Land Mouza- Joar Sahara, PS- Badda, Dhaka with 10 storied Building.	Yes	No

UNITED COMMERCIAL BANK PLC.

Suit filed against defaulted borrowers (Branch wise details)

As on 31 December 2025

(Annexure-D)

Sl. No.	Branch	31 Dec. 2025	31 Dec. 2024
1	Agrabad	11,904,706,768	4,983,435,375
2	Amborkhana	103,898,338	103,898,338
3	Anderkilla	283,894,206	281,247,245
4	Anowara	15,218,032	24,076,833
5	Anowara Sadar	25,197,403	-
6	Ati Bazar	8,324,989	8,324,989
7	Bahaddarhat	679,461,863	24,625,117
8	Banani	1,105,682,626	406,309,651
9	Banani Road No-11	3,040,902,774	-
10	Baneshwar	1,547,631	1,547,631
11	Bangshal	187,499,036	247,294,777
12	Bansree	9,373,017	9,373,017
13	Barolekha	1,834,804	1,834,804
14	Bashundhara	196,486,129	145,364,508
15	Beanibazar Sylhet	46,091,156	46,091,156
16	Bhulta	40,553,844	48,044,615
17	Bijaynagar	1,208,926,737	1,177,307,203
18	Bogra	1,740,136,875	1,717,975,298
19	Brahmanbaria	119,380,959	61,639,960
20	Chandpur	282,527,410	136,712,286
21	Chapainawabgonj	36,092,769	41,938,191
22	Chashara	485,747,858	466,099,237
23	Chinispur	12,491,154	12,491,154
24	Chittagong Medical College	153,197,234	25,394,446
25	Chowdhuryhat	1,306,773	1,306,773
26	Chowkbazar	1,563,304,878	25,239,303
27	Chuadanga	90,943,732	90,943,732
28	Comilla	3,855,946,234	3,691,856,746
29	Corporate	11,724,250,823	1,381,579,695
30	Cox's Bazar	5,203,264	5,203,264
31	Dakshinkhan	32,961,298	32,961,298
32	Dampara	354,049,343	274,116,027
33	Darus-Salam Road	3,935,927	-
34	Dhanmondi	4,158,311,748	2,998,839
35	Dinajpur	142,810,311	132,380,832
36	Dohazari	11,985,461	21,069,480
37	Donia	14,555,890	6,630,740
38	Eidgaon	1,562,052	1,562,052
39	Elephant Road	3,785,311,626	3,783,659,673
40	Faridpur	627,176,135	589,601,304
41	Feni	128,145,822	82,474,172
42	Foreign Ex.	2,243,993,291	2,243,993,291
43	Gausul Azam Avenue	2,569,882	-
44	Gazipur Chowrasta	342,892,677	337,491,677
45	Ghatail	994,066	-

Sl. No.	Branch	31 Dec. 2025	31 Dec. 2024
46	Goala bazar , Sylhet	8,095,513	8,095,513
47	Gohira	71,368,111	71,368,111
48	Gopalgonj	123,204,034	-
49	Gulshan	5,661,439,600	5,729,399,360
50	Halishahor	46,019,597	46,019,597
51	Hathazari	109,534,111	109,534,111
52	Islampur	464,508,175	107,120,163
53	Jamal Khan	484,064,649	-
54	Jessore	522,267,490	522,267,490
55	Jhalakathi	984,311	-
56	Jhawtala	149,288,016	52,427,944
57	Jhenaidah	8,536,454	8,536,454
58	Jubilee Road	1,385,703,626	1,340,134,210
59	Kadamtali	1,927,041,449	1,417,217,543
60	Kaligonj	4,346,976	4,346,976
61	Kamal Bazar	3,371,880	3,371,880
62	Kamarpara	3,574,977	3,574,977
63	Kamrangichar	102,337,193	79,103,112
64	Kanaipur	146,801,675	75,871,432
65	Kanchan	11,429,351	11,429,351
66	Kanchpur	8,347,028	8,347,028
67	Kapasia	1,142,077	1,142,077
68	Karnaphuli	5,879,694	427,264
69	Kathgor	530,763	530,763
70	Kawranbazar	20,264,694,167	1,318,733,795
71	Khan Jahan Ali Road	122,346,034	11,161,604
72	Khatungonj	21,351,402,809	2,934,366,910
73	Khulna	252,336,837	239,651,668
74	Khulshi	2,159,032	2,159,032
75	Kushtia	41,029,268	41,029,268
76	Lakshmipur	410,134,244	410,134,244
77	Lamabazar	3,190,378	3,190,378
78	Lohagara	69,056,331	15,754,325
79	Madhabdi	119,746,473	119,746,473
80	Maijdee Court	323,568,343	325,520,624
81	Mawna	62,281,135	52,696,460
82	Mirpur	139,512,127	139,512,127
83	Mirpur Road	920,698,805	920,698,805
84	Modunaghat	3,253,873	3,253,873
85	Mohakhali	9,866,403,482	410,075,436
86	Mohammadpur	87,427,677	87,427,677
87	Moulvi Bazar (D)	690,899,903	663,330,926
88	Moulvibazar Sylhet	66,664,009	66,664,009
89	Munshigonj	30,604,029	30,604,029
90	Muradpur	227,366,232	7,907,871
91	Mymensingh	11,298,867	10,316,974
92	Nabigonj	1,257,024	1,257,024
93	Naogaon	253,053,393	267,908,973
94	Narayangonj	1,142,972,075	847,435,195
95	Narsingdi	446,432,699	357,741,904
96	Nawabpur	159,822,228	131,909,151
97	Nayabazar	5,901,407,781	1,710,380,175

Sl. No.	Branch	31 Dec. 2025	31 Dec. 2024
98	New Eskaton	337,369,263	331,760,728
99	Nikunja	5,088,249,433	416,758
100	Noapara (Jessore)	184,229,106	184,229,106
101	North Brook Hall Road	9,806,814	9,806,814
102	North Gulshan	15,712,955	-
103	O R Nizam Road	1,056,288,737	1,065,079,722
104	Oxygen	968,460	968,460
105	Pabna	300,594,051	272,102,021
106	Paglabazar	54,376,880	52,926,490
107	Pahartoli	2,051,950,157	89,592,255
108	Patiya	6,849,190	-
109	Patuapara(Natore)	98,659,932	98,659,932
110	Port	1,927,382,009	531,720,002
111	Pragati Sarani	7,449,916,670	82,584,312
112	Principal	5,791,632,744	2,255,746,751
113	Rajshahi	1,071,874,677	907,377,310
114	Rangpur	87,000,140	87,000,140
115	Rangunia	12,301,391	12,301,391
116	Raozan SME-Krishi	21,187,844	21,187,844
117	Sadarghat	7,545,091	-
118	Sarulia Bazar	66,243,441	66,243,441
119	Satarkul	2,555,317	2,555,317
120	Satmasjid Road	21,536,278	20,037,418
121	Savar	5,980,219	5,980,219
122	Serajgonj	173,486,271	170,588,657
123	Shahjalal Upashahor	143,355,706	141,601,769
124	Shanti Nagar	237,240,377	237,240,377
125	Sherpur (Mymensing)	6,192,548	6,192,548
126	Sherpur Br. Sylhet	16,296,279	16,296,279
127	Shibchar	271,181	271,181
128	Sitakunda	341,120,803	276,977,678
129	Sonaimuri	2,675,645	-
130	Sonargaon Janapath	46,139,298	30,792,317
131	Station Road	536,880,823	310,743,281
132	Sylhet	221,562,682	221,562,682
133	Tangail	1,739,030	1,739,030
134	Tejgaon	5,827,891	5,827,891
135	Tongi	278,577,441	278,577,441
136	Tongi Station Road	114,191,729	114,191,729
137	Uttara	400,110,642	400,110,642
138	Uttarkhan	218,298,141	66,286,222
139	Zinzira	23,237,892	23,237,892
		153,439,636,027	**51,807,443,061**

United Commercial Bank PLC
Offshore Banking Unit
Balance Sheet
As at 31 December 2025

Particulars	Notes	31 Dec. 2025		31 Dec. 2024
		USD	BDT	BDT
PROPERTY AND ASSETS				
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	**3,327,021**	**406,897,330**	**883,407,100**
In Bangladesh		-	-	599,950,000
Outside Bangladesh		3,327,021	406,897,330	283,457,100
Loans and advances	4	**114,851,975**	**14,046,488,424**	**6,057,057,306**
Loans, cash credits, overdrafts, etc.		3,270,437	399,977,061	814,672,488
Bills purchased and discounted		111,581,538	13,646,511,363	5,242,384,818
Fixed assets including premises, furniture and fixtures	5	**3**	**234**	**234**
Other assets	6	**-**	**-**	**724,940**
Non - banking assets		**-**	**-**	**-**
Total assets		**118,178,999**	**14,453,385,988**	**6,941,189,580**
LIABILITIES AND CAPITAL				
Liabilities				
Borrowings from other banks, financial institutions and agents	7	**111,469,677**	**13,632,830,696**	**6,431,611,253**
Deposits and other accounts		**665,141**	**81,347,276**	**75,085,649**
Current accounts & other accounts		665,141	81,347,276	75,085,649
Bills Payable		-	-	-
Other Deposits		-	-	-
Other liabilities	8	**4,063,460**	**496,964,409**	**220,007,411**
Total liabilities		**116,198,278**	**14,211,142,381**	**6,726,704,313**
Capital / Shareholders' equity				
Paid up capital		-	-	-
Statutory reserve		-	-	-
Foreign currency gain			-	-
Other reserve		-	394,385	8,077,351
Deficit in profit and loss account / Retained earnings	9	1,980,721	241,849,222	206,407,916
Total Shareholders' equity		**1,980,721**	**242,243,607**	**214,485,267**
Total liabilities and Shareholders' equity		**118,178,999**	**14,453,385,988**	**6,941,189,580**

Particulars	Notes	31 Dec. 2025		31 Dec. 2024
		USD	BDT	BDT
Off Balance Sheet Items		-	-	-
Contingent liabilities		**73,421,710**	**8,979,533,870**	**10,138,369,305**
Acceptances and endorsements		-	-	-
Letters of guarantee		73,421,710	8,979,533,870	10,138,369,305
Irrevocable letters of credit		-	-	-
Bills for collection		-	-	-
Other contingent liabilities		-	-	-
Other commitments				
Documentary credits and short term trade -related transactions		-	-	-
Forward assets purchased and forward deposits placed		-	-	-
Undrawn note issuance and revolving underwriting facilities		-	-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-	-
Liabilities against forward purchase and sale		-	-	-
Other commitments		-	-	-
				-
Total Off-Balance Sheet exposures including contingent liabilities		**73,421,710**	**8,979,533,870**	**10,138,369,305**

United Commercial Bank PLC
Offshore Banking Unit

Profit and Loss Account

For the Year ended 31 December 2025

Particulars	Notes	2025		2024
		USD	BDT	BDT
Interest income	10	5,854,288	714,817,962	867,132,392
Interest paid on deposits, borrowings, etc.	11	3,563,219	435,074,780	715,471,785
Net interest Income		**2,291,069**	**279,743,182**	**151,660,607**
Investment Income		-	-	-
Commission, exchange, brokerage, etc.	12	242,436	29,601,855	31,512,833
Other operating income	13	-	-	-
Total operating income (A)		**2,533,505**	**309,345,037**	**183,173,440**
Salaries and allowances	14	14,861	1,814,540	1,614,661
Rent, taxes, insurance, electricity, etc.		-	-	-
Legal expenses		-	-	-
Postage, stamp, telecommunication, etc.		-	-	-
Stationery, printing, advertisements, etc.		-	-	-
Auditors' fees		-	-	-
Depreciation and repair of Bank's assets		-	-	-
Other expenditure	15	1,923	234,817	227,270
Total operating expenses (B)		**16,784**	**2,049,357**	**1,841,931**
Profit / (loss) before provision (C=A-B)		**2,516,721**	**307,295,680**	**181,331,509**
Provision for loans and advances / investments				
Specific provision		-	-	-
General provision		645,000	78,755,532	(6,697,330)
Provision for Off Balance Sheet Exposure		(109,000)	(13,309,074)	(18,379,077)
Total provision (D)		**536,000**	**65,446,458**	**(25,076,407)**
Total profit / (loss) before taxes (C-D)		**1,980,721**	**241,849,222**	**206,407,916**
Provision for taxation				
Current tax		-	-	-
Deferred tax		-	-	-
		-	-	-
Net profit / (loss) after taxation		**1,980,721**	**241,849,222**	**206,407,916**
Retained earnings brought forward from previous years		-	-	-
		1,980,721	**241,849,222**	**206,407,916**

United Commercial Bank PLC
Offshore Banking Unit
Cash Flow Statement
For the year ended 31 December 2025

Particulars		2025		2024
		USD	BDT	BDT
A)	**Cash flows from operating activities**			
	Interest receipts in cash	5,854,288	714,817,962	867,132,392
	Interest payments	(3,563,219)	(435,074,780)	(715,471,785)
	Fees and commission receipts in cash	242,436	29,601,855	31,512,833
	Cash payments to employees	(14,861)	(1,814,540)	(1,614,661)
	Cash payments to suppliers	-	-	-
	Receipts from other operating activities	-	-	-
	Payments for other operating activities	(1,923)	(234,817)	(227,270)
	Cash generated from operating activities before changes in operating assets and liabilities	**2,516,721**	**307,295,680**	**181,331,509**
	Increase / (decrease) in operating assets and liabilities			
	Loans and advances to other banks	-	-	-
	Loans and advances to customers	(64,372,291)	(7,872,782,664)	696,621,101
	Other assets	-	-	724,940
	Deposits from other banks / borrowings	57,868,450	7,077,357,727	(719,792,747)
	Deposits from customers	39,375	4,815,607	75,085,649
	Other liabilities	1,693,912	207,166,806	(15,492,036)
		(4,770,554)	**(583,442,524)**	**37,146,907**
	Net cash from operating activities	**(2,253,832)**	**(276,146,844)**	**218,478,416**
B)	**Cash flows from investing activities**			
	Purchase / sale of property, plant and equipment	-	-	-
	Proceeds from sale of property, plant and equipment	-	-	-
	Net cash used in investing activities	-	-	-
C)	**Cash flows from financing activities**			
	Retained earnings sent to Central Operation	(1,781,486)	(200,757,311)	(474,368,435)
	Net Cash from financing activities	**(1,781,486)**	**(200,757,311)**	**(474,368,435)**
D)	Net increase / (decrease) in cash and cash equivalents **(A+B+C)**	(4,035,318)	(476,904,155)	(255,890,019)
E)	Effects of exchange rate changes on cash and cash equivalents	-	394,385	8,077,351
F)	Cash and cash equivalents at beginning of the year	7,362,339	883,407,100	1,131,219,768
G)	**Cash and cash equivalents at end of the year (D+E+F)**	**3,327,021**	**406,897,330**	**883,407,100**
	Cash and cash equivalents at end of the year			
	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	3,327,021	406,897,330	883,407,100
		3,327,021	**406,897,330**	**883,407,100**

Notes to the Financial Statements

For the year ended 31 December 2025

1.1 Status of the units

Off-shore Banking Units of United Commercial Bank PLC, governed under the rules and guidelines of Bangladesh Bank. The Bank obtained permission for 2 (two) units of Off-shore Banking Unit (OBU) vide letter no. BRPD (P-3) 744 (117)/2010-2577 dated 9th June 2010. The Bank commenced the operation of its Off-shore Banking Unit from November 10, 2010. Presently the Bank has 1 (one) unit in Dhaka.

1.1.1 Principal activities

The principal activities of the unit is to provide all kinds of commercial banking services to its customers through its off-shore Banking Units in Bangladesh.

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 Company Act 1991 (amendment 2023), Bangladesh Accounting Standards and other applicable directives issued by Bangladesh Bank.

1.2.2 Use of estimates and judgments

The preparation of financial statements requires management 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.

1.2.3 Foreign currency transaction

a) Foreign currencies translation

Foreign currency transactions are converted into equivalent Taka using the ruling exchange rates on the dates of respective transactions as per IAS-21" The Effects of Changes in Foreign Exchange Rates". Foreign currency balances held in US Dollar are converted into Taka at weighted average rate of inter-bank market as determined by Bangladesh Bank on the closing date of every month. Balances held in foreign currencies other than US Dollar are converted into equivalent US Dollar at buying rates of New York closing of the previous day and converted into Taka equivalent.

b) Commitments

Commitments for outstanding forward foreign exchange contracts disclosed in these financial statements are translated at contracted rates. Contingent liabilities / commitments for letter of credit and letter of guarantee denominated in foreign currencies are expressed in Taka terms at the rates of exchange ruling on the balance date.

c) Translation 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 International Accounting Standard-7 " Cash Flow Statement" under direct method as recommended in the BRPD Circular No. 14, dated June 25, 2003 issued by the Banking Regulation & Policy Department of Bangladesh Bank.

1.2.5 Reporting period

These financial statements cover from January 01 to December 31, 2025.

2 General

a) These financial statements are presented in Taka, which is the Bank's functional currency and figures 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 @ US$1 = Taka 122.3008 (closing rate as at 31st December 2025) and Tk. 122.1016 (average rate which represents the year end).

		31 Dec. 2025		31 Dec. 2024
		USD	BDT	BDT
3	**Balance with other banks and financial institutions**			
	In Bangladesh	-	-	599,950,000
	Outside Bangladesh	3,327,021	406,897,330	283,457,100
		3,327,021	**406,897,330**	**883,407,100**
4	**Loans and advances**			
	i) Loans, cash credits, overdrafts, etc.			
	Loan (General)	-	-	-
	Hire purchase	-	-	-
	Demand Loan	-	-	-
	Term Loan	3,270,437	399,977,061	814,672,488
		3,270,437	**399,977,061**	**814,672,488**
	ii) Bills purchased and discounted (note-5)			
	Payable Inside Bangladesh			
	Inland bills purchased	-	-	-
	Payable Outside Bangladesh			
	Foreign bills purchased and discounted	111,581,538	13,646,511,363	5,242,384,818
		111,581,538	**13,646,511,363**	**5,242,384,818**
		114,851,975	**14,046,488,424**	**6,057,057,306**
5	**Fixed assets**			
	Cost			
	Furniture & Fixtures	18,986	1,479,935	1,479,935
	Computer and equipments	809	63,027	63,027
		19,794	**1,542,962**	**1,542,962**
	Less: Accumulated Depreciation			
	Furniture & Fixtures	18,984	1,479,779	1,479,779
	Computer and equipments	808	62,949	62,949
		19,791	**1,542,728**	**1,542,728**
	Written down value (WDV)	**3**	**234**	**234**
6	**Other assets**			
	Advance deposits and advance rent	-	-	-
	Interest Receivable	-	-	724,940
	Foreign currency translation reserve	-	-	-
		-	**-**	**724,940**
7	**Borrowings from other banks, financial institutions and agents**			
	Borrowings from Head office	111,469,677	13,632,830,696	6,431,611,253
	Al Arafah Islami Bank PLC	-	-	-
	CAIXA Bank Spain	-	-	-
	Emirates Islamic Bank	-	-	-
	Emirates NBD Bank PJSC (UAE)	-	-	-
	National Bank of Ras Al-Khaimah (UAE)	-	-	-
	Bank Muscat International	-	-	-
	United Bank Limited-UAE	-	-	-
	State Bank of India (Hong Kong)	-	-	-
		111,469,677	**13,632,830,696**	**6,431,611,253**
8	**Other liabilities**			
	Interest payable	2,172,460	265,693,596	57,420,961
	Provision for Loans & Advances	1,155,000	141,257,424	61,194,900
	Provision for Off Balance Sheet Exposure	736,000	90,013,389	101,391,550
		4,063,460	**496,964,409**	**220,007,411**

		31 Dec. 2025		31 Dec. 2024
		USD	BDT	BDT
9	**Retained earnings**			
	Balance 1 January 2025	-	-	-
		-	-	-
	Current year profit	1,980,721	241,849,222	206,407,916
	Retained earnings transferred to central operation	(1,980,721)	(241,849,222)	(206,407,916)
	Effect of changes in exchange rate	-	394,385	8,077,351
		-	394,385	8,077,351
10	**Interest income**			
	Term Loan	387,358	47,296,974	98,217,128
	Bills purchased & Discount	5,406,414	660,131,822	713,759,849
	Others	-	-	-
	Interest on loans and advances	**5,793,772**	**707,428,796**	**811,976,977**
	"Interest on balance with other banks and financial institutions"	27,628	3,373,403	1,510,510
	Interest received from foreign banks	32,889	4,015,763	53,644,905
	Total Interest income	**5,854,288**	**714,817,962**	**867,132,392**
11	**Interest on deposits, borrowings, etc.**			
	Interest paid on deposits	18,794	2,294,853	-
	Interest paid on local bank accounts	-	-	-
	Interest paid on Borrowings	3,544,425	432,779,927	715,471,785
		3,563,219	**435,074,780**	**715,471,785**
12	**Commission, exchange and brokerage**			
	LC,BC & BG (Others) Fees and Charges	134,792	16,458,320	29,258,167
	Exchange Gain/(Loss)	100,299	12,246,699	1,505,835
	Income from Nostro	7,345	896,836	748,831
	Revaluation Gain/(Loss) on foreign currency	-	-	-
		242,436	**29,601,855**	**31,512,833**
13	**Other operating income**			
	Reimbursement Charge	-	-	-
	Miscellaneous earnings	-	-	-
		-	-	-
14	**Salaries and allowances**			
	Basic pay	7,553	922,208	818,870
	Allowances	3,562	434,890	420,914
	Bonus	2,991	365,216	292,991
	Contribution to fund	755	92,226	81,886
		14,861	**1,814,540**	**1,614,661**
15	**Other expenditure**			
	Foreign bank correspondence charges	-	-	-
	Miscellaneous Expenses	1,923	234,817	227,270
	Revaluation loss on foreign currency	-	-	-
		1,923	**234,817**	**227,270**

United Commercial Bank PLC
Islamic Banking Unit
Balance Sheet
As at 31 December 2025

Particulars	Notes	31 Dec. 2025 BDT	31 Dec. 2024 BDT
PROPERTY AND ASSETS			
Cash	3	**14,155,318,140**	**1,473,564,576**
In hand (including foreign currencies)		47,815,905	66,048,675
Balance with Bangladesh Bank and its agent bank (s) (including foreign currencies)		14,107,502,235	1,407,515,901
Balance with other Banks and Financial Institutions	4	**2,220,909,707**	**7,641,574,670**
In Bangladesh		2,140,378,101	7,641,574,670
Outside Bangladesh		80,531,606	-
Placement with other banks and financial institutions		-	-
Investments in shares and securities	5	**4,357,003,140**	**1,385,613,000**
Government		1,370,793,000	803,113,000
Others		2,986,210,140	582,500,000
Investments	6	**35,075,927,265**	**14,325,866,708**
General Investment		34,453,531,349	13,949,586,810
Bills purchased and discounted		622,395,916	376,279,898
Fixed assets including premises, furniture and fixtures	7	**20,816,018**	**17,951,494**
Other assets	8	**5,869,080,857**	**1,718,548,392**
Non - banking assets		**-**	**-**
Total assets		**61,699,055,127**	**26,563,118,840**
LIABILITIES AND CAPITAL			
Liabilities			
Placement from other banks, financial institutions and agents	9	**1,609,923,694**	**3,379,815,998**
Deposits and other accounts	10	**55,952,066,322**	**21,267,884,440**
Al-wadeeah current and other deposits accounts, etc.		6,369,009,949	3,555,259,852
Bills Payable		14,052,961	21,820,212
Mudaraba Savings Deposits		12,697,989,571	5,550,782,061
Mudaraba term Deposits		36,871,013,841	12,140,022,315
Other liabilities	11	**4,137,065,111**	**1,915,418,402**
Total liabilities		**61,699,055,127**	**26,563,118,840**
Capital / Shareholders' equity			
Paid up capital		-	-
Statutory reserve		-	-
Foreign currency gain		-	-
Other reserve		-	-
Deficit in profit and loss account / Retained earnings	12	-	-
Total Shareholders' equity		**-**	**-**
Total liabilities and Shareholders' equity		**61,699,055,127**	**26,563,118,840**

Particulars	Notes	31 Dec. 2025 BDT	31 Dec. 2024 BDT
Off Balance Sheet Items			
Contingent liabilities		18,059,402,470	13,780,069,222
Acceptances and endorsements		5,864,223,222	6,352,291,164
Letters of guarantee		1,415,761,220	465,651,794
Irrevocable letters of credit		8,183,298,830	5,003,748,125
Bills for collection		2,596,119,198	1,958,378,139
Other contingent liabilities		-	-
Other commitments			
Documentary credits and short term trade -related transactions		-	-
Forward assets purchased and forward deposits placed		-	-
Undrawn note issuance and revolving underwriting facilities		-	-
Undrawn formal standby facilities, credit lines and other commitments		-	-
Liabilities against forward purchase and sale		-	-
Other commitments		-	-
		-	-
Total Off-Balance Sheet exposures including contingent liabilities		18,059,402,470	13,780,069,222

United Commercial Bank PLC
Islamic Banking Unit

Profit and Loss Account

For the Year ended 31 December 2025

Particulars	Notes	2025 BDT	2024 BDT
Investment income	13	3,319,518,172	1,278,115,223
Profit paid on deposits, borrowings, etc	14	2,329,445,691	869,340,845
Net investment Income		**990,072,481**	**408,774,378**
Profit on Investment with bank and financial institutions		540,949,133	281,577,553
Commission, exchange, brokerage	15	467,615,794	313,207,511
Other operating income	16	29,050,922	13,369,614
Total operating income (A)		**2,027,688,330**	**1,016,929,056**
Salaries and allowances	17	51,783,775	46,097,878
Rent, taxes, insurance, electricity, etc.		21,666,536	12,661,954
Legal expenses		-	-
Postage, stamp, telecommunication, etc.		419,528	518,072
Stationery, printing, advertisements, etc.		9,025,079	4,059,467
Depreciation and repair of Bank's assets	18	6,353,007	14,993,182
Other expenditure	19	21,722,852	19,816,408
Total operating expenses (B)		**110,970,777**	**98,146,961**
Profit / (loss) before provision (C=A-B)		**1,916,717,553**	**918,782,095**
Provision for investments	20	331,702,081	112,709,503
Provision for Diminution in Value of Investment in Shares	21	-	-
Other Provision	22	114,645,519	90,868,610
Total provision (D)		**446,347,600**	**203,578,113**
Total profit / (loss) before taxes (C-D)		**1,470,369,953**	**715,203,982**

United Commercial Bank PLC
Islamic Banking Unit

Cash Flow Statement

For the Year ended 31 December 2025

Particulars	2025 BDT	2024 BDT
Cash flows from operating activities		
Profit receipts	3,755,995,500	1,504,394,814
Profit payments	(1,138,110,486)	(869,330,018)
Dividend receipt	-	-
Fees & Commission receipt	369,104,761	238,730,726
Recoveries from previously written off advances	-	-
Payments to employees	(51,783,775)	(46,097,878)
Payments to suppliers	(31,111,143)	(17,239,493)
Payment for Advance Income Tax	(57,898,641)	195,149
Receipt from other operating activities	29,050,922	13,369,614
Payment for other activities	(23,286,662)	(20,380,974)
Operating profit before changes in operating assets and Liabilities	**2,851,960,476**	**803,641,940**
Increase /Decrease in operating assets and liabilities		
Statutory Deposit	-	-
Purchase/Sale of trading securities	(2,971,390,140)	(87,493,000)
Loans and advances to customers	(20,750,060,559)	(1,140,424,536)
Other Assets	(7,096,214,777)	(215,681,194)
Deposit from Banks	6,896,435,000	(344,901,351)
Deposit from customers	27,787,746,882	4,386,086,707
Other liabilities	2,221,646,711	621,784,467
	6,088,163,117	**3,219,371,093**
Net Cash from operating activities (A)	**8,940,123,593**	**4,023,013,033**
Cash flows from investing activities		
Purchase/Sale of Securities	-	-
Purchase of Property, Plant & Equipment	(7,653,721)	(8,502,931)
Cash flows from investing activities (B)	**(7,653,721)**	**(8,502,931)**
Cash flows from financing activities		
Receipt from borrowing	(1,769,892,304)	3,057,279,159
Sub-Ordinated Bond	-	-
Cash received from issuing of Right shares	-	-
Cash dividend payment	-	-
Net cash from financing activities (C)	**(1,769,892,304)**	**3,057,279,159**
Net cash increase/decrease (A+B+C)	**7,162,577,568**	**7,071,789,261**
Effects of the changes of exchange rate on cash and cash equivalents*	98,511,033	74,476,785
Cash and cash equivalent at beginning of the year	9,115,139,246	1,968,873,200
Closing cash and cash equivalent at the end of the period	**16,376,227,847**	**9,115,139,246**

1.1 Status of the Islamic Banking Unit

Islamic Banking refers to a system of Banking or Banking activity that is consistent with the principles of the Sharia's (Islamic rulings) and its practical application through the development of Islamic economics. Sharia's prohibits the payment or acceptance of interest or excess (Riba) for the Lending and Borrowing of money. It carries out trade and other real economic activities to generate income rather than earning through trade of money (Interest). It also avoids Gharar (ambiguity) in any dealings or contracts and also avoids Maisir (gambling) in all activities. The principle also emphasises moral and ethical values in all dealings.

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. Accounting system is vital for ensuring Shariah compliance in such banking operation. Our Islamic Banking operation is committed to follow the accounting principles that refrain from interest. In a nutshell, we follow under noted principles for accounting under its Islamic Banking umbrella, run through a separate Islamic Banking software namely i-FLEXCUBE.

1.1.1 Governance and Shari'ah Compliance

UCB has established a robust Shari'ah governance framework to ensure compliance with Islamic financial principles. The key components include

- **Shari'ah Supervisory Board (SSB):** Oversees the Islamic banking operations and ensures compliance with Islamic laws.
- **Internal Shari'ah Audit:** Conducts periodic audits to assess compliance with Shari'ah principles.
- **Shari'ah Review and Advisory Unit:** Provides ongoing guidance and approvals for product development and implementation.

1.1.2 Principal Activities and Nature of Business

The Islamic Banking units of UCB offers all kinds of Islamic Shari'ah based commercial Banking services to its customers through its windows following the provisions of the Bank Companies Act 1991 (as amended up to 2023), Bangladesh Bank's Directives and directives of other regulatory authorities and the principles of the Islamic Shari'ah.

1.2 Deposits Principles

1.2.1 "Shariah principles for receiving deposits

Islamic banks receive deposits under two principles:

i) Al-Wadeeah principle.

ii) Mudaraba principle.

1.2.1.1 Al-Wadeeah:

Fund which is deposited with Banks by the depositors with clear permission to utilize /invest the same is called Al-Wadeeah. Islamic banks receive deposits in Current Accounts on the basis of this Al-Wadeeah Principle. Islamic banks obtain permission from the AlWadeeah depositors to utilise the Funds at its own responsibility and the depositors would not share any profit or loss earned/incurred out of using of this funds by the bank. The banks have to pay back the deposits received on the principle of Al-Wadeeah on demand of the holders. The depositors have to pay government taxes and other charges, if any.

1.2.1.2 Mudaraba:

Mudaraba is a partnership of labour and capital, where one partner provides full capital and the other one manages the business. The capital provider is called Sahib-Al-Maal and the user of the capital is called Mudarib. As per Shariah principles, the Mudarib will conduct the business independently following Shariah principles. The Sahib-Al-Maal may provide advices, if he deems fit but he can not impose any decision over the Mudarib. Profit, if any, is divisible between the Sahib-Al-Maal and the Mudarib at a predetermined ratio, while loss, if any, is borne by the Sahib-Al-Maal. The deposits, received by Islamic banks under this principle are called Mudaraba Deposits. Here, the depositors invest as Sahib-Al-Maal and the bank manages the business as Mudarib.

The Mudaraba deposits include:

i) Mudaraba Savings Deposits (MSD)

ii) Mudaraba Short Notice Deposits (MSND)

iii Mudaraba Term Deposits (MTD).

1.2.1.3 Income Sharing Ratio (ISR)

UCB Islamic banking declares Income Sharing Ratio (ISR) between Bank and Customer, which is applicable on its Bangladeshi Taka UCB Islamic Mudaraba Savings Account, UCB Islamic Mudaraba SND Account, UCB Islamic Mudaraba Term Deposit Account, UCB Islamic Monthly Income Term Deposit, UCB Islamic Monthly Deposit Scheme.

UCB Islamic profit bearing accounts are operated under Shariah Mode "Mudaraba" where, it is a partnership business contract between Bank & Customer. Customer provides capital (Shaheb Al Maal) and bank manages the business (Mudarib). Income generated is distributed between partners as per agreed Income Sharing Ratio (ISR).

- UCB Islamic Banking does not offer any provisional rate for any types of Mudaraba Accounts.
- Profit rate will be determined every month according to the Income Sharing Ratio (ISR) between Bank and Customer and Income from investment.

1.3 Investment Principles & Investment Products

Islamic banks do not directly deal in money. They run business with money. The funds of Islamic banking are mainly invested in the following modes:

1) Musharaka;
2) Bai-Murabaha (Murabaha to the purchase orders);
3) Salam and agency;
4) Ijarah Muntahia Bittamleek (Hire Purchase);
5) Hire Purchase Shirkat al Melk (HPSM);

1.4 Significant Accounting Policies

1.4.1 Basis of preparation of the Financial Statements

Islamic Banking unite of the Bank is 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) and as per provisions of the "Guidelines for Islamic Banking" issued by Bangladesh Bank through BRPD Circular No. 15 dated 09 November 2009 with reference to the provisions of the Bank Companies Act, 1991 (as amended) and other circulars/ instructions of Bangladesh Bank, the Companies Act 1994, the Securities and Exchange Rules 1987 and Standards issued by the Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI), as a member of that organization.

In case any requirement of the Bank Companies Act 1991 (as amended) and provisions and circulars issued by Bangladesh Bank differ with those of IFRSs as adopted, the requirements of the Bank Companies Act 1991 (as amended) and provisions and circulars issued by Bangladesh Bank shall prevail.

1.5 Income/ Revenue Recognition Principle

The bank earns income from various sources such as charges, fees, commission and investment income. To recognize all sorts of income, Islamic Banking units of UCB follows Shariah principle strictly. Recognition of income from investment follows principles as under:

- **Income from Islamic financing:** Recognized based on the contractual terms of Islamic financing instruments, following profit realization principles.
- **Profit distribution:** Earnings from investment accounts are distributed among depositors and shareholders as per agreed profit-sharing ratios.
- **Zakat obligations:** If applicable, the bank facilitates Zakat calculations for depositors.
- **Prohibition of interest:** No income is earned or recognized from interest-based transactions.

1.6 Cost Recognition Principle

Cost in respect of profit paid on deposit is recognized on accrual basis. Monthly accruals in this respect are calculated on the basis of Income Sharing Ratio. Other costs are also recognized on the accrual basis following the matching concept of Accounting.

1.7 Risk Management Framework

Islamic banking operations are exposed to unique risks, including Shari'ah non-compliance risk, liquidity risk, and credit risk. UCB implements a comprehensive risk management framework to mitigate these risks by:

- Ensuring thorough Shari'ah compliance checks for all products and transactions.
- Conducting regular internal and external audits.
- Maintaining adequate liquidity buffers as per regulatory requirements.
- Strengthening credit assessment procedures for Islamic financing contracts.

1.8 Islamic Banking Products and Services

UCB offers a range of Shari'ah-compliant products, including:

- Deposit Products: Mudarabah Savings Account, Mudarabah Term Deposits, and Wadiah Current Accounts.
- Financing Products: Murabaha, Ijarah, Musharakah, and Mudarabah-based financing solutions.
- Trade Finance: Shari'ah-compliant letters of credit, export financing, and working capital solutions.
- Investment Banking: Islamic Sukuk, equity-based financing, and other halal investment opportunities.

1.9 Corporate Social Responsibility (CSR) and Islamic Philanthropy

UCB's Islamic banking division actively participates in social welfare activities, including:

- Disbursement of Zakat and charity funds to eligible beneficiaries.
- Financing social projects through Qard Hasan (benevolent loans).
- Promoting financial inclusion and ethical banking practices.

1.10 Reporting period

These financial statements cover from January 01 to December 31, 2025.

2 General

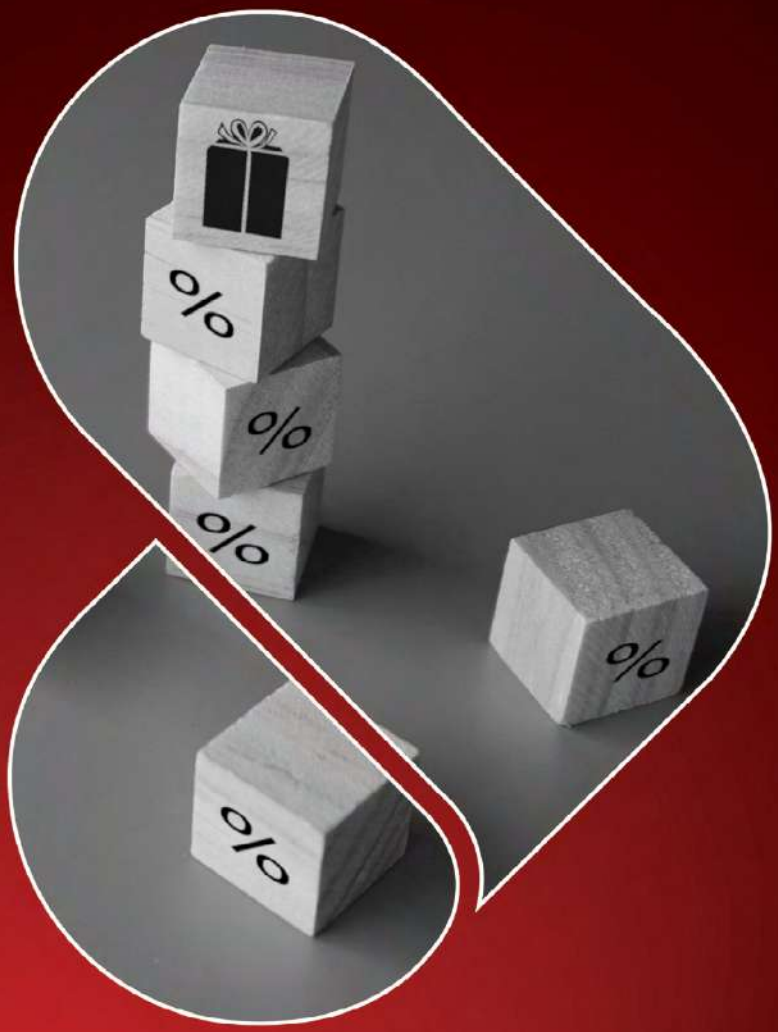
a) These financial statements are presented in Taka, which is the Bank's functional currency and figures appearing in these financial statements have been rounded off to the nearest Taka.

		31 Dec. 2025 BDT	31 Dec. 2024 BDT
3	**Cash**	14,155,318,140	1,473,564,576
	Cash in hand		
	Local currency	38,503,922	57,260,607
	Cash in ATM	-	-
	Foreign currency	9,311,983	8,788,068
		47,815,905	66,048,675
	Balance with Bangladesh Bank and its agent Bank(s)		
	Local currency	14,107,502,235	1,407,515,901
	Foreign currency	-	-
		14,107,502,235	1,407,515,901
4	**Balance with other banks and financial institutions**		
	In Bangladesh	2,140,378,101	7,641,574,670
	Outside Bangladesh	80,531,606	-
		2,220,909,707	**7,641,574,670**
5	**Investments in Shares and Securities**		
	Perpetual Mudaraba Bond Investment	230,000,000	230,000,000
	Investment in Un-Quoted Securities	28,210,140	52,500,000
	Bangladesh Government Investment Sukuk	1,370,793,000	803,113,000
	Private Sukuk Bond	228,000,000	300,000,000
	Bangladesh Islamic Investment Bond (BGIIB)	2,500,000,000	-
	Prize Bond	-	-
		4,357,003,140	**1,385,613,000**
6	**Investments**		
	i) General Investments		
	General Investment	34,453,531,349	13,949,586,810
		34,453,531,349	**13,949,586,810**
	ii) Bills purchased and discounted		
	Payable Inside Bangladesh		
	Inland bills purchased	260,004,977	13,441,617
	Payable Outside Bangladesh		
	Foreign bills purchased and discounted	362,390,939	362,838,281
		622,395,916	**376,279,898**
		35,075,927,265	**14,325,866,708**
7	**Fixed assets**		
	Cost		
	Furniture and Fixture	23,297,325	15,652,712
	Office equipment	2,375,450	2,375,450
	Computer equipment	2,470,240	2,461,133
	Computer software	67,944,879	67,944,879
		96,087,894	**88,434,174**
	Less: Accumulated Depreciation		
	Furniture and Fixture	4,345,451	2,099,013
	Office equipment	1,393,146	1,096,222
	Computer equipment	1,882,771	1,403,141
	Computer software	67,650,508	65,884,304
		75,271,876	**70,482,680**
	Written down value (WDV)	**20,816,018**	**17,951,494**

		31 Dec. 2025 BDT	31 Dec. 2024 BDT
8	**Other assets**		
	Advance deposits and advance rent	-	-
	Advance Income Tax Paid	58,093,790	195,149
	Income & Compensation Receivable	238,255,126	97,402,475
	Stock of Stationery & Stamps	518,240	264,900
	Head Office General Account	5,572,213,701	1,620,685,868
		5,869,080,857	**1,718,548,392**
9	**Placement from other banks, financial institutions and agents**		
	Borrowings from Head office	-	-
	EDF Borrowing from Bangladesh Bank	595,257,027	294,515,998
	Bangladesh Bank Pre-Financing Scheme	14,666,667	85,300,000
	Bangladesh Bank (IBLF)	1,000,000,000	-
	Borrowing from Bank and NBFI	-	3,000,000,000
		1,609,923,694	**3,379,815,998**
10	**Deposits and other accounts**		
	Inter Bank deposits	6,897,309,937	874,937
	Other deposits	49,054,756,385	21,267,009,503
		55,952,066,322	**21,267,884,440**
	a. Al-Wadeeah Current and Other Deposits		
	Current deposits	3,790,543,352	1,553,998,285
	Foreign currency deposits	204,582,661	152,114,769
	Sundry deposits	2,373,883,936	1,849,146,798
		6,369,009,949	3,555,259,852
	b. Bills Payable		
	Pay order	14,052,961	21,820,212
	Demand draft payable	-	-
	Others Payable	-	-
		14,052,961	21,820,212
	c. Mudaraba Savings Deposits		
	Savings Bank deposits	12,697,989,571	5,550,782,061
		12,697,989,571	5,550,782,061
	d. Mudaraba Term Deposits		
	Fixed deposits	32,668,069,228	9,945,606,766
	Special notice deposits	3,446,660,608	1,933,547,877
	Scheme Deposits	756,284,005	260,867,672
		36,871,013,841	12,140,022,315
	Total Deposits and other accounts (a+b+c+d)	**55,952,066,322**	**21,267,884,440**
11	**Other liabilities**		
	Provision for Investment (Notes-11.1)	331,702,081	112,709,503
	Provision for off-balance sheet exposure	114,645,519	90,868,610
	Profit payable	2,134,855,636	943,339,026
	Payable Tax, VAT and Excise Duty	103,696,336	54,530,230
	Unearned Income	1,292,139,622	632,866,302
	Compensation Realisable Account	147,077,674	45,103,404
	Profit Suspense Account	6,428	3,807,419
	Compensation Suspense Account	12,162,434	3,241,289
	Other Sundry Liabilities	779,381	28,952,619
	Head Office General Account	-	-
		4,137,065,111	**1,915,418,402**
11.1	**Provision for Investments**		
	General Provision	308,806,940	112,709,503
	Specific Provision	22,895,141	-
		331,702,081	**112,709,503**

		31 Dec. 2025 BDT	31 Dec. 2024 BDT
12	**Retained Earnings**		
	Opening Balance	-	-
	Add: Transferred during for the year	-	-
	Retained earnings transferred to central operation	-	-
	Effect of changes in exchange rate	-	-
		-	-
13	**Investment Income**		
	Term Investment	3,319,518,172	1,278,115,223
	Bills purchased & Discount	-	-
	Others	-	-
	Interest on Investment	**3,319,518,172**	**1,278,115,223**
	Income on balance with other banks and financial institutions	-	-
	Islamic Bond _Islami Banking	-	-
	Income received from foreign banks	-	-
	Total Interest income	**3,319,518,172**	**1,278,115,223**
14	**Profit paid on deposits, borrowings, etc.**		
	Profit paid on deposits	2,228,188,235	839,841,658
	Profit paid on local bank accounts	-	-
	Profit paid on Borrowings	101,257,456	29,499,187
		2,329,445,691	**869,340,845**
15	**Commission, exchange and brokerage**		
	Exchange Gain/(Loss)	98,511,033	74,476,785
	Income from Commission	215,272,020	152,203,191
	Income from Fees	153,832,741	86,527,535
	Income from Brokerage	-	-
		467,615,794	**313,207,511**
16	**Other operating income**		
	Income from Others	29,050,922	13,369,614
		29,050,922	**13,369,614**
17	**Salaries and allowances**		
	Basic pay	29,275,695	28,841,551
	Allowances	10,529,129	10,681,269
	Bonus	8,711,014	3,272,465
	Provident Fund and Welfare Fund	3,267,937	3,302,593
		51,783,775	**46,097,878**
18	**Depreciation and repair of Bank's assets**		
	Depreciation		
	Computer Equipment	479,630	477,740
	Computer Software	1,766,204	12,501,615
	Furniture and Fixture	2,246,439	988,933
	Office Equipment	296,924	460,328
		4,789,197	**14,428,616**
	Repair and Renovation		
	Premises	32,691	34,605
	Repair and Renovation Expense Supply Items	1,281,505	297,879
	Vehicles	96,930	81,412
	Repair Office Equipment	142,684	136,670
	Software Maintenance Charge	10,000	14,000
		1,563,810	**564,566**
		6,353,007	**14,993,182**

		31 Dec. 2025	31 Dec. 2024
		BDT	BDT
19	**Other Expenditure**		
	Fees, Commission and Charges	577,226	88,490
	Car Expense	3,011,111	2,930,053
	Medical Expense	1,311,061	1,422,989
	Other expense	16,823,454	15,374,876
		21,722,852	**19,816,408**
20	**Provision for Investments**		
	Provision for Classified Investments	22,895,141	-
	Provision for Unclassified Investments	308,806,940	112,709,503
		331,702,081	**112,709,503**
21	**Other Provision**		
	Provision for Off Balance Sheet Exposure	114,645,519	90,868,610
		114,645,519	**90,868,610**



SUBSIDIARY

UCB Stock Brokerage Limited

Company Profile

UCB Stock Brokerage Ltd., a fully owned subsidiary of United Commercial Bank PLC, is the largest stockbroker in Bangladesh with the most extensive branch network with 31 outlets nationwide. Since its inception in June 2013, the company has been actively providing comprehensive brokerage, research, and financial advisory services. UCB Stock Brokerage Ltd. currently holds the largest market share in terms of Dhaka Stock Exchange (DSE) turnover, underscoring its leadership and strong presence in the capital market.

Type of Business	Incorporation	Type of Company	No. of Branches	No. of Employees
Stock Brokerage Services/ Capital Market Intermediary	19 June 2013	Private Limited Company	31	259



VISION

To be the preferred Brand for Stock Broking in Bangladesh Capital Market.



MISSION

- Exceed investors' expectations
- Be the leading source of Capital Market Research
- Operate state-of-the-art technologies for efficient operations and superior customer service
- Be the most ethical and compliant Capital Market player
- Develop human capital for organized growth and constructive customer relationship
- Promote gender diversity, environmental consciousness and care for the community



CORE VALUES

- Trust: We build trust through our every action
- Accountability: Ensuring responsibility and conformity
- Respect: Treat everyone with respect and courtesy
- Integrity: We are honest, open, ethical and fair
- Quality: What we do, we ensure quality

Products & Services

- **DSE and CSE Trading**
- **Online & Offline BO Account**
- **IPO Application**
- **Selling Agent of Unit Funds**
- **UTrade (OMS)**
- **Market Research**
- **Bond Trading and Upcoming Commodity Trading**
- **Margin Loan Facility**

Contact Details

Mailing Address: Bulus Centre, Plot- CWS-(A)-1, Road No. 34, Gulshan Avenue, Dhaka 1212, Bangladesh
Telephone: +8801324243200 | **Email:** info@ucbstock.com.bd | **Website:** https://ucbstock.com.bd

Board of Directors



Mohammad Mamdudur Rashid
Chairman



Dr. Toufic Ahmad Choudhury
Independent Director



Faruk Ahammad FCA
Director



S. M. Moinul Hossain
Director



Mohammad Fazlul Qader
Director



Mohammed Rahmat Pasha
MD & CEO

Profile of the Board of Directors



Mohammad Mamdudur Rashid
Chairman

With a remarkable career spanning more than three decades in the banking industry, Mr. Mohammad Mamdudur Rashid has joined United Commercial Bank PLC as Managing Director & CEO. During his tenure at NCC Bank PLC, where he most recently assumed the role of Managing Director and Chief Executive Officer, Mr. Rashid played a pivotal role in expanding the bank's international trade portfolio and enhancing its standing in the banking market, thereby contributing to its growth. Notable achievements under his leadership include NCC Bank's recognition as Bangladesh Bank's Best Primary Dealer and Global Brand Magazine's recognition as the fastest-growing brand in 2023. With his guidance, NCC Bank was able to successfully implement Islamic banking. Mr. Rashid entered the banking industry in 1995 with Citibank-Bangladesh and has held various leadership positions in Bangladesh, India, and Australia since then. His extensive knowledge spans several departments, including HR, General Services, Risk, Operations, Compliance, Business and Credit. Prior to this, Mr. Rashid was a prominent figure in the Banking industry, having held roles such as Chief Financial Officer, Strategic Head for the SME business, and Additional Managing Director at United Commercial Bank PLC (UCB) and BRAC Bank, respectively. During his fifteen years at Citibank, Bangladesh, Mr. Rashid held several roles, including COO of Citibank-Bangladesh and Head of Strategic Planning for Citibank's institutional banking in New Zealand and Australia. At BRAC and BRAC International, he was also the group chief financial officer.

Mr. Rashid received the Vice Chancellor's Gold Medal while earning his Master of Business Administration (MBA) from the University of Dhaka's Institute of Business Administration (IBA). While a Fulbright Scholar at Brandeis University in the United States, he received a Master of Arts degree in International finance and economics. He is also a Fellow of CPA Australia (FCPA). He has a plenty of domestic and international leadership and technical training under his belt.

In addition to his banking career, Mr. Rashid has earned the President's Gold Medal at the Marine Academy in 1985 and served as a Merchant Mariner, while also teaching Finance at IBA.



Dr. Toufic Ahmad Choudhury
Independent Director

Mr. Dr. Toufic Ahmad Choudhury is currently serving as the Director General of the Bangladesh Academy for Securities Markets (BASM), academic wing of Bangladesh Securities and Exchange Commission (BSEC). He is also an Independent Director at UCB Stock Brokerage Limited.

He is a former independent director of Eastern Bank PLC, a former member of the Board of Directors of Microcredit Regulatory Authority (MRA) and Institute of Public Finance (IPF) of MOF, GOB. Earlier, he served as the Director General of the Bangladesh Institute of Bank Management (BIBM) for eight years, having joined BIBM as a Lecturer in 1981 and rising to the position of Professor in 1997. He also served as the General Secretary of the Bangladesh Economic Association during the 2010–2014 term. Dr. Choudhury achieved his Ph.D. in Financial Economics from Himachal Pradesh University, Shimla, India, under the Indian Commonwealth Scholarship. He completed his M.Sc. in Economics in 1979 from Jahangirnagar University, after which he began his career as a Junior Research Analyst in a research project at the Bangladesh Institute of Development Studies (BIDS).

He has attended numerous professional training programs conducted by international institutions such as the IMF Training Institute, Toronto Centre (Canada), Citibank N.A. (USA), College of Agricultural Banking of RBI (India), and Standard Chartered Bank (Thailand). He has authored and published more than 50 research articles in various national and international journals.



Faruk Ahammad FCA
Director

Mr. Faruk Ahammad, FCA, a prominent banker, has recently been promoted to the position of Deputy Managing Director at United Commercial Bank PLC. Prior to this promotion, he served as Senior Executive Vice President and CFO of the bank. With over 25 years of versatile experience in various industries such as financial services, manufacturing, capital market, and telecommunications. He began his professional journey at IPDC and went on to hold senior management strategic roles in different organizations.

Mr. Ahammad's professional history includes serving as the Chief Internal Auditor (CIA) of Prime Bank Limited, Chief Financial Officer of the City Bank Limited and BRAC Bank Limited, Company Secretary of BRAC Bank Limited, Director of Finance of edotco Bangladesh Company Limited (a subsidiary of Axiata Group Malaysia), Managing Director and CEO of Apex Investments Limited, and Group Chief Operating Officer of Saad Musa Group of Industries.



S. M. Moinul Hossain
Director

Mr. S. M. Moinul Hossain, an accomplished banking professional, serves as Head of the Credit Risk Management Division (CRMD), SME & Retail at United Commercial Bank PLC.

With over 25 years of experience, primarily in SME and Retail Banking, he has developed strong expertise in credit risk management, underwriting, collections, portfolio governance, and regulatory compliance. He has built a proven track record in managing end-to-end SME and Retail credit portfolios while ensuring disciplined growth and asset quality stability. Before joining UCB, he held leadership roles at BRAC Bank Limited, including Head of Retail Underwriting & Collections, where he strengthened underwriting standards and collection frameworks while leading high-performing teams.



Mohammad Fazlul Qader
Director

A seasoned treasury and correspondent banking professional with over 21 years of experience across leading local and international banks including Eastern Bank PLC, Habib Bank Limited (HBL) and United Commercial Bank PLC. Currently serving as the Head of Treasury at UCB, he has a strong track record in end-to-end treasury management, liquidity and market risk management, offshore banking, and international trade finance.

He possesses extensive, hands-on expertise in Money Market, Foreign Exchange, Asset Liability Management, price arbitrage, Fixed Income Securities, and Derivative instruments including IRS, SWAPs and Forwards, and delivering tailored treasury solutions to corporate clients. Adept at corporate sales of treasury & trade products including strategic leadership in offshore baking, he used to tactically manage EBL's only foreign subsidiary from Dhaka. In the financial institution's domain, he has collaborated closely with key Development Financial Institutions such as IFC, ADB, DEG, FMO, PROPARCO, OeEB, and IsDB.

Being a respected industry resource, he has played important role in talent sourcing & development—serving as a regular interviewer and trainer in the banks he served, a resource person for the Bangladesh Association of Banks, and a guest trainer at the Bangladesh Institute of Bank Management (BIBM). A business graduate of the University of Dhaka, he has travelled to Italy, Switzerland, Germany, the UAE, Saudi Arabia, Japan, Malaysia, Thailand, the UK, Indonesia, and India for both professional and personal engagements.



Mohammed Rahmat Pasha
MD & CEO

Mr. Mohammed Rahmat Pasha is a highly experienced professional with an impressive career spanning over 35 years. With 23 years expertise in the banking industry, he brings a wealth of knowledge and insights to his role. Since joining UCB Stock Brokerage Limited as the Chief Executive Officer (CEO) in March 2016, he has been instrumental in leading the organization to new heights of success. Prior to his tenure at UCB Stock, Mr. Pasha served as the CEO of BRAC EPL Stock Brokerage Ltd for five years. With a strong foundation in banking, Mr. Pasha's career began at The City Bank Ltd, where he spent eight years gaining valuable experience and knowledge. He then joined BRAC Bank Limited as the Head of Treasury and Financial Institutions, a position he held for a decade. During this time, Mr. Pasha displayed his expertise in treasury and financial institutions, playing a pivotal role in shaping the bank's strategies and driving its success. Mr. Pasha's commitment to professional growth and development is evident through his participation in numerous training programs and workshops, both domestically and internationally. By actively staying informed about industry trends and best practices, he remains at the forefront of the rapidly evolving financial landscape. Mr. Pasha holds a Post-Graduation degree in Management from the University of Dhaka and an MBA from NIBM, Chennai, India. This strong educational foundation, combined with his extensive practical experience, has equipped him with a comprehensive skill set and a deep understanding of the complexities of the financial sector.

Directors' Report

Dear Shareholders,

The Directors of UCB Stock Brokerage Limited are pleased to present the Annual Report together with the audited financial statements for the year ended December 31, 2025.

Raising the Bar amid Headwinds

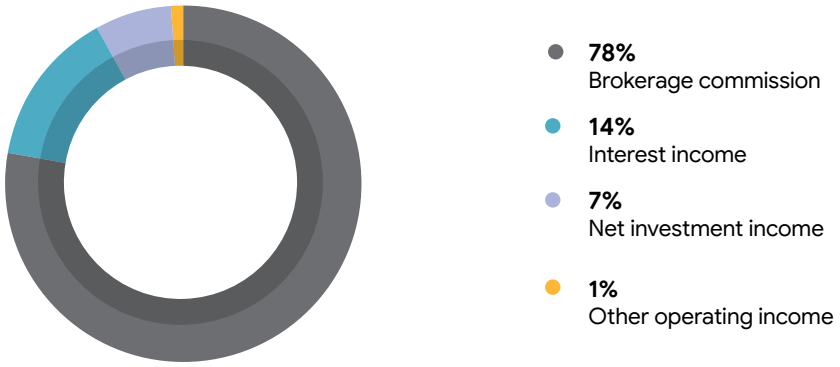
In 2025, the global environment was shaped by tariff and trade-related tensions, heightened geopolitical uncertainty, and shifting risk sentiment. Against this backdrop, the Bangladesh capital market experienced notable volatility, with fluctuations in liquidity and investor sentiment. Amidst this challenging environment, UCB Stock Brokerage Limited stood out as a beacon of resilience. Demonstrating remarkable strength and adaptability, the company seized growth opportunities and once again secured its prestigious 1st position in total DSE turnover for 2025—a testament to its unwavering leadership in the market.

The Company expanded its footprint through the opening of six new branches during the year, supporting customer acquisition and further strengthening its position in the market. This expansion also contributed to a broader and more diversified client base, helping to reduce business risk.

Service quality remained a core priority. Specialized teams serving retail, high net worth individuals, and local and foreign institutions enabled segment-specific coverage and more tailored client support. As a result, we successfully managed to add close to 4,500 clients, achieving 23.6% YoY growth. Our client base now stands at around 23,000. Furthermore, our proactive customer expansion strategy yielded positive results, with our market share rising to 11.0% in 2025, marking the first time any brokerage house had reached this level in the Dhaka Stock Exchange's 71-year history.

As we look ahead, we remain confident that the Company's strong fundamentals, disciplined approach, and unwavering commitment to excellence will enable UCB Stock Brokerage Limited to continue creating long-term value for its shareholders and stakeholders alike.

Revenue Breakdown



Key Financials

Amount (in million BDT)

Particulars	2021	2022	2023	2024	2025
Shareholders' Equity	3,355.56	3,764.91	4,063.41	4,199.98	4,137.51
Total Assets	10,308.20	9,972.45	10,583.01	11,573.63	10,964.34
Total Liabilities	6,952.65	6,207.54	6,519.60	7,373.65	6,826.83
Operating Profit	681.24	811.25	590.30	321.74	152.38
Net Profit After Tax	251.26	409.35	298.50	136.57	(62.48)
Return on Assets	2.44%	4.10%	2.82%	1.18%	-0.57%
Return on Equity	7.49%	10.87%	7.35%	3.25%	-1.51%
No. of Shares	25,000,000	25,000,000	25,000,000	25,000,000	25,000,000
EPS* (BDT)	10.05	16.37	11.94	5.46	(2.50)

Transaction Status with Related party (United Commercial Bank PLC (Parent Co.) as of 31 December 2025

Nature	Amount (in million BDT)
Overdraft Loan– General	1,609.81
Overdraft Loan– BB Scheme	251.56
Cash at Bank	179.86

During 2025, the Company carried out related party transactions with its parent United Commercial Bank PLC (overdraft facility and bank account balances) and the resulting year-end balances - Tk (1,861.37) million overdraft loan and Tk 179.80 million bank balance - have been disclosed in accordance with IAS 24.

Shareholding Structure of UCB Stock Brokerage Limited

Name of the Owner	Amount (in BDT)
United Commercial Bank PLC	2,499,999,900
Mr. ATM Tahmiduzzaman, FCS	100

No. of Board Meetings held during the year and attended by each

Director's Name	Designation	No. of Meetings Attended	Remuneration Paid (in BDT)
Mohammad Mamdudur Rashid	Director	5	50,000
Dr. Toufic Ahmad Choudhury	Independent Director	4	40,000
Faruk Ahammad FCA	Director	5	50,000
S. M. Moinul Hossain	Director	1	10,000
Mohammad Fazlul Qader	Director	5	50,000

World Economy

Global economy in 2025 was shaped by recurring shifts in trade policy, tariff actions, and elevated geopolitical tensions, which kept risk appetite uneven through the year. Against this backdrop, growth held at a moderate pace, with IMF projections indicating world GDP growth of 3.3% in 2025, supported by 4.4% for emerging market and developing economies and 1.7% for advanced economies.

On monetary policy, the year marked the start of a gradual pivot from restrictive settings in several major economies. After an extended tightening phase, the U.S. Federal Reserve began easing in September 2025, lowering the target range to 4.00%–4.25%. Disinflation continued to improve headline dynamics across key regions during the year, supporting a more measured policy stance.

Commodity markets reflected a mix of weaker demand signals, policy uncertainty, and risk hedging during 2025. Gold strengthened sharply as investors and institutions increased safe-haven allocations, rising by about 64% over the year and setting multiple new highs. Oil was comparatively softer on an annual-average basis as supply and demand fundamentals outweighed geopolitical risk for much of the year, with Brent averaging about 14% lower in 2025 than 2024. Cotton remained under pressure, with cotton ending the year around 8% lower year-on-year amid subdued demand and trade-related headwinds across the textiles value chain.

As the world moves into 2026, the outlook remains sensitive to further trade policy shifts and geopolitical developments, and while the IMF's growth projection underscores baseline stability, the balance of risks continues to tilt to the downside if these pressures intensify.

GDP Growth Projection	2023	2024	2025E*	2026F**	2027F**
World	3.30%	3.30%	3.30%	3.30%	3.20%
Advanced Economies	1.70%	1.80%	1.70%	1.80%	1.70%
EMDE	4.40%	4.30%	4.40%	4.20%	4.10%

*Estimated

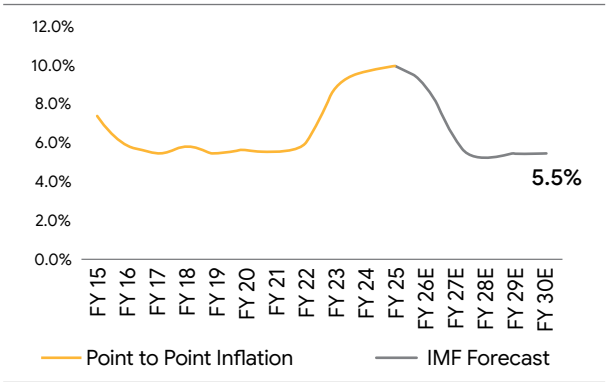
**Forecasted

Source: International Monetary Fund

Bangladesh Economy

During 2025, Bangladesh's macroeconomic environment showed visible signs of stabilization after an extended period of elevated inflation and external-sector stress. While growth and private sector activity remained subdued for much of the year, several key indicators improved by year-end, supported by tight monetary conditions, stronger external inflows, restrained imports, and a reform agenda aimed at strengthening fiscal and financial-sector governance.

Inflation remained the central policy concern and the monetary stance stayed restrictive. The policy rate was maintained at 10%, while point-to-point inflation eased to 8.49% in December 2025 from 9.94% in January 2025, remaining below the 11.7% peak recorded in July 2024. Disinflation gained traction as demand moderated under tighter financial conditions, alongside easing pressures in selected consumer items. Food inflation generally remained below non-food inflation for much of the year, although supply-chain inefficiencies and distribution costs continued to influence pricing in parts of the consumption basket.



Domestic liquidity conditions broadly aligned with the disinflation trend. Treasury yields across maturities softened over 2025, reflecting improving inflation expectations and weaker private sector credit momentum, though intermittent upward pressure emerged later in the year due to government borrowing needs. Overall, the direction of rates and yields suggested that the tightening cycle may have reached or passed its peak, subject to continued inflation progress.

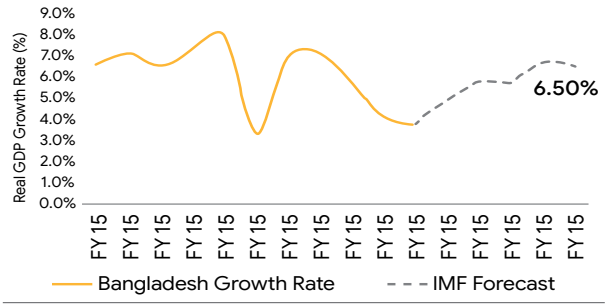
The external sector was a key source of stabilization. Remittance inflows rose to USD 32.81 billion in 2025, a 22.0% year-on-year increase. Export earnings reached USD 47.78 billion, up 1.1% year-on-year, though momentum moderated later in the year amid uncertainty and trade constraints. Imports remained subdued; customs-based import payments declined by 6.7% year-on-year to USD 63.33 billion as of November 2025, reflecting softer demand and reduced capital goods imports. The combined impact of higher remittances, steady exports, and lower imports supported an improved current account position and strengthened the overall balance of payments.

Foreign exchange conditions also improved. A move toward a market-based exchange rate framework in May 2025 supported better price discovery and market functioning. From July 2025, the central bank began purchasing foreign currency from banks, reflecting improved market balance and supporting reserve rebuilding. By early January 2026, cumulative purchases reached USD 3.83 billion and gross reserves under BPM6 rose to USD 27.85 billion as of 8 January 2026, equivalent to roughly 4.6 months of import cover.

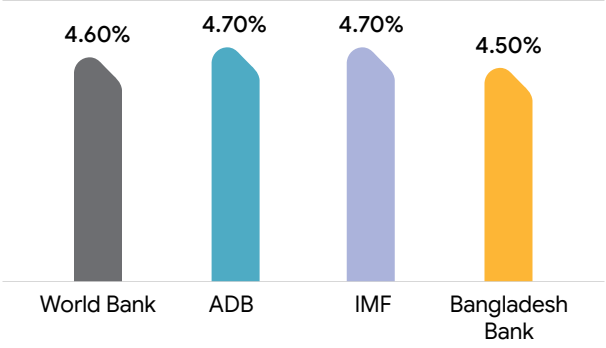
Economic activity remained constrained by the adjustment process, with cautious business sentiment and slower credit expansion. Nevertheless, visibility improved toward year-end, and early FY26 data pointed to a gradual recovery, with first-quarter FY26 GDP growth recorded at 4.5%. However, fiscal pressures persisted, driven by structural revenue limitations and higher interest costs. Interest payments in FY25 reached BDT 1,344 billion, while the tax-to-GDP ratio remained low at 6.8%, underscoring the need for sustained revenue and compliance reforms. Institutional changes initiated in May 2025 to restructure the revenue authority—separating tax policy from tax administration—represent a meaningful step toward improved efficiency. ADP implementation (68% in FY25) continued to highlight execution challenges.

A defining feature of 2025 was accelerated banking-sector reform. Governance interventions, forensic audits, and tighter loan classification standards led to clearer recognition of asset-quality stress, including higher non-performing loans in segments of the banking system.

Overall, 2025 was primarily a year of stabilization and institutional repair. Inflation moderated, external balances strengthened, reserve rebuilding began, and reform momentum improved governance architecture in key areas. Risks remain, particularly around execution and confidence, but progress during 2025 has improved macro visibility and supported the prospects for a more normalized environment in 2026, subject to continued policy discipline.



FY 26 Growth Forecast



Source: Different Sources of Related Organization

Risk and Concerns

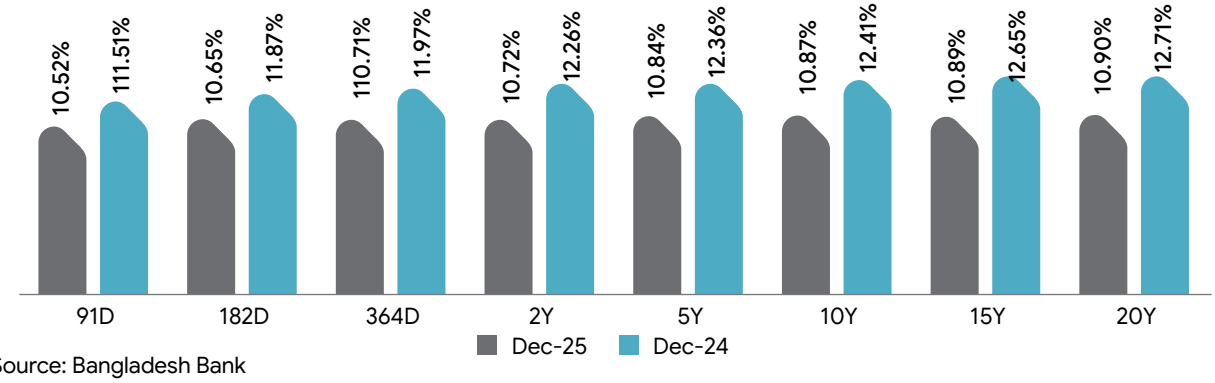
Category	Risk Title	Risk Statement
Margin Loan Risk	Default Risk	Borrower's failure to repay margin loan. The risk arises from cash crunch, over exposure, borrower's willful non-payment etc.
	Recovery Risk	Failure to recover outstanding amount after a client becomes defaulter. The risk arises from decline in collateral value, not making timely margin calls, and owner's poor net worth.
	Concentration Risk	Concentration risk results from concentration in a particular client/ group or sector if any such heavily concentrated client or group becomes defaulter or if such a heavily concentrated sector is affected negatively due to macroeconomic event/geopolitical reason or regulatory guidelines.
Market Risk	Interest Rate Risk	Impact of changes in interest rate on the company's net interest income from margin loan. The risk arises from erroneous spread calculation.
	Equity Price Risk	Adverse changes in the value of investment due to price volatility. The risk arises from macroeconomic instability, market volatility, political unrest and under performance of investee company, among other factors.
Liquidity Risk	Funding Liquidity Risk	Inability to carry out necessary funding transactions due to asset liability mismatch. Arises from delays in settlement of trades.
	Market Liquidity Risk	Limited access to funds due to changes in external factors. The risk can arise from concentrated investments, investment in highly illiquid assets, etc.
Operational Risk	People Risk	The risk of loss intentionally or unintentionally caused by employees. The risk arises from employee error, employee defection, internal fraud, etc.
	Process Risk	Related to the execution and maintenance of transactions and the various aspects of running a business. The risk arises from incomplete / inadequate legal documentation, collateral management failures, data entry failures, etc.
	System Risk	The risk of loss caused by piracy, theft, failure, breakdown or disruption in technology, data or information. The risk arises from hardware and software failures, telecommunication problems and utility outages.
	External Risk	The risk of loss on account of damage to physical property or assets from natural or unnatural causes. Sources of the risk are natural disasters, political unrest, regulatory change and external fraud.
Strategic Risk	Strategic Positioning Risk	Risk of losing business volumes and margins due to improper positioning. The risk may arise from changing demographics, economic factors, organizational structure, competition and changes in regulation.
	Strategy Implementation Risk	Risk of losing business volumes and margins due to improper implementation of the strategies considered. The risk can arise from work processes, procedures and lack of proper / adequate human resources and IT infrastructure.
Technology Risks	System Failure Risk	Unavailability of business critical systems. The sources are: Infrastructure, Platform, Software, Malicious Intrusion, Human Error and Cyber Attack.
	Information Security Risk	Leak / disclosure of business critical sensitive Information. The sources are: People, Process, Third Party Vendor, Malicious Intrusion, Human Error, and Cyber Attack.
	Business Continuity Risk	Interruption/unavailability of business critical systems which can occur from Natural disasters, Hazards (e.g. Fire), Vendor, Technology Obsolesces, Malicious Intrusion, Cyber Attack.
Legal Risk	Compliance Risk	Risk of legal sanction and material financial loss suffered. The risk arises from violations or non-compliance, lack of or inadequate compliance with contractual obligations and other legal documentation and pending litigations.
Other Risks	Environmental and Social Risk	The probability that operational activities of a particular client/ industry would negatively affect the environment and the community of the operational zone as well as neighboring area. We might face loss if client has to stop operation due to regulatory intervention.
	Reputation Risk	The risk of potential or actual damage to the company's image which may impair profitability and/ or sustainability of its business. Arises from actions and word-of-mouth of internal and external stakeholders, various media platforms operational hindrances and technological disruptions

Capital Market

Throughout 2025, Bangladesh's capital market stayed in a prolonged phase of volatility and adjustment, with risk appetite pinned down by tight liquidity and policy transition. Investor positioning remained defensive as the treasury yields are higher and redirected liquidity toward fixed-income instruments from equity securities. At the same time, intensive regulatory scrutiny and bank balance-sheet clean-up reinforced a "capital preservation first" mindset. Even as political conditions showed early signs of normalization, the near-term effect of reform-through-tightness was weaker participation. Overall, the DSEX index remained low, closing the year at 4,865—a 6.63% YoY decline. Average daily turnover dropped from BDT 1,478 million to BDT 1,251 million. Overall, investors adopted a deliberate, wait-and-see stance in favor of long-term capital preservation during the year.

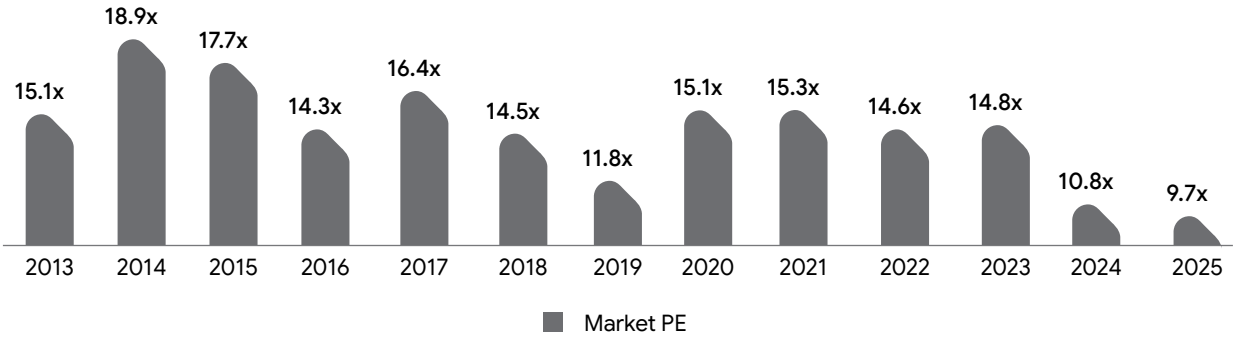
Regulatory reform remained a key theme in 2025. The BSEC's reform initiatives, initiated during this year, progressed with amendments to margin loan regulations, mutual fund governance, and IPO approval processes to bring greater discipline and confidence to the market.

Throughout 2025, higher yields on government securities increased the opportunity cost of holding stocks, diverting capital away from equities to fixed-income securities. However, by December 2025, treasury yields retreated from earlier highs. This indicates an interest rate cycle reversal.



Source: Bangladesh Bank

As the interest-rate cycle starts to turn, it could bring investors back to equities and encourage fresh inflows into the market. Bangladesh's stock market is also trading near historically low levels. And compared with peer countries, current P/E levels look attractive, pointing to an attractive opportunity.



Looking ahead, the capital market outlook for 2026 appears optimistic. Ongoing economic stabilization, regulatory strengthening, declining inflation, and improving liquidity conditions are expected to support gradual market recovery.

While structural challenges and global uncertainties remain, a more disciplined regulatory environment and improving macroeconomic fundamentals are likely to enhance investor confidence and set the foundation for market growth.

Capital Market Statistics

Date	Turnover (BDT bn)*	Market Cap (BDT bn)	DSEX	DSEX Change YoY	DSES	DSES Change YoY	DS30	DS30 Change YoY
31-Dec-25	1,251	6,782	4,865	-6.73%	1,000	-14.46%	1,853	-4.48%
31-Dec-24	1,478	6,626	5,216	-16.49%	1,169	-14.30%	1,940	-7.35%
31-Dec-23	1,411	7,808	6,246	0.64%	1,364	0.37%	2,094	-4.60%
31-Dec-22	2,030	7,603	6,207	-8.13%	1,359	-5.03%	2,195	-13.34%
31-Dec-21	3,540	5,422	6,757	25.08%	1,431	15.22%	2,533	28.95%
31-Dec-20	1,350	4,482	5,402	21.31%	1,242	24.23%	1,964	29.78%

*Total annual turnover

Source: Dhaka Stock Exchange

State of the Company's Affair

UCB Stock Brokerage Limited is currently the fastest growing brokerage house in Bangladesh. The company started its commercial operation in 2013 with a highly experienced and proficient management team with the aim of offering top quality brokerage service to the institutional and individual investors (including NRBs) in Bangladesh as well as foreign institutions and individuals of home and abroad. Despite a late start, UCB Stock Brokerage Limited has established a sizeable customer base and a solid reputation within the industry. Currently, the company is the largest brokerage company in terms of trade volume. The company is a TREC holder with both the stock exchanges in Bangladesh; Dhaka Stock Exchange Limited (TREC No.: 181) and Chittagong Stock Exchange Limited (TREC No.:015).

The company is also a Depository Participant of Central Depository of Bangladesh Limited and provides allied services under the Rules & Regulations of Bangladesh

Securities and Exchange Commission. Moreover, the company provides top quality equity research and margin facilities for clients. UCB Stock Brokerage Limited has a branch network of 31 outlets across Bangladesh.

Business Operation

The key operation of UCB Stock Brokerage Limited is to provide brokerage service to its clients both under Dhaka Stock Exchange Limited (DSE) and Chittagong Stock Exchange Limited (CSE).

Role and Responsibility of the Board

The Board is devoted to the Company and enthusiastic about achieving sustainable long-term prosperity by meeting stakeholders' expectations. The Board is determined to ensure the best practices in accordance with statutory requirements.

Board of Directors	Status in Board	Status in Parent Company
Mr. Mohammad Mamdudur Rashid	Chairman	Managing Director & CEO
Mr. Toufiq Ahmad Chowdhury	Director	Independent Director
Mr. Faruk Ahammad, FCA	Director	Deputy Managing Director & CFO
Mr. S.M. Moinul Hossain	Director	Senior Executive Vice President
Mr. Mohammad Fazlul Qader	Director	Executive Vice President

Credit Rating

With a view to safeguarding the interest of the prospective investors, depositors and creditors and improving the functioning of the capital market of the country, we assigned Credit Rating Agency of Bangladesh Ltd. (CRAB) for conducting the credit rating on UCB Stock Brokerage Limited.

Credit Rating was conducted based on audited Financial Statements current as on April 22, 2025 and previous April 08, 2024. The rating report is summarized as under;

Credit Rating	Current	Previous
Long–Term	A1	A+
Short-Term	-	ST-2
Publishing date	24 June, 2025	09 May, 2024

Operating Performance

Amount (in million BDT)

Particulars	2021	2022	2023	2024	2025
Income	1,161.94	1,279.29	1,114.68	851.61	717.67
Expenditure	480.70	468.04	524.39	529.87	565.29
Operating Profit	681.24	811.25	590.10	321.74	152.38

Observance of BAS, BFRS & Applicable Laws

The Company keeps accounting records which disclose with reasonable accuracy of the financial position of the Company and it is the responsibility of the directors to ensure that the financial statements comply with the Companies Act 1994 and the Securities and Exchange Rules 2020. The Directors also confirm that the financial statements have been prepared in accordance with the Bangladesh Accounting Standards, Bangladesh Financial Reporting Standards and other applicable rules and regulations.

Accounting Policies and Maintenance of Books of Accounts

As required by the regulators the company prepared financial statements, used appropriate accounting policies, consistently applied and supported by reasonable and prudent judgments and estimates and that all International Accounting Standards as adopted by the Institute of Chartered Accounts of Bangladesh (ICAB) have been followed. In preparing financial statements, information has been obtained from the books of accounts which have been maintained properly as required by the applicable rules and regulations.

Auditors Appointment

Pursuant to Section 210 of the Companies Act, 1994, the Company's statutory auditors 'PKF Aziz Halim Khair Choudhury' was appointed as the independent auditor of the Company for the year 2025 in its Annual General Meeting.

Acknowledgement

On behalf of the Board of Directors, I take the opportunity to express our heart-felt appreciation and gratitude to our customers, business partners and shareholders for their continuous support and confidence in UCB Stock Brokerage Limited. A special note of appreciation goes to the Management team and all the employees for their devotion, integrity, hard work and professionalism. My sincere thanks also go to Securities and Exchange Commission, Bangladesh Bank, Dhaka and Chittagong Stock Exchanges, retail & institutional investors, and all other regulatory bodies who were involved in the growth of this Company for their invaluable assistance, support, guidance and counsel.

I, on behalf of the Board of Directors

Mohammad Mamdudur Rashid
Chairman
UCB Stock Brokerage Limited

Management Discussion & Analysis

Dear Stakeholders,

The year 2025 was a period of continued adjustment for Bangladesh's economy and capital market, alongside visible progress toward macroeconomic stabilization. Against all the odds, UCB Stock Brokerage Limited emerged as the leading stock broker in the country, thanks to its sheer adaptability and resilience.

Dauntless Voyage against the Waves of Market Volatility

Despite macroeconomic improvements, Bangladesh's capital market experienced a challenging year in 2025. Market liquidity and participation stayed weak, as cautious investor sentiment and softer trading activity persisted amid macroeconomic headwinds and political uncertainty. Average daily turnover declined by 17.5% year-on-year to BDT 5,215 million, while the DSEX index fell by 6.73% to 4,865. This backdrop underscored a difficult operating environment for market intermediaries.

Amid these market trials, we remained steadfast in delivering superior client service, prioritizing long-term relationships over near-term profitability. Our disciplined approach was reflected in the onboarding of 4,380 new beneficiary owner (BO) accounts in 2025, representing 23.6% year-on-year growth compared to 2024. We now serve approximately 23,000 BO accounts in total. Furthermore, our proactive initiatives to broaden the customer base translated into a notable increase in market share to 11.0% in 2025 (vs. 7.0% in 2024), enabling us to retain our position as the #1 brokerage house for the year and marking the first time any brokerage house had reached this level in the Dhaka Stock Exchange's 71-year history.

The expansion of the outlet network strengthened client coverage and supported the company's trading activity during the year. We added six outlets in 2025, increasing the total to 32 outlets nationwide. The intent of this expansion was not only footprint growth, but improved proximity for clients outside major centres—supporting onboarding, account servicing, and faster response during volatile sessions.

In partnership with Tellimer, we hosted a week-long Macro and Equity Conference in mid-2025, facilitating engagement between foreign investors and the senior management of seven leading local corporates. Such initiatives enhance information flow, strengthen issuer–investor communication, and improve the visibility of Bangladesh's capital market among emerging and frontier market allocations.

Staying Ahead of the Curve Through Service Excellence

UCB Stock Brokerage Limited continued to deepen its digital service channels to improve client convenience and process efficiency. In line with this objective, the Company in 2025 launched uTrade, which enabled clients to trade in Dhaka Stock Exchange (DSE) through a mobile-first platform from anywhere in world. By the year-end, we onboarded 20% of clients on uTrade platform. An increasing share of new BO accounts is now opened through the app, materially reducing manual touchpoints and shortening account-opening time.

The Company continues to strengthen its institutional and research capabilities to better serve professional investors in Bangladesh and abroad. The research team is led by three CFA charterholders and supported by sector-focused analysts and an investment strategy function, which helps ensure consistent coverage and timely market insights.

During the year, the Company worked with a broad group of international fund managers and maintained strong compliance frameworks to support institutional engagement. It also maintained relationships with all domestic asset managers and a wide range of overseas institutional clients, together representing a global asset base of more than USD 3.0 trillion. Corporate access initiatives such as meetings, roadshows, and conferences further supported these relationships by creating structured opportunities for investors to engage with listed companies.

In 2025, the Company also took focused steps to deepen international engagement and improve research distribution. This included onboarding a large foreign institutional client, initiating engagement with overseas brokerage houses, and establishing a research co-authorship arrangement with Emerging & Frontier Capital in the UK. In addition, the Company secured a data partnership mandate with AlphaSense, expanding access to its research among a broader global audience. These initiatives were aimed at increasing the visibility of Bangladesh equities and strengthening access for foreign investors.

We remain fully committed to addressing the skilled talent gap in the capital market by continuously hiring, training, and developing our people. In 2025, we recruited 57 employees. During the year, we delivered 12 training programs for employees, including 9 local, 2 international, and 1 online program. These sessions were designed to strengthen technical skills and build core competencies, helping teams stay effective as market conditions and regulatory requirements evolve. Through these efforts, we continue to invest in our people, who in turn drive the Company's growth.

To increase the overall efficiency of the workforce, we launched Human Resource Information System (HRIS). Several enhancements were made to HRIS system including geo-fencing-based attendance tracking, automated notifications, and streamlined processes for Employee Claim Form (ECF) submissions, reimbursement notifications

under the Reimbursement Utility Bill (RUB) system, and contract renewals.

In 2025, we intensified our focus on Artificial Intelligence (AI)–enabled initiatives and digital marketing to expand the client base and strengthen brand visibility. These efforts translated into stronger audience traction across key platforms – LinkedIn, Facebook, and YouTube. The scale and consistency of engagement—relative to peers—further reinforces the Company's leading social media presence within the brokerage industry.

The year also included external recognition of service standards and research capability. In 2025, the we received Euromoney awards for Best Bank for Securities Services and Best Bank for Research, along with recognition linked to Financial and Economic Reforms in Bangladesh (FERB) by BRAC Business School for Best Policy Recommendation Award (1st prize). These acknowledgements reinforce the Company's emphasis on research quality, governance discipline, and client service standards.

Looking ahead, macro conditions and capital market entering 2026 may stabilize supported by easing inflation, improved external balances, reduced election uncertainty and continuing reform measures. Against this backdrop, the Company's priorities remain focused: improving client experience through digitization, strengthening institutional participation, maintaining high standards of trade execution and service delivery, and continuing investment in systems and employees to support growth. The Board and management remain committed to prudent risk management, regulatory compliance, and disciplined execution as market conditions evolve.

We thank our clients, shareholders, employees, and other stakeholders for their continued support and confidence.

Key Stats of UCB Stock Brokerage Ltd.

Particulars	2021	2022	2023	2024	2025
Ranking in DSE	1	1	1	1	1
Market share in DSE turnover	4.50%	5.90%	7.50%	7.10%	10.00%
Number of clients	14,318	19,357	22,590	18,566	23,128
Growth	83.7%	35.2%	16.7%	-17.8%	24.6%
Avg. Daily turnover by UCB STOCK (BDT Crore)	134.0	113.3	87.5	87.2	93.1
Growth	120.8%	-15.4%	-22.8%	-0.3%	6.8%
Profit Before Tax (BDT Crore)	55.0	71.8	57.3	31.9	4.8
Growth	90.3%	30.5%	-20.2%	-44.3%	-85.0%

Acknowledgements and Appreciation

Despite the challenges we faced in 2025, UCB Stock Brokerage Limited capitalized on growth opportunities by widening customer base and cultivating customer-oriented strategies. This would not have been possible without the dedication and perseverance of our employees. I would also like to extend my sincere thanks to our Chairman and Board of Directors for their invaluable guidance and leadership. Their unwavering support has been critical to our success, and we are grateful for their continued partnership. I would also like to acknowledge and thank all the regulatory bodies for creating an enabling environment that has allowed us to carry out our responsibilities in a sustainable and confident manner. Lastly, I want to thank our clients for their trust and loyalty in our services. Your support and partnership have been instrumental in our growth and success.

Looking ahead, I am confident that we will continue to thrive as we navigate the new challenges and opportunities that lie ahead. If we approach each new step with a passion for winning, a commitment to building new capabilities, and a mindset that prizes innovation, I have no doubt that we will continue to achieve great things together.

Best wishes,



Mohammed Rahmat Pasha
Managing Director and CEO

Independent Auditor's Report
To the Shareholders of UCB Stock Brokerage Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UCB Stock Brokerage Limited, which comprise the statement of financial position as at 31 December 2025, 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 give a true and fair view of 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).

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 the requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter

We draw attention to the facts as disclosed in follows:

i. As per Bangladesh Securities and Exchange Commission (BSEC) Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated 03 June 2018, Board composition of the holding company shall also be applicable to the composition of the Board of the subsidiary company. And in BSEC/CMRRCD/2009-193/66/PRD/148 dated 16 October 2023, 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. However, the Company did not comply with the said directive.

Our opinion is not modified in respect of these matters.

Other Information

Management is responsible for the other information, The other information comprise all the information but doesn't include the financial statements and our auditor's report thereon. The other information is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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. We have nothing to report in this regard.

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.

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, related safeguards.

Report on Other Legal and Regulatory Requirements

We also report that the financial statements comply with the Companies Act 1994, the Securities and Exchange Rules 2020 and the other applicable laws and regulations. We, as required by law, further report that:

a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;

b) in our opinion, proper books of 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.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants



Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604281721AS353273

Dhaka
28 April 2026

UCB Stock Brokerage Limited

Statement of Financial Position

As at 31 December 2025

	31.12.2025 Taka	31.12.2024 Taka
ASSETS		
Non-Current Assets	1,720,993,412	1,646,872,909
Property, plant and equipment	1,111,474,831	1,112,112,492
Intangible asset	937,872	2,072,581
Right of Use (RoU) assets	55,080,256	39,722,812
Capital work-in-progress	53,903,871	237,813
Investments	491,804,021	491,804,021
Deferred tax asset	7,792,561	923,189
Current Assets	**9,243,346,955**	**9,926,758,687**
Advances, deposits and prepayments	66,324,608	559,955,164
Loan to customers	7,058,563,193	6,899,048,714
Investment in marketable securities	660,167,910	661,686,118
Accounts receivable	122,320,942	73,884,289
Cash and Bank balances	1,335,970,302	1,732,184,401
TOTAL ASSETS	**10,964,340,367**	**11,573,631,596**
EQUITY AND LIABILITIES		
Capital and Reserves		
Share capital	2,500,000,000	2,500,000,000
Retained earnings	1,525,293,236	1,601,426,542
Capital reserve	112,213,233	98,556,217
Shareholders equity	**4,137,506,468**	**4,199,982,759**
Non Current Liabilities	**50,166,394**	**32,619,224**
Lease liabilities	50,166,394	32,619,224
Current Liabilities	**6,776,667,506**	**7,341,029,613**
Short term loan	2,958,545,729	2,953,500,176
Accounts payable	3,045,070,052	3,159,858,069
Provisions	486,439,331	382,078,186
Provision for taxation	286,612,394	845,593,183
Total Liabilities	**6,826,833,899**	**7,373,648,837**
TOTAL EQUITY AND LIABILITIES	**10,964,340,367**	**11,573,631,596**
Net Asset Value (NAV) per share	**165.50**	**168.00**

Managing Director **Director** **Chairman**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604281721AS353273

Dhaka
28 April 2026

UCB Stock Brokerage Limited

Statement of Profit or Loss and Other Comprehensive Income

For the period From 01 January 2025 to 31 December 2025

	Jan 25-Dec 25 Taka	Jan 24-Dec 24 Taka
Operating Income		
Brokerage commission	558,645,830	510,944,719
Interest income	98,422,731	298,363,745
Net investment income	51,744,479	36,247,657
Other operating income	8,853,926	6,054,609
Total operating income	**717,666,967**	**851,610,728**
Operating Expenses		
Operating expenses	514,346,800	484,754,087
Other expenses	50,943,684	45,119,883
Total operating expenses	**565,290,484**	**529,873,971**
Profit before provision	**152,376,482**	**321,736,758**
Provision for negative equity on margin loans and investment	102,766,000	-
Provision for margin loan (1% general provision)	1,595,145	2,346,059
Operating profit before taxation	**48,015,337**	**319,390,699**
Provision for taxation	**110,491,628**	**182,820,548**
Current tax	117,361,000	182,900,000
Deferred tax	(6,869,372)	(79,452)
Net profit after tax	**(62,476,291)**	**136,570,151**
Appropriations		
Capital reserve	13,657,015	26,008,000
Retained earnings	(76,133,306)	110,562,151
	(62,476,291)	**136,570,151**
Earnings per share (EPS)	**(2.50)**	**5.46**

Managing Director **Director** **Chairman**

This is the statement of profit or loss and other comprehensive income referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. 1721
DVC: 2604281721AS353273

Dhaka
28 April 2026

UCB Stock Brokerage Limited

Statement of Changes in Equity

For the period From 01 January 2025 to 31 December 2025

(Amount in Taka)

Particulars	Share Capital	Retained Earnings	Capital Reserve	Total Shareholders' Equity
Balance as at 01 January 2025	**2,500,000,000**	**1,601,426,542**	**98,556,217**	**4,199,982,759**
Net Profit after tax during the year	-	(76,133,306)		(76,133,306)
10% of last year Net Profit transferred to Capital Reserve	-		13,657,015	13,657,015
Balance as at 31 December 2025	**2,500,000,000**	**1,525,293,236**	**112,213,233**	**4,137,506,468**

For the period From 01 January 2024 to 31 December 2024

(Amount in Taka)

Particulars	Share Capital	Retained Earnings	Capital Reserve	Total Shareholders' Equity
Balance as at 01 January 2024	**2,500,000,000**	**1,490,864,390**	**72,548,218**	**4,063,412,608**
Net Profit after tax during the year	-	110,562,151	-	110,562,151
10% of last year Net Profit transferred to Capital Reserve	-	-	26,008,000	26,008,000
Balance as at 31 December 2024	**2,500,000,000**	**1,601,426,542**	**98,556,217**	**4,199,982,759**

Managing Director **Director** **Chairman**

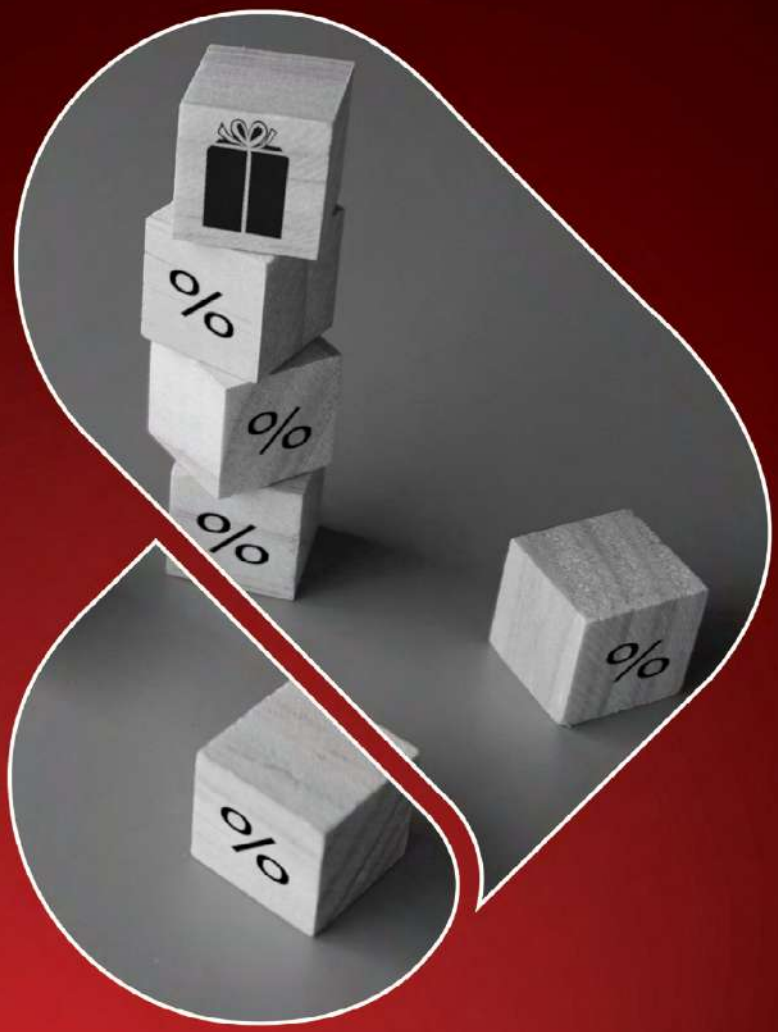
UCB Stock Brokerage Limited

Statement of Cash Flows

For the period From 01 January 2025 to 31 December 2025

		Jan 25-Dec 25 Taka	Jan 24-Dec 24 Taka
A.	**Cash flows from operating activities**		
	Net Profit before taxation, and extra ordinary item.	152,376,482	321,736,758
	Adjustment for:		
	Depreciation and amortization	55,262,432	51,554,060
	Cash generated/utilised from operating activities before changes in working capital	**207,638,914**	**373,290,818**
	Changes in working capital:		
	(Increase)/Decrease of other assets	(65,067,604)	49,424,793
	Increase/(Decrease) of other liability	(114,788,017)	973,500,260
	Income tax paid	(166,080,281)	(232,708,243)
	Net cash flow from operating activities	(138,296,988)	1,163,507,628
B.	**Cash flows from investing activities**		
	Acquisition of Property, Plant & Equipment	(30,737,617)	(26,787,185)
	Addition in RoU Assets	(38,109,889)	(3,808,825)
	Acquisition of intangible assets	-	(1,050,000)
	Capital work-in-progress	(53,666,058)	11,540,006
	(Purchase)/Sale of Securities	1,518,209	(62,133,770)
	Sale/(Investment) in equity	-	-
	Margin loan to customer	(159,514,479)	(236,083,189)
	Net cash used in investing activities	**(280,509,834)**	**(318,322,963)**
C.	**Cash flows from financing activities**		
	Increase of Paid up capital	-	-
	Lease liabilities	17,547,170	(9,259,467)
	Receipt/(repayment) of short term loan	5,045,553	(295,437,483)
	Net cash flow from/(used in) Financing activities	**22,592,723**	**(304,696,950)**
D.	**Net decrease in cash and bank balances (A+B+C)**	**(396,214,099)**	**540,487,715**
E.	Unrealized foreign exchange gain/(loss)	-	-
F.	Cash and bank balances at the beginning of the year	1,732,184,401	1,191,696,686
G.	**Cash and bank balances at the end of the year (D+E+F)**	**1,335,970,302**	**1,732,184,401**

Managing Director **Director** **Chairman**



SUBSIDIARY

UCB Asset Management Limited

Company Profile

UCB Asset Management Limited, the capital market subsidiary of United Commercial Bank, was established in February 2020 to provide a wide range of unique and tailored investment solutions for both retail and corporate clients. In April 2021, the company launched its first open-end fund, the UCB AML First Mutual Fund, with an initial size of BDT 20 Crore. To cater to the investment needs of clients who specifically seek Shariah-compliant investment opportunities, UCB Asset Management launched its Shariah-compliant open-end fund, UCB Taqwa Growth Fund, with an initial size of BDT 35 Crore in April 2022. In July 2023, UCB Asset Management launched its first stable income open-end fund, UCB Income Plus Fund, with an initial size of BDT 50 Crore. The fund caters to the investment needs of clients who are specifically seeking stable income investment opportunities through a wide range of fixed-income and debt securities.

Furthermore, UCB Asset Management offers Separately Managed Account (SMA) investment solutions to corporate clients, recognizing the untapped potential of the SMA service in the country.

Type of Business	Incorporation	Type of Company	No. of Branches	No. of Employees
Asset Management Company	05 February 2019	Private Limited Company	1	14

In line with its strategic vision to diversify investment capabilities, UCB Asset Management Limited has entered the Private Equity and Venture Capital ecosystem, marking an important milestone for the company. This initiative positions the Company to support high-potential startups and growth-stage enterprises while broadening investment opportunities for its investors.

UCB Asset Management strives to create a portfolio of holdings that can deliver consistent results, even in adverse market conditions, to help clients achieve their financial goals. The investment process is designed to maintain equal effort in company selection and ongoing evaluation of business performance. The process encourages the team to delve deeper into the true story behind the numbers. Despite the unpredictable nature of the market, UCB Asset Management believes that strategic asset allocation can help withstand market shocks.

Products & Services

UCB AML First Mutual Fund: Launched in April 2021 as the company's first open-end fund with an initial size of BDT 20 Crore.

UCB Taqwa Growth Fund: A Shariah-compliant open-end fund launched in April 2022 with BDT 35 Crore to serve investors seeking Shariah-compliant investment opportunities.

UCB Income Plus Fund: In July 2023, UCB Asset Management launched its first stable income open-end fund with an initial fund size of BDT 50 Crore.

Separately Managed Account (SMA): Specialized investment solutions designed for corporate clients to capture untapped potential in the country.

Private Equity & Venture Capital: A strategic initiative to support high-potential startups and growth-stage enterprises and broaden the company's investment capabilities.

Contact Details

Mailing Address: Bulus Centre, Plot- CWS-(A)-1, Road No. 34, Gulshan Avenue, Dhaka 1212, Bangladesh
Telephone: +880 1730745415, +880 1316206280 | **Email:** support@ucbasset.com | **Website:** https://www.ucbasset.com

Board of Directors



Nabil Mustafizur Rahman
Chairman



Md. Shah Alam Bhuiyan
Director



Mohammad Shafiqur Rahman
Director



Shahbaj Talat
Director



Mohammad Ridhwanul Haq, Ph.D
Independent Director



Shekh Mohammad Rashedul Hasan
Managing Director & CEO

Profile of the Board of Directors



Nabil Mustafizur Rahman
Chairman

Mr. Nabil Mustafizur Rahman, Additional Managing Director of United Commercial Bank PLC, joined the Bank on October 1, 2024, with over 31 years of distinguished experience spanning foreign and local banks, financial institutions, and leading business conglomerates.

Before joining UCB, he served as the County Chief Risk Officer at Habib Bank Limited, Bangladesh. A recognized authority in financial risk management, Mr. Rahman brings deep expertise in both conventional and Islamic banking.

At UCB, he serves as Group Chief Risk Officer, leading critical divisions including Risk Management, Credit Risk (Corporate, SME, Retail & Money Market), Credit Administration (CAD) and Sustainable Finance. His strategic leadership ensures sound risk governance and credit discipline across the Bank.

Mr. Rahman holds an MBA with a double major in Finance and Management Science from the University of Dhaka.



Md. Shah Alam Bhuiyan
Director

Mr. Md. Shah Alam Bhuiyan, a distinguished banking professional for more than 36 years of which over 31 years covering the experience in financial service industry with both foreign and local Banks, is the Deputy Managing Director of United Commercial Bank PLC. Looking after the Legal Division, Special Asset Management Division, and Collection. He is also one of Directors of 'UCB Investment Limited', a fully owned subsidiary of the Bank. Mr. Bhuiyan joined the service of UCB in the rank and capacity of Senior Executive Vice President (SEVP) & Head of Special Asset Management Division (SAMD) of the Bank in 2017. Prior to taking the helm of UCB, he served BRAC Bank Limited in different key roles including Centralization of Banking Operation, Head of Financial Administration, Special Asset Management, Project Management, Asset & Liability Operation, Financial Analysis and Credit Appraisal as well as Legal & Compliance issues. Mr. Md. Shah Alam Bhuiyan started his Banking career with the Muslim Commercial Bank (MCB) Ltd., Dhaka in 1990 and served there as Resident Auditor, Credit In-Charge, as well as Manager of Human Resources Department & Legal Wing in the MCB. During his glorified career expedition Mr. Bhuiyan underwent extensive Trainings & Seminars in both home and abroad. He successfully attended trainings on Banking & Development at United Kingdom (UK); Executive Program on Quality Management, Japan; Leadership Thinking Sphere, Singapore; Basel-II Implementation and Capital Planning of Bank, Dubai, UAE; Risk Management and Basel-II, Belgium & Bangladesh; International Trade, IFC & SEDF, India; Core Banking Software Migration, India; Kastle Universal Lending Solution, India; Credit Risk Management, Bangladesh; Asset Classification & Provisioning, Bangladesh Bank and Legal Framework for Loan Recovery, BIBM for further professional excellence. He obtained graduation in Management, Accounting & Costing from the University of Dhaka and Executive MBA from NIBM, India.



Mohammad Shafiqur Rahman
Director

Mr. Mohammad Shafiqur Rahman is one of the Directors of UCB Asset Management Limited (nominated Director of United Commercial Bank PLC). He currently holds the position of Senior Executive Vice President & Head of Retail Business Division of United Commercial Bank PLC. Mr. Shafiq is a seasoned banking professional with an illustrious career spanning over 27 years in various functional roles & Management positions. He started his banking career with ANZ Grindlays Bank in May 1999 and following a corporate merger, he became a part of Standard Chartered Bank Bangladesh in 2001 where he served with distinction till May 2015. During his 16 year-long association with SCB, he held several important positions in various business functions including Branch Sales & Service Manager, Center Head – Priority Banking and lastly Director - Business Development, Priority & Personal Client Acquisition. In recognition of his outstanding business and service contributions at SCB, he earned a number of prestigious awards from the Country Office as well as Regional and Group Headquarters. Following his highly successful stint at SCB, he joined United Commercial Bank in May 2015 as Executive Vice President & Head of Imperial Banking (Priority Banking). He also went on to serve as the Head of Service Quality as well as Regional Head – Rangpur Region. In October 2022, he was appointed as the Head of Retail Business Division alongside his role as Head of Imperial Banking. Since assuming this new role, he has been responsible for spearheading the strategic drive for Retail Business Growth of the Bank across all parameters including customer retention & new acquisition, Retail Deposit & Asset portfolio growth, Credit Card, Merchant Acquiring, ADC Business expansion, steering the National Sales Team business as well as enhancing the digital banking footprint of the Bank and delivering superior customer service experience in the Retail segment. Demonstrating strong leadership, Mr. Shafiq has delivered significant success in Retail Business and contributed to the Retail Business structure & process development. Leveraging a solid background in Branch Banking & Retail Business as well as Customer Relationship Management, Mr. Shafiq has played a key role in fostering a collaborative environment and promoting a culture of continuous growth & development and delivering business excellence. Mr. Shafiq obtained a Master's Degree in 1995 and also holds a part qualification in Law. He has successfully completed numerous Training and Leadership Development Programs both home and abroad in his professional career. He is a widely travelled person and a keen sports enthusiast.



Shahbaj Talat
Director

Mr. Shahbaj Talat is currently the Senior Executive Vice President and Head of Corporate Banking at United Commercial Bank PLC and formerly served as the Managing Director and CEO of Green Delta Dragon Asset Management Company Limited. With more than 20 years of experience in Bangladesh's financial sector, he is a seasoned corporate and investment banking professional who has held key leadership positions at Prime Bank PLC, BRAC Bank PLC, and the City Bank PLC



Mohammad Ridhwanul Haq, Ph.D
Independent Director

Dr. Mohammad Ridhwanul Haq is a distinguished academic and corporate leader in Bangladesh. He currently serves as a Professor of Marketing at the Institute of Business Administration (IBA), University of Dhaka. He earned his Ph.D. in Marketing from the University of Western Sydney, Australia, and holds a Master's degree in Management from The Australian National University. Prior to his studies abroad, he completed his MBA and BBA in Marketing from the University of Dhaka. In addition to his academic career, Dr. Haq plays a prominent role in corporate governance as an Independent Director on the boards of several prominent organizations, including Agni Systems Limited, Atlas Bangladesh Ltd., National Tubes, and Samorita Hospital. Dr. Haq is an accomplished researcher, having authored numerous scholarly articles on consumer behavior, marketing strategy, and socio-economic trends in Bangladesh. His recent research focuses on urban women's entrepreneurship and the impact of media on youth consumption patterns. Outside his professional responsibilities, Dr. Haq is deeply engaged in social entrepreneurship and is passionate about classical music and theatre, reflecting his diverse interests and cultural involvement.



Shekh Mohammad Rashedul Hasan
Managing Director & CEO

Mr. Hasan joined UCB Asset Management in January 2020 to initiate, establish, and oversee the investment management business of UCB. He has more than 19 years of experience as an investment professional, primarily focusing on investing in Bangladesh public equities. Prior to joining UCB, Mr. Hasan worked for leading investment management firms and top-tier multinational FMCG companies such as Unilever and Reckitt Benckiser in Bangladesh. He received his bachelor's degree from BUET and an MBA from IBA, University of Dhaka. He led the UCB Asset Management team to introduce two equity-oriented schemes and one debt-oriented scheme within a span of three years. He successfully developed the mutual fund business of UCB Asset Management, and through his prudent strategy and strong leadership, the UCB Income Plus Fund has become the largest fixed-income open-end fund in Bangladesh. Mr. Hasan believes that patience, discipline, and the ability to weather the 'fear of missing out' are the most important traits that separate an outstanding investment manager from an average one.

Directors' Report

Dear Shareholders,

The Directors of UCB Asset Management Limited take pleasure in presenting the Directors' Report together with the audited financial statements for the year ended 31 December 2025.

In 2025, UCB Asset Management reaffirmed its position as a leading investment manager in Bangladesh, achieving significant growth in the UCB Income Plus Fund's investor base. Despite a challenging business environment and periods of political uncertainty before the Feb 2026 national elections, the company demonstrated exceptional resilience. Our dedicated sales and customer support teams remained steadfast, ensuring uninterrupted service and proactively addressing investor needs to maintain market confidence.

A defining factor of our success this year was the deepened strategic partnership with our key distribution agents: United Commercial Bank PLC and UCB Stock Brokerage Limited. These synergies were instrumental in navigating the turbulent market landscape. Notably, the United Commercial Bank network's effectiveness was underscored as it contributed over 20% of the Net Sales for the UCB Income Plus Fund.

Through disciplined resource mobilization and a focus on retail participation, we successfully offset broader market redemption pressures. We concluded 2025 with BDT 331 crore in Assets Under Management (AUM) across our three managed mutual funds, reflecting the strength of our internal sales transformations and our commitment to delivering long-term value to our investors.

In 2025, the equity market contended with significant volatility driven by a demanding macroeconomic environment. While the broader market index declined, the UCB AML First Mutual Fund showcased the strength of our active management by delivering a positive return, successfully decoupling from the market trend.

Similarly, within our Shariah-compliant strategy, our portfolio effectively buffered investors against the sharp drop observed in the DSE Shariah Index, maintaining a performance profile that significantly outperformed the benchmark's steep loss. This consistent ability to generate excess return during periods of market stress reaffirms the efficacy of our fundamental, research-led decision-making approach.

While these regulations introduce heightened operational challenges, they unlock significant opportunities for expansion. Specifically, the new framework provides a strategic pathway to engage segments of the population previously excluded from the formal financial ecosystem.

In alternative fund management, during 2025, UCB Asset Management focused on strengthening and streamlining the operations of its Alternative Asset Management Division while actively building a robust pipeline of potential investment opportunities. The Company also explored strategic partnerships aimed at enhancing collaboration within the ecosystem and reinforcing its presence in the private equity and venture capital landscape. These initiatives reflect UCB Asset Management's commitment to establishing a strong foundation and signaling its strategic entry into the alternative investment market.

Service Description

UCB Asset Management was established with a clear vision to offer investment management solutions to both corporate and retail investors through a well-defined investment process that focuses on long-term value appreciation. Currently, UCB Asset Management manages three open-end mutual funds; a conventional equity-oriented scheme, UCB AML First Mutual Fund; a Shariah-compliant investment vehicle, UCB Taqwa Growth Fund; and a fixed-income solution, UCB Income Plus Fund. Furthermore, UCB Asset Management provides separately managed investment accounts for institutions seeking customized investment solutions.

Furthermore, in line with our strategic vision to diversify investment capabilities, UCB Asset Management Limited has expanded its footprint into the Private Equity and Venture Capital ecosystem.

Risks and Concerns

UCB Asset Management remains vigilant regarding several key risks as we navigate through 2026.

Interest Rate Risk: The UCB Income Plus Fund, being our largest open-ended fixed-income fund, faces sensitivity to interest rate fluctuations, particularly influenced by the movements of government treasury yields. Although treasury yields have shown a declining trend since Q4 2024, intermittent upticks present potential risks. While falling interest rates position our fund to realize capital gains, an unexpected rise in interest rates remains a potential risk, warranting continuous monitoring and proactive management.

Equity Market Risk: While declining interest rates typically signal a positive trajectory for equities, performance remains contingent on corporate earnings growth and broader investor sentiment. We have positioned our equity funds to capitalize on the sustained profitability of Bangladesh's market leading businesses; however, we remain vigilant toward shifts in market psychology, utilizing strategic portfolio rebalancing to mitigate systemic volatility.

Macroeconomic Risks: The broader economic environment remains an area of attention, particularly concerning employment levels and the stability of the financial sector. While recovery signs were evident in early 2026, persistent uncertainties remain, further exacerbated by the US-Iran conflict. A prolonged war presents a severe risk to the global energy supply; any sustained spike in oil prices or disruption in the Strait of Hormuz will directly strain Bangladesh's Balance of Payments (BOP) due to our heavy reliance on energy imports. Such a scenario would likely intensify inflationary pressures

and impact the national import bill. We will closely monitor the policy initiatives of the newly elected government, specifically evaluating their effectiveness in addressing macroeconomic headwinds and stabilizing inflation to inform our strategic positioning.

Extraordinary Gains or Losses

Extraordinary gains or losses refer to the infrequent and unusual gains or losses which are not part of the company's ordinary, day-to-day operations. In 2025, there was no such extraordinary gain or loss reported.

Pattern of Shareholding

Name of the Shareholders	No. of Shares	% of Shareholding
United Commercial Bank PLC.	99,999,999	99.999999%
UCB Foundation	1	0.000001%
Total	**100,000,000**	**100%**

Going Concern

After reviewing the company's present and potential business growth, annual budget, performance, liquidity position, plans and financing arrangement, the Directors are satisfied that the company has adequate resources to continue to operate in the foreseeable future and confirm that there is no material issue threatening to the going concern of UCB Asset Management. For this reason, Directors continue to adopt the going concern basis in preparing the financial statements.

Role and Responsibility of the Board

The Board is devoted to the Company and enthusiastic about achieving sustainable long-term prosperity by meeting stakeholders' expectations. The Board is determined to ensure the best practices in accordance with statutory requirements.

Board of Directors

Nabil Mustafizur Rahman
Chairman

Shah Alam Bhuiyan
Director, representing United Commercial Bank

Mohammad Shafiqur Rahman
Director, representing United Commercial Bank

Shahbaj Talat
Director, representing United Commercial Bank

Mohammad Ridhwanul Haq, Ph.D
Independent Director

Shekh Mohammad Rashedul Hasan
Managing Director & CEO

Financial Performance of UCB Asset Management Limited

UCB Asset Management Limited is committed to increasing long-term value for its shareholders through the successful execution of strategic priorities and action plans. Despite unfavorable market conditions, the company succeeded to deliver satisfactory financial results in 2025 by posting an operating profit of BDT 6.42 Crore against an operating profit of BDT 1.84 Crore in 2024.

The retained earnings of the Company as of 31 December 2025 stood at BDT 14.96 Crore, details of which are given in the Statement of Changes in Equity of the financial statement.

Follow up of IAS and IFRS in Preparation of Financial Statements

The Company keeps accounting records that disclose with reasonable accuracy the financial position of the Company, and it is the responsibility of the directors to ensure that the financial statements comply with the Companies Act 1994 and the Securities and Exchange Rules 1987. The Directors also confirm that the financial statements have been prepared in accordance with International Accounting Standards, International Financial Reporting Standards and other applicable rules and regulations.

Accounting Policies and Maintenance of Books of Accounts

As required by the regulators the company prepared financial statements, used appropriate accounting policies, consistently applied, and supported by reasonable and prudent judgments and estimates and all International Accounting Standards as adopted by the Institute of Chartered Accountants of Bangladesh (ICAB) have been followed. In preparing financial statements, information has been obtained from the books of accounts which have been maintained properly as required by the applicable rules and regulations.

Dividend Declaration

UCB Asset Management declared 'no dividend' for its shareholders for the year ended 31 December 2025.

Auditor Appointment

Pursuant to Section 210 of the Companies Act, 1994, Aziz Halim Khair Choudhury Chartered Accountants was appointed as the independent auditor of the Company for the year 2025 in its Annual General Meeting.

Acknowledgment

On behalf of the Board of Directors, I take the opportunity to express our heartfelt appreciation and gratitude to our business partners and shareholders for their continuous support and confidence in UCB Asset Management Limited. A special note of appreciation goes to the Management team and all the employees for their devotion, integrity, hard work and professionalism to mold this young brand as a shining star in the capital market of Bangladesh. My sincere gratitude also goes to Bangladesh Securities and Exchange Commission, Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited, and all other regulatory bodies who were involved in the growth of this Company for their invaluable assistance, support, guidance and counsel.

(On behalf of the Board of Directors)



Nabil Mustafizur Rahman
Chairman
UCB Asset Management Limited

Management Discussion & Analysis

The year 2025 marked a defining milestone for UCB Asset Management, delivering the strongest financial performance since inception despite a challenging capital market environment. Through disciplined portfolio construction, prudent capital allocation, and a strong focus on investor outcomes, the company achieved record profitability and sustained growth across its core business segments.

A Landmark Year of Financial Performance

During the year, UCB Asset Management generated total income of BDT 11.81 crore, the highest in the firm's history. A key driver behind this performance was the strength of our investment strategy, particularly within the proprietary portfolio. Our investments remained concentrated in only fundamentally strong blue-chip companies, enabling the portfolio to outperform the broader market despite significant volatility. Even in a declining market environment, efficient capital allocation and disciplined risk management generated healthy gains, reinforcing the resilience of our investment process.

Strong Growth in Fee-Based Income

Fee-based income also demonstrated strong momentum. Fee-based income increased to BDT 3.79 crore, representing a 28.9% year-on-year growth, reflecting both the expansion of managed assets and the continued trust placed in our investment capabilities by institutional and individual clients.

Outperformance Across Mutual Funds

Performance across our mutual fund offerings remained a key highlight. All three of our funds — UCB AML First Mutual Fund, UCB Taqwa Growth Fund, and UCB Income Plus Fund — generated excess returns relative to their benchmarks during the year. Our flagship product, UCB Income Plus Fund, delivered a best-in-class return of 17.7% in 2025, reinforcing its position as one of the leading income-focused investment solutions in the market.

SMAs Deliver Alpha in a Weak Market

Our Separately Managed Accounts also experienced strong performance. Acting as fund manager and advisor for several SMA Portfolios, our 2025 median return was 15.4%, significantly outperforming the broad market index, which declined by 6.73%. This performance underscores the effectiveness of our active portfolio management approach and our ability to generate alpha even in adverse market conditions.

Operational Discipline & Cost Management

Operational discipline remained an important priority. Throughout 2025, we maintained tight control over operating costs while supporting strategic growth initiatives. No additional human resource was added during the year, and the modest increase in operating expenses was largely directed toward business development and strengthening our distribution reach.

As a result of these combined efforts, net profit after all provisions (before tax) reached BDT 6.42 crore.

Stronger Brand Visibility through Strategic Transformation

In the first half of 2025, UCB Asset Management focused on elevating brand visibility through targeted investor education. Communication strategies positioned the UCB Taqwa Growth Fund as a premier Shariah-compliant solution for faith-based investors, while the UCB AML First Mutual Fund was showcased as a strategic gateway to Bangladesh's leading blue-chip companies.

The strategy transitioned in the second half of the year toward high-impact campaign execution and organizational strengthening. A key milestone was the establishment of a dedicated in-house marketing team, significantly enhancing operational agility and brand consistency. This internal transformation culminated in the October launch of our Brand Essence Online Video Campaign (OVC) with a popular local fictional character. Deployed across Facebook, YouTube, and the Google Display Network, the campaign successfully expanded our digital footprint and deepened brand resonance among previously untapped investor segments.

Innovation and Technological Integration

In 2025, UCB Asset Management Limited undertook several strategic technology initiatives to enhance operational efficiency and digital client services. We developed a brand-new client web portal in-house, which was integrated with our core applications by a vendor to provide seamless access for investors. To streamline operations, we introduced OCR-based processing of BO Acknowledgement documents, significantly reducing manual effort in back-office customer onboarding. Additionally, we established a small AI research team focused on exploring and adopting emerging AI technologies to prepare the organization for the evolving AI-driven landscape.

Looking ahead, UCB Asset Management remains committed to disciplined investment management, responsible risk taking, and continued innovation in investment solutions. Our focus will remain on generating sustainable long-term value for investors while strengthening our position as a trusted asset manager in the market.



Shekh Mohammad Rashedul Hasan
Managing Director & CEO
UCB Asset Management Limited

Independent Auditor's Report
To the Shareholders of UCB Asset Management Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UCB Asset Management 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 a true and fair view, 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.

Other Information

Management is responsible for the other information. The other information comprises all the information but doesn't include the financial statements and our auditor's report thereon. The other information is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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. We have nothing to report in this regard.

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: 2604281721AS222343

Dhaka
28 April 2026

UCB Asset Management Limited

Statement of Financial Position

For the year ended 31 December 2025

Particulars	Amount in BDT	
	31 December 2025	31 December 2024
ASSETS		
Current Assets		
Cash and Bank Balance	5,543,184	13,997,745
Investments	661,319,555	595,078,862
Advances, Deposits & Prepayments	20,396,922	26,228,894
Receivables	15,712,409	20,478,610
Total Current Assets	**702,972,070**	**655,784,111**
Non-Current Assets		
Property, Plant and Equipment	482,392,697	480,387,680
Deferred Tax Asset	281,377	105,617
Total Non-Current Assets	**482,674,074**	**480,493,297**
TOTAL ASSETS	**1,185,646,144**	**1,136,277,408**
LIABILITIES AND SHAREHOLDERS' EQUITY		
Liabilities		
Current Liabilities		
Other Liabilities	36,059,960	38,150,659
Provision for Diminution in Value of Investment	-	-
Total Current Liabilities	**36,059,960**	**38,150,659**
Non-Current Liabilities		
Deferred Tax Liability	-	-
Total Non-Current Liabilities	**-**	**-**
Shareholders' Equity		
Share Capital	1,000,000,000	1,000,000,000
Retained Earnings	149,586,184	98,126,749
Total Shareholders' Equity	**1,149,586,184**	**1,098,126,749**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**1,185,646,144**	**1,136,277,408**

Chairman **Director** **Managing Director & CEO**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS222343

Dhaka
28 April 2026

UCB Asset Management Limited

Statement of Profit or Loss and Other Comprehensive Income

For the Period from 01 January 2025 to 31 December 2025

Particulars	Amount in BDT	
	From 1 Jan to 31 Dec 2025	From 1 Jan to 31 Dec 2024
Income		
Investment Income	79,761,548	33,445,089
Fee Income	37,896,985	29,413,263
Interest Income	441,170	502,353
Other Income	-	211,039
Total Income	**118,099,703**	**63,571,744**
Expenses		
Operating Expenses	53,286,933	44,739,383
Other Expenses	652,021	443,000
Total Expenses	**53,938,954**	**45,182,383**
Profit before Provision	**64,160,749**	**18,389,361**
Recovery in Provision made for diminution in value of investment	-	15,406,847
Net Profit after provision	**64,160,749**	**33,796,208**
Current tax	12,877,074	8,946,320
Deferred tax	(175,760)	(92,713)
Net Profit after Tax	**51,459,435**	**24,942,600**
Other Comprehensive Income	-	-
Total Comprehensive Income	**51,459,435**	**24,942,600**

Chairman **Director** **Managing Director & CEO**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS222343

Dhaka
28 April 2026

UCB Asset Management Limited

Statement of Changes in Equity

For the year ended 31 December 2025

(Amount in Taka)

Particulars	Share Capital	Retained Earnings	Total Shareholders' Equity
Balance as on 01 January 2025	1,000,000,000	98,126,749	1,098,126,749
Net Profit after Tax during the Year	-	51,459,435	51,459,435
Balance as on 31 December 2025	**1,000,000,000**	**149,586,184**	**1,149,586,184**

For the year ended 31 December 2024

(Amount in Taka)

Particulars	Share Capital	Retained Earnings	Total Shareholders' Equity
Balance as on 01 January 2024	1,000,000,000	73,184,149	1,073,184,149
Net Profit after Tax during the Year	-	24,942,600	24,942,600
Balance as on 31 December 2024	**1,000,000,000**	**98,126,749**	**1,098,126,749**

Chairman **Director** **Managing Director & CEO**

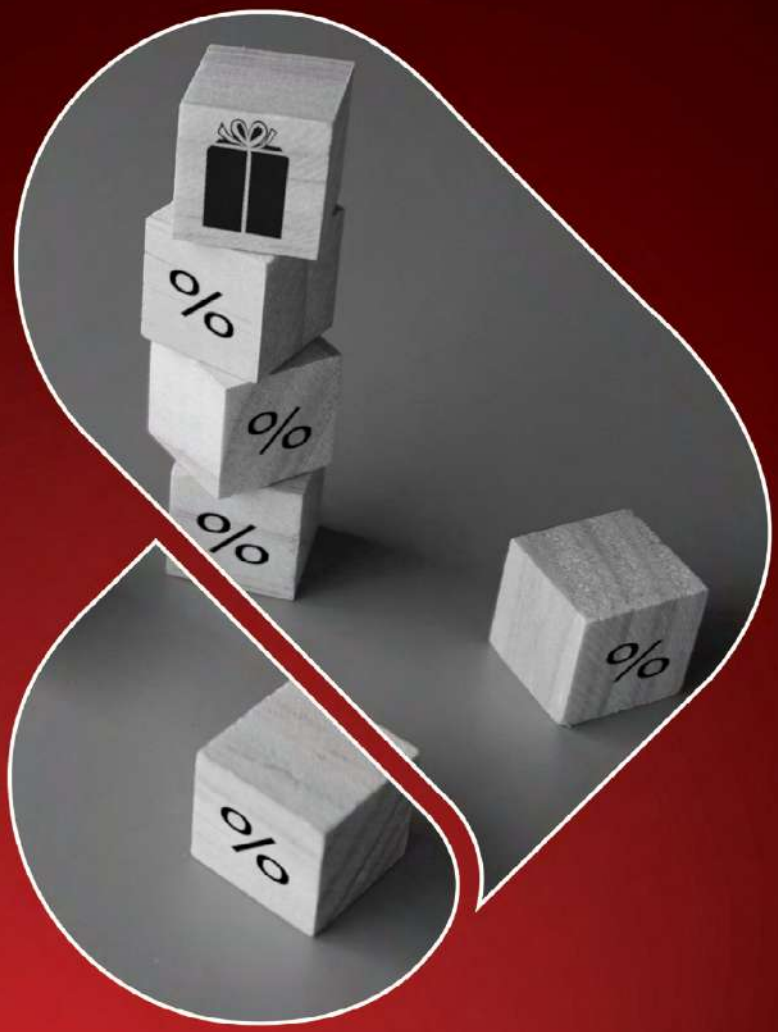
UCB Asset Management Limited

Statement of Cash Flows

For the Period from 01 January 2025 to 31 December 2025

Particulars		Amount in BDT	
		From 01 Jan to 31 Dec 2025	From 01 Jan to 31 Dec 2024
(A)	**Cash Flows from Operating Activities**		
	Interest Receipts in Cash	8,639,340	18,605,407
	Dividend Receipts	12,429,526	8,152,151
	Fees & Commission Receipts in Cash	40,061,939	22,086,820
	Receipt from Operating Activities	61,735,099	12,939,219
	Payment for Operating Activities	(61,246,008)	(49,915,634)
	Operating Profit before Changes in Operating Assets and Liabilities	**61,619,895**	**11,867,961**
	(Increase)/Decrease in Operating Assets and Liabilities	**(66,240,693)**	**5,231,305**
	Increase in Investment	(66,240,693)	(1,471,156)
	(Increase)/Decrease in Other Assets	-	6,702,461
	Net Cash Used in Operating Activities	**(4,620,798)**	**17,099,266**
(B)	**Cash Flows from Investing Activities**		
	Acquisition of Property, Plant and Equipment	(3,833,763)	(4,644,970)
	Net Cash Used in Investing Activities	**(3,833,763)**	**(4,644,970)**
(C)	**Cash Flows from Financing Activities**		
	Issuance of Share Capital	-	-
	Net Cash Flow from Financing Activities	**-**	**-**
(D)	**Net Decrease in Cash and Bank Balance(A+B+C)**	**(8,454,561)**	**12,454,297**
(E)	Unrealized Foreign Exchange Gain/(Loss)	-	-
(F)	**Cash and Bank Balances at the beginning of the year**	**13,997,745**	**1,543,448**
(G)	**Cash and Bank Balances at the end of the year (D+E+F)**	**5,543,184**	**13,997,745**

Chairman **Director** **Managing Director & CEO**



SUBSIDIARY

UCB Investment Limited

Company Profile

UCB Investment Limited (UCBIL) is a wholly owned subsidiary of United Commercial Bank PLC, one of Bangladesh's leading private commercial banks. Since its inception, UCBIL has remained committed to operating with strong ethical standards and social responsibility. Incorporated in 2011, the company secured its full-fledged merchant banking license on October 5, 2020, under the leadership of its founding Managing Director & CEO, Mr. Tanzim Alamgir.

Formally commencing operations on November 29, 2020, UCBIL began its journey as a comprehensive merchant bank during the unprecedented global disruption caused by the COVID-19 pandemic. Despite significant economic uncertainty and market volatility, the firm demonstrated resilience, steadily building credibility and earning the confidence of leading banks, financial institutions, and corporate clients across Bangladesh. Within just over four years, UCBIL has played a crucial role in the development of the domestic capital market, acting as issue manager for eight listed bonds, representing 50.0% of all listed bonds in the market.

By December 2025, UCBIL raised approximately BDT 170 billion and completed 58 deals. From national distinction to international acclaim, UCBIL has consistently elevated Bangladesh's presence in the global financial arena since its establishment. The firm was awarded Best Investment Bank in Bangladesh by Euromoney for three consecutive years—2023, 2024, and 2025—and was also recognized as Best Securities House in 2024, underscoring sustained leadership in investment banking and capital markets. This trajectory of excellence has been reinforced by recognition from other premier global platforms. In its very first year of operations, UCBIL secured the 1st Prize in the Merchant Bank category from the Bangladesh Securities and Exchange Commission. The momentum continued through 2023 and 2024 with multiple Best Investment Bank, Best Deal, and Best Advisory awards from FinanceAsia, Asiamoney, and Asset Triple A across South Asia and the Asia-Pacific region. In 2025, UCBIL further strengthened its credentials with honors including Best DCM House, Best ECM House, and Best Sukuk Advisor, alongside international recognition such as Best Corporate Bank (Asiamoney) and Best Bank Capital (Asset Triple A). Collectively, these achievements reflect UCBIL's consistent, multi-year performance excellence across institutions, products, and regional markets.

UCBIL's pursuit of excellence has established new standards within the financial services sector. Its portfolio of distinguished awards and recognitions underscores a consistent commitment to creating superior value for clients, stakeholders, and the broader financial ecosystem. Going forward, UCBIL remains firmly focused on accelerating growth, advancing innovation, and consistently surpassing expectations within an increasingly dynamic and competitive financial landscape.

Investing in Society (IIS)

Since its inception, UCB Investment Limited has allocated a portion of its fee income toward uplifting vulnerable communities and supporting meaningful social causes. To formalize and strengthen this commitment, UCBIL launched "Investing in Society (IIS)", a structured initiative designed to generate measurable and sustainable social impact.

The program is anchored on three core pillars aimed at building a more inclusive and resilient society:

i. Child Education and Well-Being

ii. Women's Entrepreneurship

iii. Senior Citizen Support

Aligned with the Sustainable Development Goals (SDGs 3, 4, 5, 8, and 10), IIS reflects a fundamental belief: when clients place their trust in UCBIL, that trust should translate into meaningful change for those who need it most. Through IIS, UCBIL continues to integrate financial excellence with tangible societal contribution.

Highlights of IIS Initiatives – 2025

i. Life-Saving Support for Amina

One of the most moving moments of this year's IIS journey was supporting Amina, a young girl born with a congenital heart defect requiring urgent surgery. UCBIL stepped forward to help ensure she receives the critical medical care she needs. For Amina and her family, this support represents more than financial assistance it offers renewed hope and the possibility of a healthy childhood.

ii. Critical Heart Surgery Assistance

Under IIS, UCBIL supported a woman battling a life-threatening heart condition. Timely financial assistance enabled her to undergo a successful valve replacement surgery at a crucial moment. Today, she has been given a second chance at life, reflecting our belief that access to essential healthcare should not be limited by financial constraints.

iii. Enabling a Future Nurse

A talented young woman aspiring to become a nurse faced the risk of abandoning her dream due to financial hardship. UCBIL intervened by covering her admission expenses, ensuring that economic barriers did not stand in the way of her ambition to serve others.

iv. Supporting Cancer Treatment

UCBIL extended assistance to Ms. Moyna, a stomach cancer patient undergoing chemotherapy at Bangabandhu Sheikh Mujib Medical University. By arranging immediate payment for her treatment, UCBIL ensured continuity of care during a critical phase. In her most vulnerable moment, financial uncertainty did not delay her hope.

v. Emergency Relief for Korail Fire Victims

Following a devastating fire in the Korail community, UCBIL promptly provided essential relief support to affected families, many of whom were women and children. Through IIS, we stood beside them during a period of sudden hardship, helping restore stability and dignity when it was needed most.

Decode Investment Banking (DIB)

Through its Decode Investment Banking (DIB) initiative, UCB Investment Limited (UCBIL) actively advances financial literacy, intellectual development, and investment banking awareness to cultivate a more informed and financially capable society.

Under the DIB framework, UCBIL is committed to:

i. Promoting financial literacy

ii. Sharing practical investment banking experience

iii. Inspiring and mentoring future generations

Key Initiatives Under DIB

i. Academic Engagement – StatFest 2.0

UCB Investment Limited proudly sponsored StatFest 2.0, organized by the Department of Statistics, University of Dhaka, in celebration of World Statistics Day. This partnership reflects UCBIL's commitment to supporting academic excellence and strengthening analytical capabilities among students.

ii. Youth Leadership Development – SCHOMUN IX

UCBIL served as an Associate Sponsor of SCHOMUN IX, one of Bangladesh's leading Model United Nations conferences. Through this collaboration, UCBIL reinforced its dedication to nurturing leadership, critical thinking, and global awareness among young professionals and students, while encouraging constructive dialogue and collaborative problem-solving.

iii. DIB Practitioner-Led Video Series

As a core component of the initiative, UCBIL launched the DIB Video Series, a practitioner-driven knowledge platform designed for industry professionals. The series shares first-hand insights from live transactions, highlighting real-world challenges, structural complexities, regulatory considerations, and execution risks encountered in investment banking deals. Each episode provides a transparent breakdown of how issues were identified, structured, and resolved—offering rare, experience-based learning grounded in practical market realities.

iv. "Ina vs Ima" – Entrepreneur vs Investor Perspectives

As part of the broader DIB content ecosystem, Ina vs Ima presents contrasting viewpoints from entrepreneurs and investors on key financial themes. The discussion-based format is designed to stimulate critical thinking and deepen audience engagement with contemporary finance topics.

v. Investment Insights Series

Investment Insights serves as a dedicated knowledge platform delivering clear, research-driven perspectives on market trends, regulatory developments, and evolving financial dynamics. Through expert analysis and discussions, the series helps investors and market participants better interpret the forces shaping Bangladesh's capital markets.

Our Effort to Improve the Bangladesh's Financial Sector

Mr. Tanzim Alamgir, Managing Director & CEO of UCB Investment Limited, delivered the keynote speech at a panel discussion titled "The Evolution of the Bond Market in Bangladesh," organized by The Financial Express. In his address, he articulated a forward-looking strategy focused on deepening the domestic bond market, enhancing regulatory coordination, and promoting sustainable long-term capital formation.

i. Exclusive Interview with Bonik Barta

In an in-depth interview with Bonik Barta, Mr. Alamgir shared expert perspectives on the current state of Bangladesh's financial sector, structural challenges within capital markets, and strategic pathways to accelerate reform and resilience.

ii. National Television Discussion on RTV

Mr. Alamgir participated in an exclusive televised discussion on RTV, where he examined the development trajectory of Bangladesh's bond market and outlined UCBIL's role in building a more diversified and sustainable financial architecture.

iii. IPO Ecosystem Engagement with DSE and BSEC

UCB Investment Limited's Equity Capital Market (ECM) team actively participated in the Dhaka Stock Exchange–organized program "Next Steps to Growth." The session brought together BSEC, DSE, and more than 30 prospective issuers to discuss IPO preparedness, compliance requirements, and the comprehensive listing process—strengthening the primary market pipeline.

iv. Moderation at BSEC Orange Bond Workshop

Mr. Tanzim Alamgir moderated a panel discussion at a Bangladesh Securities and Exchange Commission (BSEC) workshop on Orange Bond Initiatives for Empowering Women. The session convened representatives from both public and private sectors to explore innovative financing mechanisms supporting women-led economic participation.

360° Investment Banking Under One Umbrella

UCB Investment Limited is driven by a team of highly experienced investment banking professionals dedicated to meeting clients' financing and investment needs with precision and integrity. The firm delivers customized, client-centric solutions across a broad spectrum of services, including structuring local and international financing through fixed income instruments, arranging domestic and cross-border loan syndications, managing capital market issuances, advising mergers and acquisitions, conducting business valuations, providing portfolio management services, and delivering comprehensive corporate advisory support. The organization remains focused on building long-term client relationships grounded in trust, with a shared objective of promoting sustainable economic development and financial growth.

Type of Business	Incorporation	Type of Company	No. of Branches	No. of Employees
Investment Banking and Financial Services	November 29th, 2020	Merchant Bank	1	18

Vision

UCBIL envisions driving sustainable economic advancement, delivering measurable social impact, and enabling clients to achieve transformative outcomes through innovative, high-quality, and integrity-led financial solutions within a dynamic and evolving financial environment.

Mission

- Strengthening the country's financial architecture by delivering innovative and customized investment solutions.
- Enabling the funding of high-impact projects that support long-term socio-economic progress.
- Promoting sustainable growth through operational excellence while positioning the organization as the employer of choice for investment banking professionals.
- Enhancing community welfare through meaningful and result-oriented CSR initiatives.
- Integrating Sustainable Development Goals (SDGs) into the core business strategy to accelerate progress toward relevant global development priorities.

Core Values

- Integrity – Maintaining the highest standards of honesty, transparency, and ethical conduct in every engagement and commitment.
- Consistency – Ensuring reliability, discipline, and quality in delivering innovative, high-caliber financial solutions that build trust and enduring relationships.
- Sustainability – Advancing long-term economic development while contributing meaningfully to society through responsible and impactful initiatives.
- Innovation – Continuously adapting and evolving to deliver forward-thinking solutions to complex financial challenges.
- Social Impact – Generating lasting value for communities through responsible investment practices and purposeful CSR efforts.

Products & Services

- **Fixed Income Securities**
- **Local and Foreign Loan Syndication**
- **Issue Management and Underwriting**
- **Portfolio Management Services**
- **Corporate Advisory**
- **Merger and Acquisition (M&A) Advisory**
- **Business Valuation**
- **Agency and Trustee Services**
- **Placement and Transfer Agent Services**

Contact Details

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Telephone: 88-02-55668070, Ext # 800094 | **Email: info@ucbil.com.bd** | **Website:** https://ucb-investment.com/

Board of Directors



Khondker Md. Adnan Masud
Chairman



Barrister Imtiaz Farooq
Independent Director



Md. Ridwanul Hoque
Director



A T M Tajmilur Rahman
Director



Tanzim Alamgir
Managing Director & CEO

Profile of the Board of Directors



Khondker Md. Adnan Masud
Chairman

Mr. Adnan Masud brings with him over two decades of multifaceted experience in the global banking industry, encompassing corporate and investment banking, credit, transaction banking, Financial Institution (FI) management, and institutional banking. Throughout his distinguished career, he has served in several leading international financial institutions across Malaysia, the United Arab Emirates, India, the United States, and Singapore, where he played pivotal roles in driving strategic growth, financial innovation, and client relationship excellence. Before joining United Commercial Bank (UCB) as the Additional Managing Director (AMD), Mr. Masud served as the Regional Lead for Global Corporate Coverage for Southeast Asia and India at BBVA Bank S.A., Singapore. In this capacity, he spearheaded business expansion initiatives, enhanced regional profitability, and promoted sustainable strategic development across diverse markets. His extensive leadership tenure also includes key positions at MUFG Bank, Bank of America Merrill Lynch, Citibank, and Standard Chartered Bank, where he successfully managed multi-billion-dollar portfolios, strengthened institutional partnerships, and led high-performing corporate and transaction banking teams to achieve consistent growth. A Certified Credit Professional, Mr. Masud possesses deep expertise in sustainable financing, structured trade finance, liquidity management, and credit risk governance. His ability to align strategic vision with execution has earned him recognition for strengthening financial institutions' operational resilience and competitiveness in dynamic markets. Mr. Masud's leadership is characterized by foresight, adaptability, and an unwavering commitment to excellence—qualities that will be instrumental in fortifying UCB's market position and driving long-term expansion. Over the years, he has received numerous accolades acknowledging his outstanding contributions to the banking and finance sector in Asia. His successful professional journey is underpinned by a strong academic foundation, further enriched through executive education and leadership programs at National University of Singapore (NUS), MIT Sloan School of Management, Columbia Business School, and Tuck School of Business.



Barrister Imtiaz Farooq
Independent Director

Mr. Farooq, an advocate of the Supreme Court of Bangladesh, is an expert in corporate law and project finance. He has represented major clients, including Petrobangla and the People's Republic of Bangladesh, in high-profile cases at the International Center for Settlement of Investment Disputes (ICSID). Having trained at the University of Oxford, he gained valuable experience working with renowned legal professionals in the UK, such as Dr. Fidelis Oditah of 3-4 South Square, Tosin Oguntayo of Hardwick Chambers, and Stephen Horan of Erskine Chambers.

Mr. Farooq began his legal education at Cardiff University, where he graduated with First-Class Honors in Law (LL.B). He then completed his postgraduate studies at Oxford. Before commencing his legal practice in Bangladesh, he taught English property law and trusts at Cardiff University and the University of Leicester. He provides legal counsel on corporate structuring, mergers and acquisitions, international arbitration, and large-scale investment projects. Over the years, he has worked with prestigious organizations such as the International Finance Corporation (IFC), Asian Development Bank (ADB), Deutsche Investitions- und Entwicklungsgesellschaft (DEG), UNESCAP, and the Bill & Melinda Gates Foundation. His work encompasses infrastructure projects, syndicated loans, securitization, and other complex financial transactions. In 2009, he led a study funded by the IFC on how international arbitration can enhance investment in Bangladesh. The research examined global best practices and proposed reforms to make Bangladesh a more attractive investment destination.

Mr. Farooq has also authored works on topics such as project finance, intellectual property, international arbitration, and property law. His expertise in property law, particularly in the creation and enforcement of security interests, has established him as a trusted authority in the field.

With his experience and commitment, Mr. Farooq continues to help clients solve complex legal problems while making a positive impact on Bangladesh's legal system.



Md. Ridwanul Hoque
Director

Md. Ridwanul Hoque is the Senior Executive Vice President, Head of Distribution and Strategy of United Commercial Bank PLC. He served as the Head of Retail & SME Business at NCC Bank PLC. since April 2022. With over 24 years of experience in the banking industry, Mr. Hoque has worked at several renowned financial institutions. Prior to joining NCC Bank, he served as Executive Vice President at Midland Bank Ltd., where he led the Retail Distribution Division. He also held key leadership roles at Bank Alfalah Ltd., ICB Islamic Bank, and HSBC, focusing on branch management and customer service.

Mr. Hoque earned his BBA and MBA in Accounting from the University of Chittagong. Additionally, he has participated in leadership and banking training programs both locally and internationally.

Throughout his career, Mr. Hoque has been recognized for his strong leadership skills, collaborative approach, and commitment to customer service. At NCC Bank, he continues to drive service enhancements, foster business growth, and support customer success.



A T M Tajmilur Rahman
Director

Mr. Rahman is a distinguished banking leader with over 23 years of progressive experience in Corporate Banking, Credit Risk Management and Strategic Business Development. As Senior Executive Vice President and Head of Local Corporate Banking at United Commercial Bank PLC, he spearheads corporate portfolio expansion, institutional client engagement, and sustainable credit governance, contributing significantly to the Bank's growth trajectory.

Since joining UCB in 2008, Mr. Rahman has held several pivotal leadership roles across Corporate Banking and Credit Risk Management. His tenure as Head of Bancassurance Division and Chief Bancassurance Officer further demonstrates his ability to lead diversified business verticals, drive revenue innovation and strengthen cross-functional integration within the organization.

Prior to joining UCB, he served as a Relationship Manager in the Corporate Banking Divisions of Eastern Bank and Prime Bank, where he managed complex corporate portfolios and built long-term strategic client partnerships.

Mr. Rahman earned his BSc and MSc in Statistics from the University of Dhaka and later completed his Master of Bank Management (MBM) from Bangladesh Institute of Bank Management. He has also undertaken advanced leadership development programs and specialized training in Islamic Banking, reinforcing his strategic, regulatory, and risk management expertise. Recognized for his visionary leadership, strong corporate relationship management and commitment to excellence, Mr. Rahman stands as a strategic pillar of governance and sustainable growth contributing to institutional resilience and shaping the future direction of corporate banking in Bangladesh's evolving financial landscape.



Tanzim Alamgir
Managing Director & CEO

Mr. Tanzim Alamgir is the founding Managing Director and Chief Executive Officer (CEO) of UCB Investment Limited, a wholly owned subsidiary of United Commercial Bank PLC. As an actively engaged leader with ambition, Mr. Alamgir leverages his firm-specific industry knowledge to lead the company and its people towards sustainable growth and industry leadership. Prior to joining UCB Investment Limited, he was the Chief Operating Officer (COO) of City Bank Capital Resources Limited, the investment banking arm of City Bank PLC and supervised the overall operations of the company. There he completed numerous first of its kind deals, including the country's first perpetual bonds, bank guarantee-backed bonds, preference shares for the first private LNG terminal, and the first subordinated bond for a state-owned bank Agrani Bank Limited, and many more which led the investment banking division to reach its highest peak. His tremendous efforts at City Bank Capital paved the way for winning many international awards for the bank, notably, the prestigious FinanceAsia Best Investment Bank in Bangladesh Award in 2020.

Mr. Alamgir's astute leadership has propelled UCB Investment Limited to unprecedented heights, earning the prestigious Best Investment Bank in Bangladesh award from both "Euromoney" and "FinanceAsia" for four consecutive years, 2022, 2023, 2024 and 2025, a distinction unmatched by any financial institution in the country's history. From local accolades to global recognition, UCB Investment Limited has proudly represented Bangladesh on the world stage since its inception, with continued recognition from leading global institutions. Alongside its consistent "Euromoney" honours, the firm was also awarded Best Securities House in Bangladesh in 2024, reflecting excellence across both investment banking and capital market operations. His vision has further elevated the firm's position among all capital market intermediaries, including investment banks, asset management companies, and brokerage houses. This sustained momentum is complemented by multiple accolades across regions, including repeated recognition from FinanceAsia, Asiamoney, and Asset Triple A for Best Investment Bank, Best Deal, and Best Advisory across South Asia and Asia Pacific. In 2025, the firm further strengthened its credentials with distinctions such as Best DCM House, Best ECM House, and Best Sukuk Advisor, alongside international honours including Best Corporate Bank (Asiamoney) and Best Bank Capital (Asset Triple A). Under his stewardship, the firm has also achieved significant regional acclaim at the FinanceAsia Achievement Awards 2024, receiving three South Asia Deal Awards, a special mention for Best Deal in South Asia, and two Best House Awards in Asia Pacific. These accomplishments are built on a strong foundation of early and continued recognition, including the Bangladesh Securities & Exchange Commission (BSEC) awarding UCB Investment Ltd. the Best Merchant Bank accolade securing 1st Prize in its category in its early years of operation alongside numerous other honours from leading global platforms. Collectively, these accolades underscore UCB Investment Limited's sustained, multi-year excellence across institutions, products, and markets.

In addition to these institutional milestones, Mr. Alamgir has actively represented UCB Investment Limited at high-profile local and international forums, including roadshows, seminars, workshops, investor engagements organized by the Bangladesh Securities and Exchange Commission (BSEC).

With deep business and industry expertise, Mr. Alamgir places particular emphasis on fund raising for large local corporate houses and multinational companies in Bangladesh. He is a seasoned professional having diversified exposure in finance, operations and strategy for more than 17 years, through which he has cultivated strong relationships with banks, NBFIs, and corporates across diverse sectors, backed by his stint in Grameenphone with the Financing Strategy and Operations team and Structured Finance team in IIDFC prior to joining City Bank Capital. He has also been associated with a number of reputed banks and financial institutions like Mutual Trust Bank PLC, ICB Islamic Bank Limited, City Bank PLC and BRAC Bank PLC.

Under the firm guidance of Mr. Tanzim Alamgir, UCB Investment Limited has achieved remarkable progress in a short span, successfully raising over BDT 170 billion through a diverse range of transactions and delivering comprehensive, 360-degree investment banking services. Backed by his visionary leadership, the company remains committed to sustaining this momentum and aspires to establish itself not only as a national leader but also as a prominent player in the regional investment banking arena.

Mr. Alamgir has completed Master of Business Administration (MBA) from American International University-Bangladesh (AIUB) in 2008 and B.Sc. in Computer Science and Engineering from Independent University, Bangladesh (IUB) in 2005.

Directors' Report

Dear Shareholders,

The Directors of UCB Investment Limited take the pleasure of presenting the annual report together with the Audited Financial Statements for the year ended December 31, 2025.

An industry outlook and possible future developments in the industry

The global economy in 2025 is navigating a transitional phase marked by modest growth and persistent uncertainty, as multilateral institutions warn that recovery remains uneven. According to the IMF's World Economic Outlook (October 2025), global GDP growth is projected to expand by approximately 3.2% in 2025, slightly lower than in 2024, before moderating further in 2026, with advanced economies growing around 1.5 % and emerging markets just above 4 %. Inflation is expected to continue its descent but remains above targets in several major economies, reflecting lingering pressures and policy trade-offs. Risks to the outlook remain tilted to the downside, including potential protectionism, fiscal vulnerabilities, and geopolitical tensions that could dampen investment and trade flows.

Globally, monetary policy remains a key determinant of economic direction. After several years of tightening to combat elevated inflation, central banks in major economies have adopted more cautious stances, balancing price stability with growth support. The IMF's updated forecast suggests that structural reforms aimed at bolstering policy credibility and enhancing investment climates will be crucial for sustaining growth in a world where considerable macroeconomic legacies persist. The World Bank's Global Economic Prospects also highlight lingering vulnerabilities, especially as supply chain frictions and uneven recovery patterns continue to shape external demand dynamics.

In this global context, Bangladesh's economy in 2025 reflects both short-term challenges and medium-term potential. The World Bank's Bangladesh Development Update noted that real GDP growth slowed from 5.8 % in FY23 to around 4.2 % in FY24 and was further projected to moderate in FY25 due to weak investment and export slowdown. However, external pressures such as current account deficits eased, supported by robust remittances and stronger export receipts. Conversely, the IMF forecasts Bangladesh's growth at 3.8 % for 2025, with expectations of acceleration in 2026 if domestic reforms deepen. These projections underscore the transitional nature of the current phase: growth is positive but below historical norms, reflecting both domestic constraints and external headwinds.

Bangladesh's macroeconomic policy mix in 2025 remains oriented toward stabilization and structural correction. Monetary authorities have maintained relatively tight policy settings to anchor inflation expectations, while fiscal policy, as outlined in the national budget for FY2025–26, prioritizes revenue mobilization with a target revenue collection increase of about 7.6 % over the previous year's goals. Structural reforms, including governance enhancements in the financial sector and tighter credit governance, have been central to discussions with the IMF during the 2025 Article IV mission, which highlighted the need for continued reform to unlock growth and reduce unemployment.

For export-oriented and industrial sectors, the medium-term outlook is cautiously optimistic. Stabilization of foreign exchange reserves and improved external sector metrics have helped reduce volatility, benefiting exporters and investors. Initiatives to improve logistics performance, such as deep-sea port projects and industrial corridor development, are expected to enhance trade competitiveness and long-term growth potential. However, the pace of private investment remains subdued amid policy tightening and elevated input costs, meaning that near-term industrial expansion may proceed more slowly than desired.

Overall, 2025 stands as a pivotal year for both the global economy and Bangladesh a year in which growth is being rebalanced, structural reforms are gaining traction, and economic narratives are realigned toward longer-term resilience. The global growth rate near 3.2 % and Bangladesh's varied forecasts emphasize a cautious recovery path shaped by policy choices, external demand trends, and institutional reforms. For industry stakeholders, the immediate horizon prioritizes enhancing competitiveness, improving governance and investment climate conditions, and managing macroeconomic risks as the world and Bangladesh navigate the post-pandemic, post-tightening economic landscape.

Segment-Wise Performance

Particulars	2025	2024	2023
Total investment banking revenue	213,010,388	166,089,575	128,505,062
Share of ECM revenue	23,751,879	20,575,000	1,705,317
Share of DCM revenue	76,287,600	80,013,286	73,166,933
Share of PMD and Other revenue	112,970,909	65,501,289	53,632,812

UCB Investment Limited recorded strong and consistent revenue growth from BDT 128.5 million in 2023 to BDT 213.01 million in 2025. DCM remained a stable core contributor, while ECM expanded steadily and PMD and Other income surged in 2025, reflecting a more diversified revenue mix, lower concentration risk, and strengthening fee generation across capital markets and portfolio activities.

Use of Public Issue Proceeds & Post-Listing Financial Performance

UCB Investment Limited did not undertake any utilization of proceeds from public issues, rights issues, or any other capital market instruments during the reporting period, and therefore no related disclosures regarding post-issuance financial performance deterioration are applicable.

Compliance with BAS, BFRS and Relevant Laws

The Company maintains accounting records that accurately reflect its financial position, and the Board of Directors is responsible for ensuring that the financial statements are prepared in compliance with the Companies Act, 1994 and the Securities and Exchange Rules, 1987. The Directors further affirm that the financial statements have been prepared in accordance with Bangladesh Accounting Standards (BAS), Bangladesh Financial Reporting Standards (BFRS), and all other applicable statutory and regulatory requirements.

Accounting Policies and Maintenance of Records

The financial statements have been prepared in line with regulatory requirements using appropriate accounting policies that are applied consistently and supported by reasonable and prudent judgments and estimates. All applicable International Accounting Standards, as adopted by the Institute of Chartered Accountants of Bangladesh (ICAB), have been duly followed. The information presented in the financial statements has been derived from properly maintained books of accounts, kept in accordance with relevant laws and regulations.

Going Concern Statement

The Directors are satisfied with the Company's current performance, future growth prospects, liquidity position, approved budget, and financing arrangements. Based on these considerations, the Company possesses sufficient resources to continue its operations for the foreseeable future, and no material uncertainty exists that would cast significant doubt on its ability to operate as a going concern. Accordingly, the financial statements have been prepared on a going concern basis.

Dividend Declaration

For the year ended 31 December 2025, UCB Investment Limited has declared no dividend for its shareholders.

Fair Presentation of Financial Statements

The management confirms that the financial statements of the Company have been prepared in accordance with applicable laws and standards and present fairly, in all material respects, the state of affairs of the Company, its results of operations, cash flows, and changes in equity for the reporting period.

Maintenance of Proper Books of Account

The Company has maintained proper books of account as required by applicable laws and regulations, and these records adequately reflect the financial transactions and position of the Company.

Consistency of Accounting Policies and Estimates

Appropriate accounting policies have been consistently applied in the preparation of the financial statements. The accounting estimates and judgments used therein are based on reasonable and prudent assessment of relevant facts and circumstances.

Compliance with IAS/IFRS

The financial statements have been prepared in compliance with International Accounting Standards (IAS) and/or International Financial Reporting Standards (IFRS), as adopted and applicable in Bangladesh. Any departure from such standards, where applicable, has been adequately disclosed and explained.

Internal Control System

The Company maintains a sound system of internal control, designed to ensure operational efficiency, safeguarding of assets, reliability of financial reporting, and compliance with applicable laws and regulations. The internal control framework has been effectively implemented and regularly monitored.

Going Concern Assertion

Based on current financial position, operational performance, and available resources, the management confirms that there is no material uncertainty that may cast significant doubt on the Company's ability to continue as a going concern. Accordingly, the financial statements have been prepared on a going concern basis.

Discussion on the Financial Indicators of last 5 Years

5 Year's Key Financial Indicators

Financial Position	2021	2022	2023	2024	2025
Total Assets	1,225,376,903	1,334,163,761	1,458,339,957	1,477,148,628	1,622,094,741
Total Liabilities	92,882,924	161,096,619	224,905,120	172,896,843	217,103,839
Operating Revenue	136,962,759	123,268,064	128,505,062	166,089,575	213,010,388
Operating Expense	40,351,062	43,292,520	53,567,072	63,680,240	60,538,697
Gross Profit	96,611,697	79,975,544	74,937,990	102,409,335	152,471,692
Net Profit Before Tax	105,746,301	63,990,282	80,782,722	107,802,991	137,337,049
Net Profit After Tax	70,299,893	40,573,164	60,367,695	70,816,948	100,739,117
Paid-Up Capital	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000	1,000,000,000
Shareholder's Equity	1,132,493,978	1,173,067,142	1,233,434,837	1,304,251,785	1,404,990,902
Return on Assets	5.74%	3.04%	4.14%	4.79%	6.21%
Return on Equity	6.21%	3.46%	4.89%	5.43%	7.17%
Net Profit Margin	51.33%	32.91%	46.98%	42.64%	47.29%
Gross Profit Margin	70.54%	64.88%	58.32%	61.66%	71.58%

Operating Revenue (2021–2025):

Operating revenue shows a moderate decline in 2022 compared to 2021, followed by a gradual recovery in 2023 and then a strong acceleration in 2024 and 2025. Revenue increased significantly from TK 128.51 million in 2023 to TK 166.09 million in 2024 and further to TK 213.01 million in 2025, indicating a clear expansion phase. This upward trajectory over the last two years suggests improved business volume, stronger client demand, or enhanced market positioning, with 2025 representing the highest revenue level in the five-year period.

Gross Profit Margin (2021–2025):

Gross profit margin declined steadily from 70.54% in 2021 to 58.32% in 2023, indicating rising direct costs or pricing pressure during that period. However, the margin recovered to 61.66% in 2024 and rose sharply to 71.58% in 2025, surpassing the 2021 level. This improvement reflects stronger cost efficiency, better expense management, or improved pricing power in recent years, demonstrating that the company has regained operational strength at the gross profit level.

Net Profit Margin (2021–2025):

Net profit margin dropped significantly from 51.33% in 2021 to 32.91% in 2022, suggesting increased operating, financial, or tax-related expenses during that year. The margin rebounded to 46.98% in 2023, slightly moderated to 42.64% in 2024, and improved again to 47.29% in 2025. Although it has not yet reached the peak of 2021, the consistently strong margins above 40% in the last three years indicate stable overall profitability and effective control over total costs beyond direct operating expenses.

Key Operating and Financial Data

UCB Investment Limited (UCBIL) commenced operations as a full-fledged investment bank on October 5, 2020. The financial performance over the past three years, as presented in the table, reflects consistent revenue growth and improved profitability.

Particulars	31-Dec-23	31-Dec-24	YoY Growth	31-Dec-25	YoY Growth
Revenue	128,505,062	166,089,575	29.25%	213,010,388	28.25%
Profit before Provision & Tax	74,937,990	102,409,334	36.66%	152,471,692	48.88%
Net Profit after Tax	60,367,695	70,816,948	17.31%	100,739,117	42.25%

*Amounts are in BDT

The financials of UCB Investment Limited depict sustained and accelerating growth trajectory over the past three years. Revenue increased from BDT 128.51 million in 2023 to BDT 166.09 million in 2024 (29.25% growth) and further to BDT 213.01 million in 2025, reflecting an additional 28.05% YoY expansion. In addition, profitability has strengthened at a faster pace than top-line growth, with Profit Before Provision & Tax rising 36.66% in 2024 and 48.88% in 2025, indicating improved operating leverage and disciplined cost management.

Net Profit After Tax also reflects strong earnings quality, growing 17.31% in 2024 and accelerating to 42.25% in 2025. This performance underscores UCBIL's ability to scale revenue while expanding margins, driven by a diversified deal pipeline across ECM and DCM, prudent risk provisioning, and balance sheet discipline. The trend evidence not only volume growth but strategic profitability enhancement, positioning the firm as a consistently high-performing investment bank in Bangladesh.

Particulars	31-Dec-23	31-Dec-24	YoY Growth	31-Dec-25	YoY Growth
Fee Income	74,872,250	100,588,286	34.35%	100,039,479	-0.55%
Investment Income	43,591,857	59,281,406	35.99%	108,307,734	82.70%

*Amounts are in BDT

The income composition reflects a strategic strengthening of UCB Investment Limited's earnings structure over the past three years. Fee income increased by 34.35% in 2024, driven by strong deal execution and advisory activity, and remained stable at BDT 100.04 million in 2025 with a marginal 0.55% moderation, demonstrating the consistency of its client franchise and recurring pipeline across ECM and DCM mandates. At the same time, investment income recorded significant growth, rising 35.99% in 2024 and accelerating by 82.70% in 2025 to BDT 108.31 million, highlighting improved treasury management, disciplined capital allocation, and enhanced portfolio performance. Together, these trends indicate a balanced and resilient revenue model supported by both stable fee-based advisory income and optimized investment returns.

(On behalf of the Board of Directors)



Khondker Md. Adnan Masud
Chairman
UCB Investment Limited

Management Discussion & Analysis

Dear Stakeholders,

The year 2025 stands as a transformational phase in the continued evolution of UCB Investment Limited. Building on the structural adjustments and market corrections of the preceding year, we strengthened our institutional foundation while remaining firmly committed to delivering value beyond conventional financial services. Our approach continues to integrate operational excellence, client-centric engagement, and forward-looking innovation ensuring that we remain responsive to an increasingly disciplined and competitive capital market landscape.

Operating within Bangladesh's 2025 macroeconomic environment characterized by monetary tightening, financial sector reforms, moderated credit growth, and heightened regulatory oversight we navigated conditions that demanded prudence, adaptability, and strategic clarity. Global uncertainties, alongside domestic reform-driven adjustments, reshaped market behavior and investor sentiment. Despite these evolving dynamics, UCB Investment Limited sustained its performance trajectory, demonstrating resilience and reinforcing our unwavering commitment to service excellence without compromise.

Disciplined Execution in a Challenging Landscape

The beginning of 2025 brought continued challenges to the financial sector, particularly in liquidity management, investor confidence, and evolving regulatory oversight amid ongoing structural reforms. In an environment defined by tighter monetary policy, cautious credit expansion, and enhanced supervisory scrutiny, strategic discipline and operational agility became imperative. Despite these constraints, UCB Investment Limited sustained strong performance, reinforcing its position as a trusted leader in corporate advisory, capital market transactions, and structured financial solutions.

During the year, we successfully led and progressed several significant transactions across IPOs, Rights Issues, and Subordinated Bonds, demonstrating both execution depth and structuring capability within a more risk-sensitive market landscape. Our performance in a tightening financial environment reflects the strength of our institutional framework, technical expertise, and enduring client relationships.

Our success is anchored in the TriCore Philosophy of UCBIL built on Service, Strategy, and Standard and supported by disciplined governance and our robust 3 ZEROs framework, which encompasses Zero Receivables, Zero Negative Equity, and Zero Provision Shortfall. This framework ensures financial integrity, balance sheet strength, and operational resilience, particularly critical in a reform-driven and compliance-focused 2025 market environment.

Catalyzing Capital Market Advancement

In 2025, amid structural financial sector reforms, enhanced regulatory oversight, and evolving investor expectations, the focus has shifted toward strengthening market depth, transparency, and institutional integrity. Within this environment, advancing Bangladesh's capital market requires disciplined governance, innovative structuring, and sustained investor confidence. By fostering market modernization, supporting regulatory alignment, and promoting responsible financial intermediation, institutions play a critical role in shaping a more resilient, efficient, and globally competitive capital market ecosystem for the country.

Fulfilling Our Promise with Purpose and Performance

Remaining aligned with our vision of delivering impact beyond conventional service, we further strengthened our community engagement in 2025 through well-structured and purpose-driven initiatives. Our flagship platforms Investing in Society (IIS) and Decode Investment Banking (DIB) demonstrate our dedication to integrating financial leadership with social responsibility and the advancement of knowledge.

Through IIS, UCB Investment Limited formalized its practice of allocating a portion of fee income to support vulnerable communities. The initiative focuses on three core pillars: Child Education and Well-Being, Women's Entrepreneurship, and Senior Citizen Support, promoting inclusion, economic empowerment, and social resilience across Bangladesh.

Complementing this, DIB advances financial literacy and investment banking awareness by sharing institutional expertise, encouraging responsible investment practices, and inspiring future finance professionals. Alongside these initiatives, our active presence on LinkedIn and Facebook has strengthened thought leadership and stakeholder engagement. Together, these efforts reinforce UCBIL's role as a responsible and forward-looking investment bank committed to sustainable progress.

Advancing Toward the Next Horizon

In Bangladesh's reform-driven 2025 capital market environment, characterized by tighter regulation, governance strengthening, and disciplined growth, UCB Investment Limited recognizes that continued recognition as a leading investment bank carries significant responsibility. Guided by our proven Service, Strategy and Standard (3S) framework, we remain committed to client success, institutional integrity, and resilient transaction execution in an increasingly compliance-focused market. We extend our sincere gratitude to our clients, employees, partners, regulators, and stakeholders for their continued trust, and

with sharpened strategic focus and zero compromise on service, UCBIL stands ready to contribute meaningfully to the next phase of sustainable growth in Bangladesh's capital market.

Macroeconomic Environment: Global and Bangladesh Perspective[1]

In 2025, Bangladesh's economy progressed through a phase of stabilization and reform-led adjustment amid a challenging global backdrop characterized by moderate growth and elevated uncertainty. The IMF projects global growth moderating to 3.2% in 2025 and 3.1% in 2026, while the World Bank anticipates growth hovering around 2.6–2.7 % in the outer years, reflecting persistent trade-policy uncertainty and geopolitical risks. Within this environment, Bangladesh recorded GDP growth of approximately 3.9–4.0% in FY2025 well below its historical averages due to subdued private investment, cautious bank lending, and weakened consumer demand under sustained inflationary pressure. Headline inflation remained above 8% for much of the year, eroding real incomes and constraining domestic spending. In addition, yields on Bangladesh's Treasury bills declined below 10 percent, reflecting improving liquidity conditions within the banking system. The drop in yields signals easing short-term funding pressures as excess liquidity in banks increased, partly due to slower private credit growth and improved deposit inflows. This trend suggests a gradual stabilization in money market conditions, offering cautious optimism for lower borrowing costs in the near term. Meanwhile, stricter loan classification standards revealed higher non-performing loans, highlighting structural weaknesses in the banking sector. Fiscal pressures intensified amid rising public borrowing and a low tax-to-GDP ratio, while a rebound in imports and slower export growth exerted pressure on the external balance, partially offset by strong remittance inflows.

Despite these headwinds, 2025 is increasingly viewed as a year of necessary macroeconomic correction rather than systemic decline. Policy tightening, exchange rate adjustments, and financial sector reforms aimed at strengthening governance and transparency have begun restoring stability. According to the World Bank's Bangladesh Development Update (October 2025), the latter half of FY2025 showed signs of improvement supported by export recovery, record remittances, and a gradual rebuilding of foreign exchange reserves. As Bangladesh approaches its graduation from Least Developed Country (LDC) status, sustained fiscal discipline, institutional strengthening, and continued reform implementation are expected to underpin a more balanced and resilient growth trajectory into 2026 and beyond.

Best wishes,



Tanzim Alamgir
Managing Director and CEO
UCB Investment Limited

1. https://www.thedailystar.net/opinion/views/macro-mirror/news/bangladesh-economy-2025-and-expectations-2026-4069576
https://cpd.org.bd/bangladesh-economy-in-2025-and-expectations-for-2026/
https://www.adb.org/news/bangladesh-economy-slow-3-9-growth-fy2025-rebounding-fy2026
https://www.aljazeera.com/opinions/2025/12/3/bangladeshs-economy-is-not-collapsing-but-undergoing-a-necessary-reset

Independent Auditor's Report
To the Shareholders of UCB Investment Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UCB Investment Limited, which comprise the statement of financial position as at 31 December 2025, the statement of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year 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 give a true and fair view of 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).

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 the requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information, the other information comprises all the information but doesn't include the financial statements and our auditor's report thereon. The other information is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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. We have nothing to report in this regard.

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.

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, related safeguards.

Report on Other Legal and Regulatory Requirements

We also report that the financial statements comply with the Companies Act 1994, the Securities and Exchange Rules 2020 and the other applicable laws and regulations. We, as required by law, further report that:

a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;

b) in our opinion, proper books of 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.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants



Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS401662

Dhaka
28 April 2026

UCB Investment Limited

Statement of Financial Position

For the year ended 31 December 2025

	Amount in Taka	
	31 December 2025	31 December 2024
ASSETS		
Current Assets		
Cash and Bank Balances	76,916,132	57,974,571
Investments	907,981,698	838,143,933
Advances, Deposits & Prepayments	6,236,455	1,757,094
Margin Loan to Portfolio Client	5,639,154	499,900
Other Assets	138,820,801	95,234,797
Total Current Assets	**1,135,594,240**	**993,610,296**
Non-Current Assets		
Property, Plant and Equipment	485,127,154	482,392,519
Deferred Tax Asset	1,373,347	1,145,813
Total Non-Current Assets	**486,500,500**	**483,538,331**
TOTAL ASSETS	**1,622,094,741**	**1,477,148,628**
LIABILITIES AND SHAREHOLDERS' EQUITY		
Liabilities		
Current Liabilities		
Other Liabilities	197,222,324	168,149,970
Provision for Margin Loan	2,556,392	4,999
Provision for Diminution in Value of Investment	17,325,123	4,741,874
Total Current Liabilities	**217,103,839**	**172,896,843**
Non-Current Liabilities	**-**	**-**
Total Non-Current Liabilities	-	-
Shareholders' Equity		
Share Capital	1,000,000,000	1,000,000,000
Retained Earnings	404,990,902	304,251,785
Total Shareholders' Equity	**1,404,990,902**	**1,304,251,785**
TOTAL LIABILITIES AND SHAREHOLDERS' EQUITY	**1,622,094,741**	**1,477,148,628**

Chairman | **Director** | **Managing Director & CEO**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS401662

Dhaka
28 April 2026

UCB Investment Limited

Statement of Profit or Loss and Other Comprehensive Income

For the Period from 01 January 2025 to 31 December 2025

Particulars	Amount in Taka	
	From 1 Jan to 31 Dec 2025	From 1 Jan to 31 Dec 2024
Income		
Fee Income	100,039,479	100,588,286
Investment Income	108,307,734	59,281,406
Income from Portfolio Operations	2,054,298	3,012,466
Interest Income	2,608,877	3,207,416
Total Income	**213,010,388**	**166,089,575**
Expenses		
Operating Expense	37,192,321	42,513,212
Other Expense	23,346,375	21,167,029
Total Expenses	**60,538,697**	**63,680,240**
Profit before Provision	**152,471,692**	**102,409,334**
Provision for Diminution in Value of Investment	12,583,249	(5,398,655)
Provision for Margin Loan	2,551,393	4,999
Net Profit after provision	**137,337,049**	**107,802,990**
Current Tax	36,825,466	37,525,734
Deferred Tax	(227,534)	(539,692)
Net Profit after Tax	**100,739,117**	**70,816,948**
Other Comprehensive Income	-	-
Total Comprehensive Income	**100,739,117**	**70,816,948**

Chairman | **Director** | **Managing Director & CEO**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS401662

Dhaka
28 April 2026

UCB Investment Limited

Statement of Changes in Equity

For the year ended 31 December 2025

(Amount in Taka)

Particulars	Share Capital	Retained Earnings	Equity
Balance as at 01 January 2025	1,000,000,000	304,251,785	1,304,251,785
Net Profit after tax for the year	-	100,739,117	100,739,117
Balance as at 31 December 2025	**1,000,000,000**	**404,990,902**	**1,404,990,902**

For the year ended 31 December 2024

(Amount in Taka)

Particulars	Share Capital	Retained Earnings	Equity
Balance as at 01 January 2024	1,000,000,000	233,434,837	1,233,434,837
Net Profit after tax for the year	-	70,816,948	70,816,948
Balance as at 31 December 2024	**1,000,000,000**	**304,251,785**	**1,304,251,785**

Chairman **Director** **Managing Director & CEO**

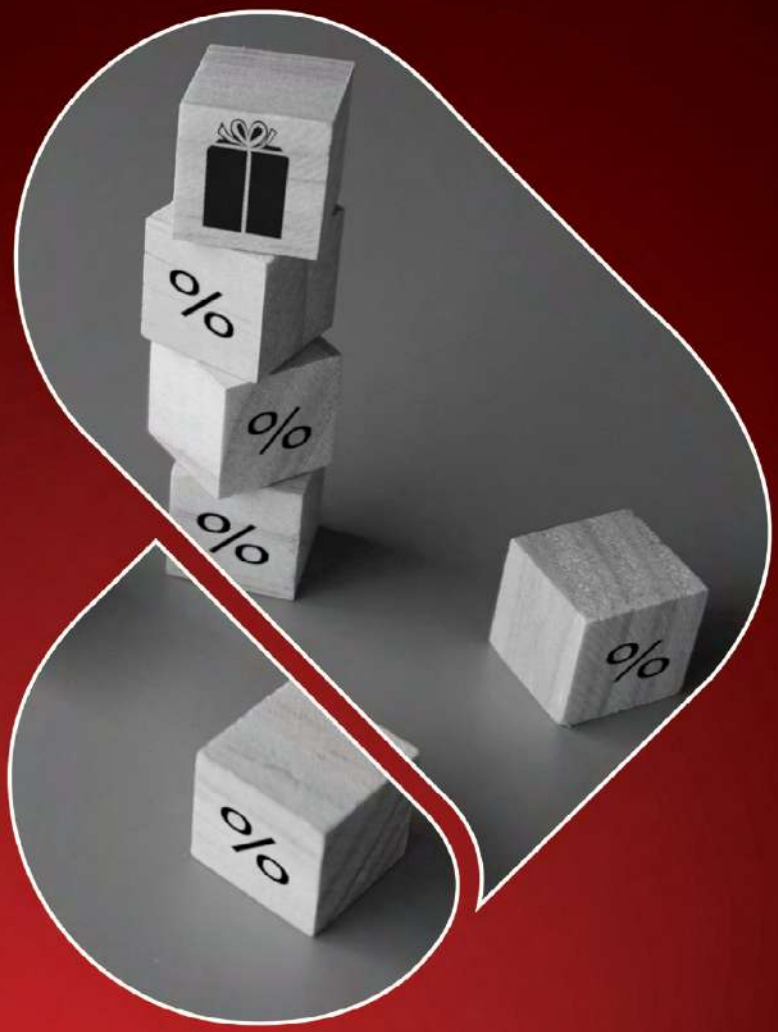
UCB Investment Limited

Statement of Cash Flows

For the year ended 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**		
	Interest Receipts in cash	65,726,544	39,638,314
	Dividend Receipts	5,063,740	5,523,991
	Fees & Commission Receipts	93,200,331	89,280,958
	Income taxes paid	(17,653,006)	(8,125,712)
	Paid to other operating activities	(31,537,700)	(31,160,777)
	Paid to employees	(32,966,016)	(30,272,845)
	Operating profit before changes in current assets and liabilities	**81,833,893**	**64,883,928**
	Increase/Decrease in current assets and liabilities	**(22,529,591)**	**(102,989,928)**
	(Purchases)/Sales of trading Securities	(5,000,000)	(62,968,854)
	Client Deposit, withdrawal, IPO & Dividend	(13,937,932)	(98,004,954)
	Receipt from UCB Stock Brokerage Ltd	(3,243,960)	59,417,545
	(Increase)/Decrease of Other Assets	(347,699)	(1,313,665)
	Decrease of Other Liabilities	-	(120,000)
	Net cash (used in)/ flow from operating activities	**59,304,302**	**(38,106,000)**
B.	**Cash flows from investing activities**		
	Purchase of Mutual Fund, T-Bond, Bank NBFI Bond	(36,747,234)	(82,489,886)
	Acquisition of Property,Plant and Equipment	(3,615,508)	(7,278,741)
	Encashment of Bond		98,937,880
	Net Cash flow from/(used in) investing activities	**(40,362,742)**	**9,169,253**
C.	**Cash flows from financing activities**	**-**	**-**
D.	**Net (Decrease)/Increase in cash and Bank Balance (A+B+C)**	**18,941,560**	**(28,936,747)**
E.	Unrealised Foreign Exchange Gain/(Loss)	-	-
F.	Cash and Bank Balance at beginning of the year	57,974,571	86,911,318
G.	**Cash and Bank Balance at the end of the year (D+E+F)**	**76,916,132**	**57,974,571**
	Cash in Hand	59,782	55,965
	Cash at Bank	76,856,350	57,918,606
		76,916,132	**57,974,571**

Chairman **Director** **Managing Director & CEO**



SUBSIDIARY

UCB Fintech Company Limited

Company Profile

Resilience is one of the biggest strengths of the Bangladeshis. During the hours of adversity and challenges, we persistently figure out solutions to any problem that we confront. Inspired by this optimistic spirit, উপায় (upay) was founded to become a lifestyle partner that makes customer journey simple, secure, and convenient, while availing round the clock financial services across the country.

উপায় (upay) is the digital financial service brand of UCB Fintech Company Limited, a subsidiary of the United Commercial Bank PLC. Upon receiving the license from Bangladesh Bank, উপায় (upay) started its journey in early 2021, offering a broad range of mobile financial services to people from all walks of life.

উপায় (upay) products and services include mobile transactions utility bill payment, in-store, and ecommerce payment, inward remittance, salary disbursement, airtime recharge, and other value-added financial services. Customers can avail the services from our nationwide agent and merchant network at an affordable charge.

উপায় (upay) aims to actively contribute to transforming the financial landscape of the country. It offers easy access to the seamless digital financial solution, touching the lives of millions of people, and thus driving financial inclusion in the country.

Embracing empathy as a core pillar of our value system, উপায় (upay) aims to usher in a new era in the digital financial service industry by keeping the customer's needs at the front and center of everything we do. No matter what challenges our customers face, as a companion, we promise to be their reliable problem solver, offering a delightful customer experience, complete security, and meaningful innovations.

Type of Business	Incorporation	Type of Company	No. of Branches	No. of Employees
Mobile Financial Services	30 July 2020	Private Limited Company	-	173

Core Values

We ensure ease of experience, innovative solutions, and superior security for our valued users.

Products & Services

- Mobile Transactions
- Utility Bill Payment
- In-Store Payment
- E-Commerce Payment
- Inward Remittance
- Salary Disbursement
- Airtime Recharge
- Other Value Added Financial Service

Contact Details

Mailing Address: Bulus Centre (16th Floor), Plot- CWS-(A)-1, Road No. 34, Gulshan Avenue, Dhaka 1212, Bangladesh
Telephone: +880 9610000999 | Email: info@upaybd.com | Website: www.upaybd.com

Board of Directors



Mohammad Mamdudur Rashid
Chairman



Md. Abdullah Al Mamoon
Director



Abul Alam Ferdous
Director



Abul Ehtesham Abdul Muhaimen
Independent Director



A. K. M. Fahim Mashroor
Independent Director



Shyamol Boran Das
Managing Director & CEO

Profile of the Board of Directors



Mohammad Mamdudur Rashid
Chairman

Mr. Mohammad Mamdudur Rashid is the Chairman of UCB Fintech Company Limited and the Managing Director & CEO of United Commercial Bank PLC. with a remarkable career spanning more than three decades in the banking industry. During his tenure at NCC as the Managing Director and Chief Executive Officer. Mr. Rashid played a pivotal role in expanding the bank's international trade portfolio and enhancing its standing in the banking market, thereby contributing to its growth. Notable achievements under his leadership include NCC Bank's recognition as Bangladesh Bank's Best Primary Dealer and Global Brand Magazine's recognition as the fastest-growing brand in 2023. With his guidance, NCC Bank was able to successfully implement Islamic banking. Mr. Rashid entered the banking industry in 1995 with Citibank-Bangladesh and has held various leadership positions in Bangladesh, India, and Australia since then. His extensive knowledge spans several departments, including HR, General Services, Risk, Operations, Compliance, Business and Credit.

Prior to this, Mr. Rashid was a prominent figure in the Banking industry, having held roles such as Chief Financial Officer, Strategic Head for the SME business, and Additional Managing Director at United Commercial Bank PLC (UCB) and BRAC Bank, respectively. During his fifteen years at Citibank, Bangladesh, Mr. Rashid held several roles, including COO of Citibank-Bangladesh and Head of Strategic Planning for Citibank's institutional banking in New Zealand and Australia. At BRAC and BRAC International, he was also the group chief financial officer.

Mr. Rashid has held prominent leadership roles across several financial institutions, including NCCB Securities and Financial Services Limited, UCB Stock Brokerage Limited, and BRAC EPL Stock Brokerage Limited. He also served as an Independent Director and Chairman of the Board Audit Committee at IPDC Finance Limited. In addition to his corporate experience, Mr. Rashid is deeply committed to social causes. He is the Trustee and Treasurer of Zanvir Trust, which supports financially disadvantaged students, and Chairman of the Scholarship Committee at Old Rajshahi Cadets Association (ORCA), a non-profit organization focused on educational support. Mr. Rashid received the Vice Chancellor's Gold Medal while earning his Master of Business Administration (MBA) from the University of Dhaka's Institute of Business Administration (IBA). While a Fulbright Scholar at Brandeis University in the United States, he received a Master of Arts degree in international finance and economics. He is also a Fellow of CPA Australia (FCPA). He has a plenty of domestic and international leadership and technical training under his belt.



Md. Abdullah Al Mamoon
Director

Mr. Md. Abdullah Al Mamoon is a Director of UCB Fintech Company Limited. He is also the Deputy Managing Director and Chief Operating Officer (COO) of United Commercial Bank PLC.

Mr. Mamoon joined UCB as Senior Executive Vice President with over 27 years of multi-disciplinary experiences in diversified professional domains with Government and Financial Institutions. Prior to joining UCB, Mr. Mamoon served in AB Bank and BRAC Bank Ltd in different capacities that include Head of Core Business Team, Head of Operational Risk Management, Head of Program Management, etc. He also served in bKash Limited, and Bangladesh Army, Government of Bangladesh. He served in the United Nations 'Peace Keeping' mission in Sierra Leone (UNAMSIL).

Mr. Mamoon obtained his MBA degree from Royal Roads University, British Columbia, Canada, and was a winner of the 'Chancellor's Award'. He is a globally certified Project Management Professional (PMP) from Project Management Institute (PMI) in the USA, and a Green Belt in Six Sigma from Benchmark Six Sigma, India. He attended various training and participated in seminars and workshops at home and abroad.



Abul Alam Ferdous
Director

Mr. Abul Alam Ferdous is a Director of UCB Fintech Company Limited and the Additional Managing Director of United Commercial Bank PLC. He brings around four decades of exceptional experience in Banking. In his illustrious career, he has held different banking positions in the arena of General Banking, Foreign Exchange, Credit etc. including 23 years of managerial responsibilities.

An esteemed figure in the banking industry, Mr. Ferdous completed his B.com (Honors) in Accounting and M.com from Chittagong University. He participated in various trainings, workshops and seminars in home and abroad. His academic background and profound experience have equipped him with robust understanding of financial principles and strategies, facilitating his strategic decision-making and leadership within the banking sector.



Abul Ehtesham Abdul Muhaimen
Independent Director

Mr. Abul Ehtesham Abdul Muhaimen is an Independent Director of UCB Fintech Company Limited. Muhaimen is a senior banking professional with over 30 years of multi-functional experience with 6 banks in Asia, Australia and the Middle East. Mr. Muhaimen had been serving as CEO and MD of Maldives Islamic Bank (MIB), CEO and MD of United Commercial Bank, prior to which he served as CEO and MD of one of Bangladesh's leading banks - Brac Bank.

Mr Muhaimen spent 17 years in ANZ Grindlays and Standard Chartered Bank. In Standard Chartered Bank, he was regional head SME & Mortgages for Middle East and South Asia. He was also Country head for Standard Chartered Bank's Consumer Banking in Bangladesh. In addition, he has extensive senior management experience being in the roles of CFO, HO-Human Resources, Head of Cards, Chief Operating Officer and Deputy CEO. He also spearheaded the integration of ANZ Grindlays & SCB as the Integration Manager in Bangladesh.

Mr Muhaimen has extensive experience in Digital Banking, Retail, SME, Finance, HR and Operations. He is a start-up and turnaround specialist who set up new businesses and transformed businesses through BPR. Mr. Muhaimen was instrumental in setting up the mobile financial service bKash - the first in Bangladesh and uPay- the first block chain based digital wallet in UCB. He has served as a director on the board of four companies - BracEPL, Brac EPSL, bKash (mobile banking company) and IIDFC (Non-Banking Financial Institution) in Bangladesh.

He has a post graduate degree in MBA from IBA, Dhaka University, and attended strategic senior management executive courses at INSEAD, Singapore; Cambridge University, UK; Mount Eliza of Monash University, Australia; and Harvard University, USA.



A. K. M. Fahim Mashroor
Independent Director

Mr. Fahim Mashroor is an Independent Director of UCB Fintech Company Limited. He has over two decades of experience in the tech industry of Bangladesh. One of the most successful serial entrepreneurs in the country, Fahim Mashroor founded Bdjobs.com (the online employment exchange in Bangladesh) in 2000. Bdjobs.com has been one of the most successful internet ventures in the country. It is also one of the top five job sites in South Asia. In 2015, SEEK Australia, the largest job board network in the world, became part of Bdjobs.com as a strategic investor.

He founded few other tech start-ups including AjkerDeal.com (retail marketplace), Delivery Tiger (retail logistics and fin-tech) and Beshto (social media). In 2012 he has been elected as President of BASIS (Bangladesh Association of Software & Information Services), the national trade body representing software and IT service industry of Bangladesh.

He has extensive experience in HR Development & Training, ICT Industry Development, Development Policy, Financial & Strategic Management. Fahim Mashroor has a graduate degree in Economics from Dhaka University and post graduate degree in MBA (IBA) Dhaka University.



Shyamol Boran Das
Managing Director & CEO

Mr. Shyamol B. Das is the Chief Executive Officer of UCB Fintech Company Ltd. – upay. He brings in 25+ years of executive experience spanning digital banking, mobile financial services (MFS), and large-scale technology-driven transformations. He is widely recognized for his instrumental role in cultivating customer-centric digital ecosystems, enhancing operational efficiencies, and steering organizations through periods of significant change with strategic clarity and decisive leadership.

Prior to his appointment at upay, Mr. Das held several senior leadership positions which includes Additional Managing Director at Nagad, Deputy Managing Director and Chief Information Officer at Meghna Bank Limited, Chief Information and Digital Officer at Mutual Trust Bank, Chief Digital Officer at BRAC Bank Limited, and Chief Executive Officer of BRAC IT Services Limited. In these capacities, he successfully spearheaded complex organizational transformations, launched ground breaking digital platforms, and built high-performing teams capable of navigating future industry challenges.

Mr. Das holds a Bachelor of Science in Computer Science & Engineering from Bangalore University and a Master of Science in Information Management & Security from Royal Holloway, University of London. He has completed advanced professional certifications from esteemed global institutions such as Cornell University, Harvard University, Oxford University, MIT Sloan, INSEAD, Columbia Business School, and the London School of Economics.

Directors' Report

Dear Shareholders,

The Board of Directors of UCB Fintech Company Limited (upay) is pleased to present before you the Directors' Report along with the Auditor's Report and the Audited Financial Statements as at and for the year ended 31 December 2025 for your kind consideration and approval.

The Directors' Report is prepared in accordance with the guidance of the Companies Act 1994 and the requirements of other regulatory pronouncements and should be read in conjunction with the financial statements and accompanying notes to the financial statements.

UCB Fintech Company Limited was incorporated as a 100%-owned-subsidiary of United Commercial Bank PLC on 30 July 2020 and upon receiving the license from Bangladesh Bank, it started its journey in early 2021 under the brand উপায় (upay) with the aim to disrupt the Mobile Financial Services (MFS) industry in Bangladesh so that people from all walks of life can get easy access to innovative and secured financial services.

UCB Fintech Company Limited has been operating in an industry characterized by a large and aggressive market leader, an aggressive challenger, price sensitive customers and low-margin products. Gaining and maintaining traction in this industry is not only challenging but also expensive; particularly, for new entrant like উপায় (upay). It is not possible for a new entrant to this industry to create a footprint without significant investment in customer acquisition, channel development and in brand building.

Registered customers of UCB Fintech Company Limited stood at around 9.67 million at the end of 2025. The number of retail agents was 190,626 and the number of merchants was 20,223 at the end of the year. During the year under review, the Company recorded core revenue of BDT 271.80 million, compared to BDT 434.76 million in the previous year, reflecting a decline of 37.5%. The reduction in revenue was primarily attributable to lower business volumes and a more selective operating strategy during the year.

Despite the decline in core revenue, cost of sales decreased significantly by 52.5%, from BDT 437.68 million in 2024 to BDT 208.01 million in 2025, demonstrating effective cost management initiatives. As a result, the Company achieved a positive contribution margin of BDT 63.80 million, compared to a negative contribution margin of BDT 2.92 million in the prior year.

Net interest income on float increased by 16.1% to BDT 60.67 million (2024: BDT 52.24 million), reflecting improved utilization of float balances and better treasury management. Consequently, gross profit increased significantly by 152.4%, rising to BDT 124.47 million in 2025 from BDT 49.32 million in 2024.

The Company continued its focus on cost rationalization and efficiency improvement. Operating expenses decreased by 27.8%, from BDT 869.83 million in 2024 to BDT 628 million in 2025. As a result of improved gross profit and lower operating expenses, the operating loss narrowed substantially to BDT 503.54 million, compared to an operating loss of BDT 820.52 million in the previous year, representing an improvement of 38.63%.

The Company reported a loss before tax of BDT 464.2 million, compared to BDT 731.23 million in 2024, showing an improvement of 36.5%.

After accounting for corporate tax expense of BDT 22.07 million (2024: BDT 27.87 million), the net loss after tax stood at BDT 486.2 million, compared to BDT 759.09 million in the previous year. This reflects a year-on-year improvement of 35.95% in bottom-line performance.

With a renewed focus on strategic business model for the sustainable growth trajectory of the company, management has been continuing its efforts to innovative new business, improve customer experience, streamline operations, optimize costs, and enhance revenue quality.

The Board remains cautiously optimistic that these measures will contribute to improved financial performance in the coming years.

The Financial Statements have been prepared in accordance to International Financial Reporting Standards (IFRSs) as applicable in Bangladesh. Based on the financial performance of the company, the Board is not recommending any dividend for the year 2025.

The Board would like to thank all employees and management team of the company for their tireless efforts and dedication to move the company forward. The Board is also thankful to all the customers, partners and shareholders whose continued confidence in the company is very important to fulfill the purpose for which the company is established. And, finally, we express our thanks and gratitude to all regulators and government agencies for their continuous support.

For and on behalf of the Board of Directors of UCB Fintech Company Limited.



Mohammad Mamdudur Rashid
Chairman
UCB Fintech Company Limited

Management Discussion & Analysis

The financial year 2025 marked a phase of strategic realignment and operational consolidation for UCB Fintech Company Limited. The Company continued to strengthen its position in Bangladesh's rapidly evolving digital financial services landscape while undertaking decisive measures to enhance long-term sustainability.

During the year, management focused on improving unit economics, optimizing operating costs, and strengthening core revenue streams, resulting in a significant reduction in overall losses despite a contraction in revenue.

Financial Performance

The Company reported total revenue of BDT 272 million in 2025, compared to BDT 435 million in 2024, reflecting a decline of 37%. This reduction was primarily attributable to the Company's strategic decision to rationalize low-margin and incentive-driven transactions in favor of more sustainable and value-accretive business segments.

Cost of sales decreased substantially by 52%, from BDT 438 million in 2024 to BDT 208 million in 2025. As a result, the Company achieved a positive contribution margin of BDT 64 million, compared to a marginal loss in the previous year. This improvement reflects enhanced pricing discipline, better cost management, and a shift in transaction mix.

Gross profit rose significantly by 152%, reaching BDT 124 million compared to BDT 49 million in 2024, demonstrating the positive impact of improved unit economics and increased float income.

Operating Expenses and Efficiency

Operating expenses were reduced to BDT 628 million in 2025 from BDT 870 million in the previous year, representing a decrease of 28%. This reduction was achieved through disciplined cost management initiatives, including optimization of marketing expenditures, agent commissions, and administrative overheads.

Despite this progress, the overall cost base remains elevated relative to revenue, indicating the need for further scale efficiencies and revenue expansion.

Profitability

Operating loss for the year stood at BDT 504 million, significantly lower than BDT 821 million in 2024, representing an improvement of 39%.

Net loss before tax decreased to BDT 464 million, compared to BDT 731 million in the prior year. After accounting for corporate tax, net loss stood at BDT 486 million, an improvement of 36% year-on-year.

The reduction in losses was primarily driven by:

- Improved contribution margins
- Lower operating expenses
- Increased float income

Business Performance and Strategic Developments

During the year, the Company undertook several strategic initiatives aimed at strengthening its business model:

- Rationalization of low-yield transactions to improve profitability
- Focus on merchant ecosystems
- Expansion of digital payment use cases
- Strengthening collaboration with its parent, United Commercial Bank PLC, to leverage synergies in liquidity, infrastructure, and customer acquisition

These initiatives have laid the foundation for a more resilient and scalable business model.

Challenges

The Company continues to face several structural and market challenges:

- Increasing competition in the mobile financial services sector
- Revenue contraction due to transition towards sustainable business lines
- High operating cost base relative to current scale
- Predominance of low-margin cash-out transactions in the industry

Addressing these challenges remains a key priority for management.

Outlook

Looking ahead, the Company aims to transition from a cost optimization phase to a growth and monetization phase. Strategic focus areas for 2026 include:

- Rebuilding revenue through merchant payments, payroll solutions, and digital ecosystem expansion
- Enhancing customer engagement and transaction frequency
- Improving revenue per user
- Leveraging group synergies with United Commercial Bank PLC

Driving further operational efficiencies

The management remains confident that these initiatives will support a gradual path toward sustainable profitability.

Conclusion

The year 2025 represents a turning point for UCB Fintech Company Limited. While revenue declined, the Company achieved meaningful progress in improving its cost structure, strengthening margins, and reducing losses.

The focus going forward will be on scaling the business responsibly, enhancing monetization, and delivering long-term value to stakeholders.



Md. Abdullah Al Mamoon
Director (BoD)
UCB Fintech Company Limited

Independent Auditor's Report
To the Shareholders of UCB Fintech Company Limited

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UCB Fintech Company Limited, which comprise the statement of financial position as at 31 December 2025, 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 give a true and fair view of 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 (IFRSs).

Basis for Opinion

We conducted our audit in accordance to 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 the requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises all the information but doesn't include the financial statements and our auditor's report thereon. The other information is expected to be made available to us after the date of this auditor's report.

Our opinion on the financial statements does not cover other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the 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. We have nothing to report in this regard.

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, 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 0required 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.

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, related safeguards.

Report on other Legal and Regulatory Requirements

We also report that the financial statements comply with the Companies Act 1994 and the other applicable laws and regulations. We, as required by law, further report that:

a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;

b) in our opinion, proper books of accounts as required by law have been kept by the Company so far as it appeared from our examination of these books; and

c) the statements 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.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants



Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS931315

Dhaka
28 April 2026

UCB Fintech Company Limited

Statement of Financial Position

As at 31 December 2025

In BDT	As at 31 December 2025	As at 31 December 2024
Assets		
Property, plant and equipment	100,036,808	148,380,695
Intangible assets	198,745,362	245,183,513
Pre-operating costs	-	937,718
Non-current assets	**298,782,170**	**394,501,926**
Inventory and consumable items	14,807,019	34,121,504
Advances, deposits and prepayments	7,907,700	48,105,466
Account receivables	7,098,119	40,566,256
Advance income tax	4,099,146	-
Trust cum settlement accounts and investments	1,228,656,035	1,127,651,669
Cash and cash equivalent	280,830,108	654,228,087
Current assets	**1,543,398,127**	**1,904,672,982**
Total assets	**1,842,180,297**	**2,299,174,908**
Equity and liabilities		
Equity		
Share capital	5,000,000,000	5,000,000,000
Retained earnings	(4,380,237,521)	(3,894,000,868)
Total equity	**619,762,479**	**1,105,999,132**
Liabilities		
Customer and other deposits	1,113,150,734	1,058,755,857
Provision for income tax	-	4,619,650
Operational payables	51,676,469	45,932,943
Other payables	6,359,625	7,791,099
Provision for Expenses	51,230,990	76,076,227
Current liabilities	**1,222,417,818**	**1,193,175,777**
Total liabilities	**1,222,417,818**	**1,193,175,777**
Total equity and liabilities	**1,842,180,297**	**2,299,174,908**

Managing Director & CEO | **Director** | **Director**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS931315

Dhaka
28 April 2026

UCB Fintech Company Limited

Statement of profit or loss and other comprehensive income

For the year ended 31 December 2025

In BDT	01 January to 31 December 2025	01 January to 31 December 2024
Revenue	332,470,903	486,997,020
Cost of services	208,009,239	437,679,474
Gross profit/(loss)	**124,461,664**	**49,317,546**
Administrative and other operating expenses	531,287,909	582,252,774
Commercial expenses	96,712,191	287,581,383
Operating loss	**(503,538,437)**	**(820,516,612)**
Non operating income	39,371,746	89,289,019
Net loss before tax	**(464,166,690)**	**(731,227,593)**
Income tax expense	22,069,963	27,867,025
Net loss after tax	**(486,236,653)**	**(759,094,618)**
Other comprehensive income/(expense)	-	-
Total comprehensive income/(expense)	**(486,236,653)**	**(759,094,618)**

Managing Director & CEO **Director** **Director**

This is the statement of financial position referred to in our separate report of even date.

Signed for and on behalf of
Aziz Halim Khair Choudhury
Chartered Accountants

Golam Fazlul Kabir FCA
Partner
ICAB Enrolment No. #1721
DVC: 2604281721AS931315

Dhaka
28 April 2026

UCB Fintech Company Limited

Statement of changes in equity

For the year ended 31 December 2025

In BDT	Attributable to the owners of the Company		
	Share Capital	Retained earnings	Total Equity
Balance as at 1 January 2025	**5,000,000,000**	**(3,894,000,868)**	**1,105,999,132**
Transactions with owners of the Company			
Contributions and distributions:			
Issue of ordinary shares	-	-	-
Total comprehensive income for the year ended 31 December 2025			
Net loss for the year	-	(486,236,653)	(486,236,653)
Balance as at 31 December 2025	**5,000,000,000**	**(4,380,237,521)**	**619,762,479**

In BDT	Attributable to the owners of the Company		
	Share Capital	Retained earnings	Total Equity
Balance as at 1 January 2024	**5,000,000,000**	**(3,134,906,250)**	**1,865,093,750**
Transactions with owners of the Company			
Contributions and distributions:			
Issue of ordinary shares	-	-	-
Total comprehensive income for the year ended 31 December 2024			
Net loss for the year	-	(759,094,618)	(759,094,618)
Balance as at 31 December 2024	**5,000,000,000**	**(3,894,000,868)**	**1,105,999,132**

Managing Director & CEO **Director** **Director**

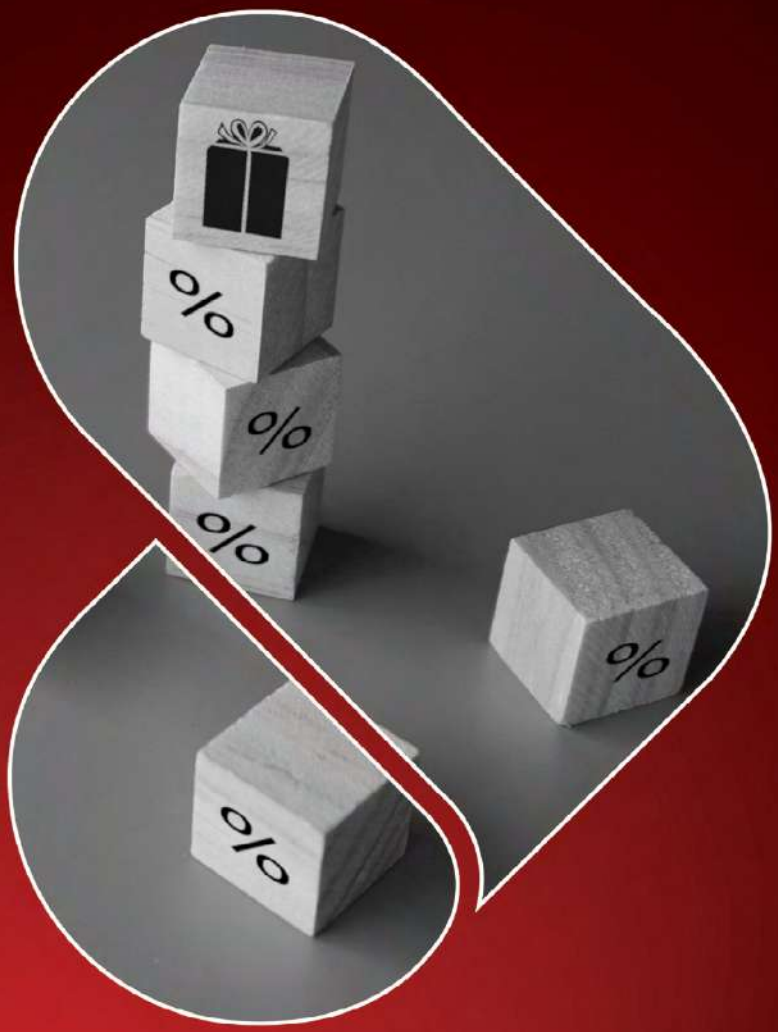
UCB Fintech Company Limited

Statement of cash flows

For the year ended 31 December 2025

In BDT	1 January to 31 December 2025	1 January to 31 December 2024
Cash flows from operating activities		
Cash receipt from customers	273,693,801	433,397,046
Interest received	130,325,279	146,902,823
Receipt from scrap sales	-	7,782
Cash receipt against wallets	54,394,878	287,602,830
Cash generated from operating activities	**458,413,958**	**867,910,481**
Payment to suppliers and others	(430,706,835)	(926,190,641)
Payment to employees	(274,803,489)	(379,832,185)
Income tax paid	(30,788,759)	(27,769,968)
Cash used in operating activities	**(736,299,083)**	**(1,333,792,794)**
Net cash used in operating activities	**(277,885,125)**	**(465,882,313)**
Cash flows from Investing activities		
Investment in treasury bonds	-	(36,257,750)
Acquisition of property, plant and equipment	-	(23,409,468)
Sale of property, plant and equipment	4,563,231	-
Net cash used in investing activities	**4,563,231**	**(59,667,218)**
Cash flows from Financing activities		
Cash receipt from issue of shares	-	-
Net cash from financing activities	**-**	**-**
Net increase in cash and cash equivalent	**(273,321,894)**	**(525,549,531)**
Cash and cash equivalent as at 01 January	1,474,215,494	1,999,765,025
Cash and Bank Balances including trust cum settlement accounts as at 31 December	**1,200,893,600**	**1,474,215,494**
Less: Trust cum settlement accounts	920,063,492	819,987,407
Cash and Bank Balances at the end of the year	**280,830,108**	**654,228,087**

Managing Director & CEO **Director** **Director**



SUBSIDIARY

UCB Exchange (SG) Pte Ltd

Company Profile

UCB Exchange (SG) Pte Ltd is a wholly owned subsidiary of United Commercial Bank and was incorporated in Singapore on 25 January 2023 as a private limited company under the Companies Act 1967, with Unique Entity Number (UEN): 202302830G.

Our mission is to become the preferred choice for remitters in Singapore and a global leader in the money transfer industry. We are committed to offering competitive exchange rates, flexible settlement options, and exceptional business and operational support, all backed by cutting-edge technology.

UCB Exchange (SG) Pte Ltd aims to deliver a fast, secure, and cost-effective remittance experience that consistently exceeds customer expectations. Through continuous innovation and a deep understanding of our clients' evolving needs, we strive to set new standards in the remittance sector.

Type of Business	Incorporation	Type of Company
Remittance	25 Jan 2023	Private Limited

UCB Exchange (SG) Pte Ltd aspires to be a one-stop solution for remitters looking to send their hard-earned money securely, quickly, and reliably to their chosen beneficiaries. Our customers will choose UCB Exchange because of our unwavering commitment to the following core values:

Trust & Integrity

We operate with the highest ethical standards and transparency to build lasting trust with our clients, partners, and regulators.

Customer-Centricity

Our customers are at the heart of everything we do. We listen, understand, and respond to their needs with empathy and efficiency.

Reliability & Security

We ensure the highest level of operational reliability and data security so customers can remit funds with confidence and peace of mind.

Innovation & Technology

We continuously invest in modern technologies and digital platforms to offer fast, user-friendly, and efficient remittance solutions.

Competitive Value

We offer fair and competitive exchange rates and service fees, ensuring maximum value for our customers.

Compliance & Governance

We strictly adhere to all regulatory and compliance requirements to promote safe and responsible financial transactions.

Excellence in Service

We are committed to providing seamless, responsive, and high-quality service that exceeds customer expectations.

Products & Services

Remittance

Contact Details

Mailing Address: 10 ANSON ROAD, #29-04A, INTERNATIONAL PLAZA, SINGAPORE 079903

Board of Directors



Mohammad Mamdudur Rashid
Chairman



Nabil Mustafizur Rahman
Director



Mumtaz Ahmed
Director



Gea Ban Peng
Secretary and Director



Islam Mohammad Aminul
Chief Executive Officer and Director

Directors' Statement

The directors present their statement to the member together with the audited financial statements of the Company for the financial year ended 31 December 2025.

OPINION OF THE DIRECTORS

In the opinion of the directors:

(a) the financial statements of the Company are drawn up so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the financial performance, changes in equity and cash flows of the Company for the financial year ended on that date; and

(b) at the date of this statement, there are reasonable grounds to believe that the Company will be able to pay its debts as and when they fall due.

DIRECTORS

The directors of the Company in office at the date of this statement are as follows:
Mohammad Mamdudur Rashid
Nabil Mustafizur Rahman
Mumtaz Ahmed
Gea Ban Peng
Islam Mohammad Aminul

ARRANGEMENTS TO ENABLE DIRECTORS TO ACQUIRE BENEFITS BY MEANS OF THE ACQUISITION OF SHARES AND DEBENTURES

Neither at the end of the financial year nor at any time during the financial year did there subsist any arrangement to which the Company is a party, being arrangements whose objects are, or one of whose objects is, to enable the directors of the Company to acquire benefits by means of the acquisition of shares in, or debentures of, the Company or any other body corporate.

DIRECTORS' INTERESTS IN SHARES OR DEBENTURES

According to the register kept by the Company for the purposes of section 164 of the Singapore Companies Act 1967, the interests of the directors, who held office at the end of the financial year in the shares of the Company and of the related corporations were as follows:

Name of directors	Direct interest	
	At beginning of financial year or date of appointment	At end of financial year
The Company (Ordinary shares)		
Mohammad Mamdudur Rashid (appointed on 23.2.2025)	-	-
Nabil Mustafizur Rahman (appointed on 23.2.2025)	-	-
Mumtaz Ahmed (appointed on 23.2.2025)	-	-
Gea Ban Peng	-	-
Islam Mohammad Aminul	-	-

Except as disclosed in this statement, no director who held office at the end of the financial year had interests in shares or debentures of the Company and of the related corporations, either at the beginning of financial year, or date of appointment if later, or at the end of the financial year.

SHARE OPTIONS

During the financial year, there were:

- no options granted by the Company to any person to take up unissued shares of the Company; and
- no shares issued by virtue of any exercise of option to take up unissued shares of the Company.

At the end of the financial year, there were no unissued shares of the Company under option.

AUDITORS

The auditors, C. C. Yang & Co., have expressed their willingness to accept re-appointment.

On behalf of the Board of Directors

Islam Mohammad Aminul

Mumtaz Ahmed

5 March 2026

Independent Auditor's Report
TO THE MEMBER OF UCB EXCHANGE (SG) PTE. LTD.

(Incorporated in the Republic of Singapore)
Co. Reg. No. 202302830G

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of UCB Exchange (SG) Pte. Ltd. (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 of the Company for the financial year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements are properly drawn up in accordance with the provisions of the Companies Act 1967 (the "Act") and Financial Reporting Standards in Singapore (FRSs) so as to give a true and fair view of the financial position of the Company as at 31 December 2025 and of the financial performance, changes in equity and cash flows of the Company for the financial year ended on that date.

Basis for Opinion

We conducted our audit in accordance with Singapore Standards on Auditing (SSAs). 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 Accounting and Corporate Regulatory Authority (ACRA) Code of Professional Conduct and Ethics for Public Accountants and Accounting Entities (ACRA Code) together with the ethical requirements that are relevant to our audit of the financial statements in Singapore, and we have fulfilled our other ethical responsibilities in accordance with these requirements and the ACRA Code. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information

Management is responsible for the other information. The other information comprises the Directors' Statement set out on pages 1 and 2.

Our opinion on the 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 financial statements, our responsibility is to read the other information 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. We have nothing to report in this regard.

Responsibilities of Management and Directors for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with the provisions of the Act and FRSs, and for devising and maintaining a system of internal accounting controls sufficient to provide a reasonable assurance that assets are safeguarded against loss from unauthorised use or disposition; and transactions are properly authorised and that they are recorded as necessary to permit the preparation of true and fair financial statements and to maintain accountability of assets.

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.

The directors' responsibilities include 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 assurance, but is not a guarantee that an audit conducted in accordance with SSAs 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 SSAs, we exercise professional judgement and maintain professional scepticism 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.

Auditor's Responsibilities for the Audit of the Financial Statements (Cont'd)

We communicate with the directors 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 our opinion, the accounting and other records required by the Act to be kept by the Company have been properly kept in accordance with the provisions of the Act.

SINGAPORE
5 March 2026

C. C. YANG & CO.
PUBLIC ACCOUNTANTS AND
CHARTERED ACCOUNTANTS

UCB EXCHANGE (SG) PTE. LTD.

(Incorporated in the Republic of Singapore)
Co. Reg. No. 202302830G

STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in Singapore Dollars)

	2025 $	2024 $
Revenue	-	-
Other Items of Expense		
Other Expenses	(10,651)	(9,591)
Loss Before Tax from Continuing Operations	**(10,651)**	**(9,591)**
Income Tax Expense	-	-
Loss from Continuing Operations, Net of Tax	**(10,651)**	**(9,591)**
Other Comprehensive Income		
Other Comprehensive Income, Net of Tax	-	-
Total Comprehensive Income	**$(10,651)**	**$(9,591)**

UCB EXCHANGE (SG) PTE. LTD.

(Incorporated in the Republic of Singapore)
Co. Reg. No. 202302830G

STATEMENT OF FINANCIAL POSITION

AS AT 31 DECEMBER 2025
(Expressed in Singapore Dollars)

	2025 $	2024 $
ASSETS		
Current Assets		
Other Receivables	60,000	60,000
Prepayments	292	-
Cash and Cash Equivalents	1,000	1,000
Total Current Assets	**61,292**	**61,000**
Total Assets	**$ 61,292**	**$ 61,000**
EQUITY AND LIABILITIES		
Equity		
Share Capital	1,000	1,000
Accumulated Losses	(33,508)	(22,857)
Total Equity	**(32,508)**	**(21,857)**
Current Liabilities		
Other Payables	93,800	82,857
Total Current Liabilities	**93,800**	**82,857**
Total Liabilities	**93,800**	**82,857**
Total Equity and Liabilities	**$ 61,292**	**$ 61,000**

UCB EXCHANGE (SG) PTE. LTD.

(Incorporated in the Republic of Singapore)
Co. Reg. No. 202302830G

STATEMENT OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in Singapore Dollars)

	Total Equity $	Share Capital $	Accumulated Losses $
Opening Balance at 1/1/2025	(21,857)	1,000	(22,857)
Total Comprehensive Income for the Year	(10,651)	-	(10,651)
Closing Balance at 31/12/2025	**$ (32,508)**	**$ 1,000**	**$ (33,508)**
Opening Balance at 1/1/2024	(12,266)	1,000	(13,266)
Total Comprehensive Income for the Year	(9,591)	-	(9,591)
Closing Balance at 31/12/2024	**$ (21,857)**	**$ 1,000**	**$ (22,857)**

UCB EXCHANGE (SG) PTE. LTD.

(Incorporated in the Republic of Singapore)
Co. Reg. No. 202302830G

FOR THE YEAR ENDED 31 DECEMBER 2025

FOR THE YEAR ENDED 31 DECEMBER 2025
(Expressed in Singapore Dollars)

	2025 $	2024 $
Operating Activities		
Loss Before Tax from Continuing Operations	(10,651)	(9,591)
Operating Cash Flows Before Changes In Working Capital	(10,651)	(9,591)
Total Changes In Working Capital	(4,715)	4,715
Decrease (Increase) in Prepayments	(292)	292
Increase (Decrease) in Other Payables	(4,423)	4,423
Net Cash Flows Used In Operating Activities	(15,366)	(4,876)
Financing Activities		
Increase in Amount Due to Holding Company	15,366	4,876
Net Cash Flows From Financing Activities	15,366	4,876
Net Increase in Cash and Cash Equivalents	-	-
Cash and Cash Equivalents, Statement of Cash Flows, Beginning Balance	1,000	1,000
Cash and Cash Equivalents, Statement of Cash Flows, Ending Balance	**$ 1,000**	**$ 1,000**



SUPPLEMENTARY INFORMATION

Branches Network

Dhaka Division

Ati Bazar Branch
Address : Haji Nasir Uddin Market, P.O.Ati Bazar, Union: Shakta, P.S. Karanigonj, Dist. Dhaka
Email : ati@ucb.com.bd, hob.ati@ucb.com.bd
Routing no : 245270345
SWIFT Code : UCBLBDDH
Contact : 01847454073, 01847454074

Balasur Branch
Address : Firoz Khan Shopping Center, Balasur Chowrasta P.O. Bhagyakul, Union: Bhagyakul, P.S. Srinagor, Dist. Munshigonj
Email : bal@ucb.com.bd
Routing no : 245590083
SWIFT Code : UCBLBDDH
Contact : 01847-275243

Banani Branch
Address : Sharif Plaza (1st & 2nd Floor), 39, Kamal Ataturk Avenue, Banani, Dhaka
Email : bnb@ucb.com.bd
Routing no : 245260434
SWIFT Code : UCBLBDDHBNB
Contact : 02-222290437

Banani Road No-11 Branch
Address : AWR NIB Tower, House No: 99, Road No: 11 Bir Uttam Khadimul Bashar Sarak, Word No: 19, Dhaka North City Corporation, PS: Banani, Dhaka
Email : beb@ucb.com.bd
Routing no : 245260968
SWIFT Code : UCBLBDDH
Contact : +880 02 41081957 & +88 02 4108195

Banasree Branch
Address : Block-K, Plot-320, Road No-16 Main Road, South Banasree, Dhaka
Email : bns@ucb.com.bd
Routing no : 245260726
SWIFT Code : UCBLBDDH
Contact : +88 02 47291441-3

Bangshal Branch
Address : 32/3, Malitola Road, North South Road, Dhaka -1000
Email : bng@ucb.com.bd
Routing no : 245270882
SWIFT Code : UCBLBBDHBNG
Contact : +8802223382520

Barakandi Branch
Address : Joynal Plaza, Kazirhat, vill-Dubaisalbar, Union-Barakandi,Thana-Jazira, Shariatpur
Email : brk@ucb.com.bd
Routing no : 245860089
SWIFT Code : UCBLBDDHAGB
Contact : 01915479462

Baroipara Branch
Address : Fajar Ali Complex, Area: Baroipara, Union 1 No. Shimulia, Police Station: Ashulia, District: Dhaka
Email : bpb@ucb.com.bd
Routing no : 245261712
Contact : 01329738837(HOB), 01844491079 (OM)

Bashundhara Branch
Address : Plot No- 06, Block-A Bashundhara Main Road, Bashundhara R/A, DHAKA
Email : bbd@ucb.com.bd
Routing no : 245260555
SWIFT Code : UCBLBDDHXXX
Contact : +88 02 8431315; 01811481287

Bhanga Branch
Address : Hawlader Mansion, Holding-108, Ward-08, PS: Bhanga, District: Faridpur
Email : bab@ucb.com.bd
Routing no : 245290288
SWIFT Code : UCBLBDDHBAB
Contact : 01322890079, 01894924636

Bhawal Mirzapur Branch
Address : Halima Plaza Bhawal Mirzapur Bazar Mirzapur, Gazipur
Email : bmb@ucb.com.bd
Routing no : 245330243
SWIFT Code : UCBLBDDH
Contact : 017109635957, 01955515472

Bheramara Branch
Address : Halima Plaza, Vill-Bhawal Mirzapur, Union-Mirzapur, PS-Gazipur Sadar, Dist. Gazipur
Email : bmk@ucb.com.bd
Routing no : 245500286
SWIFT Code : UCBLBDDH
Contact : +88 01321124381, 01841741231

Bhulta Branch
Address : Gausia Market (1st Floor), Bhulta Rupganj, Narayanganj, Dhaka
Email : bul@ucb.com.bd
Routing no : 245670224
SWIFT Code : UCBLBDDH
Contact : 01713108790

Bijoynagar Branch
Address : Al Razi Complex (1st Floor), 166/167, Shahid Sayed Nazrul Islam Sharani, Paltan, Dhaka
Email : bjn@ucb.com.bd
Routing no : 245271094
SWIFT Code : UCBLBDDHBJN
Contact : 47119385

Chashara Branch
Address : Badhan Community Centre (1st Floor), 231/5, B. B. Road Chashara, Narayangonj
Email : cbn@ucb.com.bd
Routing no : 245670237
SWIFT Code : UCBLBDDH
Contact : +88 02 75643991-102, 01732799612, 01817032567

Chinispur Branch
Address : G.M.Bhuiyan Tower, Velanagar Bus Stand Vill: Chinispur, Ward No: 03 Union-Chinispur PS- Narsingdi Sadar, Dist. Narsingdi
Email : cns@ucb.com.bd
Routing no : 245680085
SWIFT Code : UCBLBDDH
Contact : 02-9451881, 01966602243

Corporate Branch
Address : Bulus Center, Plot-CWS-(a)-1, Road:34 Gulshan Avenue, Dhaka-1212
Email : cob@ucb.com.bd
Routing no : 245261738
SWIFT Code : UCBLBDDHGAB
Contact : 0255668070, 09610999999

Dakshinkhan Branch
Address : Abdul Jabbar Nayema Tower, Holding no: 16, Bir Muktijoddha SM Mozammel hoque Road, Ward No:50, Dhaka North City Corporation, Police Station: Dakkhinkhan, District: Dhaka.
Email : dkn@ucb.com.bd
Routing no : 245260913
Contact : 01787670976 (HOB), 01915479179 (OM)

Danga Bazar Branch
Address : Badsha Plaza, Ward No.05 P.O. Danga Bazar Union- Danga P.S. Palash, Dist. Narsingdi
Email : dan@ucb.com.bd
Routing no : 245680201
SWIFT Code : UCBLBDDH
Contact : 01847275241, 01847275242

Darus Salam Road Branch
Address : 09, Dakhin Bishil, Word No-12 Darus Salam Road, Mirpur-01 P.S-Darus Salam, Dhaka North City Corporation
Email : drs@ucb.com.bd
Routing no : 245260942
SWIFT Code : UCBLBDDH
Contact : 48038312-14

Dhanmondi Branch
Address : 43 (New) Road # 27 (Old), 16 (New) Dhanmondi R/A, Dhaka 1209
Email : dhn@ucb.com.bd
Routing no : 245261183
SWIFT Code : UCBLBDDH
Contact : +880248119933

Donia Branch
Address : 1067, Nayapara (1st & 2nd floor) Union: Shampur, P.S: Shampur, Dhaka
Email : dnb@ucb.com.bd
Routing no : 245271423
SWIFT Code : UCBLBDDH
Contact : 02223341286

Ekuria Branch
Address : Haji Shahidullah Super Market (Ground & 1st Floor), Dhaka-Mawa Road, Union-Shuvadda, Ward No-08, PS-South Keranigonj, District-Dhaka
Email : erb@ucb.com.bd
Routing no : 245270532
SWIFT Code : UCBLBDDH
Contact : 01713-108771, 01844546446

Elephant Road Branch
Address : Capita Jamaly Heights, Elephant Road, Holding No.102, Ward No.18, Dhaka South City Corporation, PS-New Market, Dist. Dhaka
Email : epr@ucb.com.bd
Routing no : 245261338
SWIFT Code : UCBLBDDHEPR
Contact : 029664619, 58615947, 9667370, 58610675

Faridpur Branch
Address : 85, Mujib Sarak, Faridpur
Email : frd@ucb.com.bd; ob.frd@ucb.com.bd, ombco.frd@ucb.com.bd
Routing no : 245290525
SWIFT Code : UCBLBDDH
Contact : 01711883740, 01833312432

Foreign Exchange Branch
Address : 20, Dilkusha Commercial Area, Motijheel, Dhaka-1000
Email : fex@ucb.com.bd
Routing no : 245272327
SWIFT Code : UCBLBDDHFEX
Contact : 9515211

Gausul Azam Avenue Branch
Address : 22, Sonargaon Janapath Sarak Sector-09, Dhaka North City Corporation, PS: Uttara, Dhaka
Email : sal@ucb.com.bd
Routing no : 245260450
SWIFT Code : UCBLBDDH
Contact : +880255094350, 01915479135

Gazipur Chowrasta Branch
Address : Unisay Tower (1st floor) Mymensingh Road, Union: Bason, P.O: Chandana Dist: Gazipur.
Email : gcb@ucb.com.bd
Routing no : 245330551
SWIFT Code : UCBLBDDH
Contact : +8801817032564

Ghatail Branch
Address : Mohona Shopping Center, Holding No:541-542, Main Road, Ward No-07 Ghatail, Tangail
Email : GHT@UCB.COM.BD
Routing no : 245930919
SWIFT Code : UCBLBDDH
Contact : 01955515471

Ghior Branch
Address : Zilla Parishad Tower, Ghior Bazar,Dag: RS 718, 719 & 723, Khatian:RS-05, Mouza: Ghior, Union: 4 no ghior, Police Station: Ghior, Manikganj
Email : grb@ucb.com.bd
Routing no : 245560376
SWIFT Code : UCBLBDDHGRB
Contact : 01322914806, 01896016676

Gopaldi Branch
Address : Co-Operative Complex, Gopladi Bazer School Sarak, PS: Araihazer, Narayangonj
Email : gpl@ucb.com.bd
Routing no : 245670608
SWIFT Code : UCBLBDDH
Contact : 01915479053

Gopalgonj Branch
Address : 127, College Road, Chowronggi Ward No-4, Gopalgonj Paurasava, Dist: Gopalgonj
Email : gpg@ucb.com.bd
Routing no : 245350373
SWIFT Code : UCBLBDDH
Contact : 02478821573

Gulshan Branch
Address : CONCORD I.K. Tower (1st Floor), Plot No. CEN (A)-2 North Avenue, Gulshan-2, Dhaka-1212
Email : gsn@ucb.com.bd
Routing no : 245261725
SWIFT Code : UCBLBDDHGSN
Contact : 01711888358, 222295500

Gulshan North Branch
Address : House No: 166, Holding No: NE (k)-2, Gulshan Avenue: 02, Ward No:19, P.S.: Gulshan, Dhaka North City Corporation, Dhaka
Email : ngb@ucb.com.bd
Routing no : 245261312
SWIFT Code : UCBLBDDH
Contact : 01713108769

Hasnabad Branch
Address : P.O: Hasnabad Thana, Nawabgonj Dhaka-1321
Email : hsb@ucb.com.bd
Routing no : 245272569
SWIFT Code : UCBLBDDH
Contact : 01711881050

Hemayetpur Branch
Address : Diamond Tower, Union-Tatulijura, P.S-Savar, Dist-Dhaka
Email : hem@ucb.com.bd and ombco.hem@ucb.com.bd
Routing no : 245260500
SWIFT Code : UCBLBDDH
Contact : 01708451986, 01951146462

Islampur Branch
Address : Amin Mansion, Holding no. 8/2 Islampur Road, Kotwali Dist: Dhaka.
Email : isp@ucb.com.bd
Routing no : 245272985
SWIFT Code : UCBLBDDH
Contact : 57392308, 57392661, 57390670

Joydebpur Branch
Address : Tasnim Tower, Holding No-J-5/4,BIDC Road, Ward No-26, Gazipur City Corporation, P.S: Joydebpur, Dist. Gazipur
Email : joy@ucb.com.bd
Routing no : 245330735
SWIFT Code : UCBLBDDH
Contact : 01708451987

Kafrul Branch
Address : Rashid Complex Holding No: 88 Ibrahimpur (Pool Par) Road, PS: Kafrul, District: Dhaka
Email : krb@ucb.com.bd
Routing no : 245262382
SWIFT Code : UCBBDDHKRB
Contact : 01322-890077

Kaligonj Branch
Address : Madina Bhaban, Kaligonj Bazar, Ward No-04, P.S: Kaligonj, Paurashava: Kaligonj, Dist. Gazipur
Email : klg@ucb.com.bd
Routing no : 245330827
SWIFT Code : UCBLBDDHKLG
Contact : 01833147914, 01966602241

Kamarpara Branch
Address : House No:31, Kamarpara Bazar Road, Dhaka.
Email : kma@ucb.com.bd
Routing no : 245261512
SWIFT Code : UCBLBDDH
Contact : +8801951146461

Kamrangirchar Branch
Address : Elham Square (1st Floor), Rony Market, Rasulpur Union-Sultangonj, Dhaka
Email : krc@ucb.com.bd
Routing no : 245273584
SWIFT Code : UCBLBDDH
Contact : 02-55160218, 01714167426, 01966602205

Kanaipur Branch
Address : Kanaipur General & Eye Hospital (Pvt.) Ltd, Kanaipur Bazar, Kanaipur, Faridpur
Email : knp@ucb.com.bd
Routing no : 245290912
SWIFT Code : UCBLBDDH
Contact : 01833102704

Kanchan Branch
Address : Maula Super Market (1st floor) Kanchan Bazar, Rupgonj Narayangonj
Email : kbn@ucb.com.bd, ombco.kbn@ucb.com.bd
Routing no : 245670790
SWIFT Code : UCBLBDDH
Contact : 01811456752, 01811456757

Kanchpur Branch
Address : Hazi Motaleb Khan Super Market-1, Sonpur, Kanchpur, Sonargaon Narayangonj
Email : kcp@ucb.com.bd
Routing no : 245670129
SWIFT Code : UCBLBDDH
Contact : 01709635955, 01955515475

Kapasia Branch
Address : Kapasia Bazar, Upazilla Road, Union: Kapasia, Ward No: 08, P.S: Kapasia, Dist. Gazipur
Email : kps@ucb.com.bd
Routing no : 245330885
SWIFT Code : UCBLBDDH
Contact : 01833147913, 01966602242

Katiadi Branch
Address : Kuwait Plaza,Holding,
No.3619 Hospital Road,Ward No.03
P.S. Katiadi,Dist. Kishoregonj
Email : kti@ucb.com.bd
Routing no : 245480580
SWIFT Code : UCBLBDDH
Contact : 817201, 817202

Kawranbazar Branch
Address : 11, Kawran Bazar,
Titas Gas Bhaban Kawran Bazar, Dhaka
Email : kbz@ucb.com.bd
Routing no : 245262537
SWIFT Code : UCBLBDDHKBZ
Contact : 02-9141572, 02-58153406, 01711883738

Keranigonj Branch
Address : S.R. Shopping Mall,
Union -Aganagar,Ward No-4,
Dakkhin Keranigonj, Dist- Dhaka
Email : kgb@ucb.com.bd
Routing no : 245273647
SWIFT Code : UCBLBDDH
Contact : +8801714167369

Khilgaon Branch
Address : Ashirbad Bhaban,
Holding No: 569/C&915,
Ward No-01, Dhaka North City Corporation,
Thana: Khilgaon, Dist. Dhaka
Email : khi@ucb.com.bd
Routing no : 245273676
SWIFT Code : UCBLBDDH
Contact : 0247217613

Khilkhet Branch
Address : Talna Bhaban (1st Floor),
House: Kha-49/A,
Battala, Ward No: 17, Dhaka
Email : klk@ucb.com.bd
Routing no : 245260742
SWIFT Code : UCBLBDDH
Contact : 58970241, 58970243

Konabari Branch
Address : Plot- A/139, BSCIC Industrial Estate,
Konabari, Ward No: 1,
Thana: Gazipur Sadar, Dist. Gazipur
Email : kbb@ucb.com.bd
Routing no : 245330948
SWIFT Code : UCBLBDDHXXX
Contact : 01730076149 (HOB), 01833102702 (OM)

Mirzapur Branch
Address : Holding No:527,
Mirzapur Bazar (Main Road),
Ward No: 3, PS: Mirzapur, Dist:Tangail
Email : mzp@ucb.com.bd
Routing No. : 245931518
SWIFT Code : UCBLBDDH
Contact : 01335-111962/01806-435093

Madhabdi Branch
Address : Union: Madhabdee,
P.O: Madhabdee PS & Dist. Narsingdi
Email : mdh@ucb.com.bd
Routing no : 245680672
SWIFT Code : UCBLBDDH
Contact : 01711809731

Matuail Branch
Address : Haji Abdul Aziz Tower (1st floor),
Ward No.07, Union: Matuail, P.S:
Demra, Dist. Dhaka
Email : mat@ucb.com.bd
Routing no : 245274004
SWIFT Code : UCBLBDDHXXX
Contact : +8801844075683

Mawna Branch
Address : Abdus Shahid Super View,
Mawna Chowrasta, Shreepur Road,
Union: Telihati, Upazilla: Shreepur,
Dist- Gazipur
Email : mwn@ucb.com.bd
Routing no : 245331118
SWIFT Code : UCBLBDDH
Contact : +88 01714167406

Manikganj Branch
Address : Ahmed Plaza, Holding No.61,
Shahid Rafiq Road, Ward No.06,
P.S. Manikganj Dist. Manikganj
Email : man@ucb.com.bd
Routing No : 245560613
SWIFT Code : UCBLBDDH
Contact : 01847-454061(HOB), 01847-454062(OM)

Meghna Ghat Branch
Address : Islam Shopping Complex,
Sonargaon, Narayangonj
Email : ombco.mgm@ucb.com.bd
Routing no : 245671007
SWIFT Code : UCBLBDDH
Contact : 01709-635956, 01955-515746

Mirzapur Branch
Address : Holding No:527, Mirzapur Bazar (Main Road),
Ward No: 3, PS: Mirzapur, Dist:Tangail
Email : mzp@ucb.com.bd
Routing No. 245931518
SWIFT Code : UCBLBDDH
Contact : 01335-111962/01806-435093

Mirpur Branch
Address : House No 1, Road No 6,
Block A, Section 6, Mirpur, Dhaka
Email : mrp@ucb.com.bd, ombco.mrp@ucb.com.bd
Routing no : 245262537
SWIFT Code : UCBLBDDHMRP
Contact : +880248034661, 48031766, 48034707,
Cell : +8801752776611

Mirpur Road Branch
Address : House: 12, Road: 5, Ward No: 49 Mirpur
Road, Dhanmondi R/A, Dhaka
Email : mrb@ucb.com.bd
Routing no : 245263073
SWIFT Code : UCBLBDDHMRB
Contact : 02223363083, 02223362037

Mohakhali Branch
Address : Medona Tower 28
Mohakhali C/A, Dhaka-1212
Email : mkh@ucb.com.bd
Routing no : 245263194
SWIFT Code : UCBLBDDHMKH
Contact : +8802222284883, +8802222284885,
+8802222263221

Mohammadpur Branch
Address : 14/21, Block-A, Asad Avenue
Mohammedpur, Dhaka
Email : mdp@ucb.com.bd
Routing no : 245263286
SWIFT Code : UCBLBDDH
Contact : 01894815431

Monohardi Branch
Address : Holding: 450, Sadar Road, Ward: 07,
Pouroshova & Police Station: Monohardi,
Narsingdi
Email : mhb@ucb.com.bd
Routing no : 245680735
SWIFT Code : UCBLBDDH
Contact : 01322-914808, 01896-016678

Moulavibazar (Dhaka) Branch
Address : 4/1, and 5, Moulvibazar Road.
Gulbadan House, Dhaka-1100, Dhaka
Email : mbd@ucb.com.bd
Routing no : 245274420
SWIFT Code : UCBLBDDHMBD
Contact : 01711881047

Muksudpur Branch
Address : R R Plaza, Holding no: 618, College Road,
Ward No: 04, Pouroshova: Muksudpur,
Police Station: Muksudpur,
District: Gopalganj
Email : msb@ucb.com.bd
Routing no : 245350731
SWIFT Code : UCBLBDDH
Contact : 01322914803, 01896016673

Munshigonj Branch
Address : Abdus Sattar Super Market Holding No- 582
Ward- 1 Sadar Road, (Jamidar Para)
Munshigonj
Email : mng@ucb.com.bd
Routing no : 245591037
SWIFT Code : UCBLBDDH
Contact : +8801714-167411 & +8801811-487852

Nabinagar Branch
Address : Hazi Nizam Plaza (1st Floor)
Vill- Dendabar, P.O: Savar Cantonment
P.S: Ashulia Upazilla: Savar, District: Dhaka
Email : nbs@ucb.com.bd
Routing no : 245263415
SWIFT Code : UCBLBDDH
Contact : 02 7792365-7, 01811-418836

Narayangonj Branch
Address : 10, S.M Maleh Road, Tanbazar,
Narayangonj-1400, Dhaka
Email : ngj@ucb.com.bd
Routing no : 245671186
SWIFT Code : UCBLBDDHNGJ
Contact : 224436628, 224431925, 01730076131,
01966602225

Narsingdi Branch
Address : Narsingdi Bazar, Narsingdi-1600
Email : nsd@ucb.com.bd
Routing no : 245680856
SWIFT Code : UCBLBDDH
Contact : 01711809730, 01915479466

Nawabpur Branch
Address : Hazi Electric Market, 132,
Nawabpur Road, Ward No: 38,
Thana: Wary, DCC (S) Dhaka 1100.
Email : nwp@ucb.com.bd
Routing no : 245274725
SWIFT Code : UCBLBDDHNWP
Contact : +88-02-47116387, 47113750, 9580596

Nayabazar Branch
Address : 9, Bashabari Lane (1st Floor)
Nayabazar, Dhaka
Email : nbz@ucb.com.bd
Routing no : 245274817
SWIFT Code : UCBLBDDHNBZ
Contact : +88-02-7393379, 7396082, 7393123,
01711-888359

New Eskaton Branch
Address : Waqf Bhaban (1st Floor) 4,
New Eskaton Road, Dhaka-1000
Email : neb@ucb.com.bd
Routing no : 245261396
SWIFT Code : UCBLBDDH
Contact : +88 02 8333321, 8333326

Nikunja Branch
Address : 1st Floor of Le Meridien Hotel,
Holding No.79/A, Airport Road, Ward No.17
Dhaka North City Corporation, Nikunja-2,
P.S. Khilkhet, Dist: Dhaka
Email : nik@ucb.com.bd
Routing no : 245260184
SWIFT Code : UCBLBDDH
Contact : 01709635950 (Head of Branch),
01955515477 (Operation Manager),
02-55098321, 02-55098322

Norosinghopur Branch
Address : Nabi Sarker Plaza,
Area: Norosinghopur,
Daag: BRS 927,
CS & SA: 93, RS:273,
Khatian no: SA-29, RS-65, BRS: 1250,
Mouza: Norosinghopur, Union: Yarpur,
Police Station: Ashulia, Dhaka
Email : nrb@ucb.com.bd
Routing no : 245261417
SWIFT Code : UCBLBDDH
Contact : 01322914805

North Brook Hall Road Branch
Address : 54, North Brook Hall Road,
Bangla Bazar (1st floor), Dhaka
Email : nbh@ucb.com.bd
Routing no : 245275058
SWIFT Code : UCBLBDDHNBH
Contact : + 88 02 4117030, 47115170, 47119272,
01711883739

Pagla Bazar Branch
Address : D.N. Road, Paglabazar, P.S:Fatullah,
Narayangonj
Email : pgl@ucb.com.bd
Routing no : 245671331
SWIFT Code : UCBLBDDH
Contact : 027682234, 027681266, 01711881045

Pragati sarani Branch
Address : MJ Tower, Cha:91/A,
Pragati Sarani Road, Ward-21,
Dhaka City Corporation, Dhaka.
Email : psb@ucb.com.bd
Routing no : 245263707
SWIFT Code : UCBLBDDH
Contact : 028835318, 02222294192, 02222296194

Principal Branch
Address : 74, Bir Uttam Ashfakus samad Sarak,
Motijheel C/A, PS-Motijheel, Dhaka-1000
Email : prb@ucb.com.bd
Routing no : 245275353
SWIFT Code : UCBLBDDHPRB
Contact : 223380836,223380833

Rajbari Branch
Address : 267, Marwari Potty, Ward No: 3
Paurasava: Rajbari,
Thana: Rajbari Sadar, District: Rajbari
Email : rjb@ucb.com.bd
Routing no : 245820737
SWIFT Code : UCBLBDDH
Contact : +88064166203, +88064165719, +8864166415,
+8801833312428, +8801714167435

Sadarpur Branch
Address : R.R. Plaza, Holding No.618, College Road,
Ward No.04, pourosova+PS:Muksudpur,
Dist-Gopalganj
Email : sab@ucb.com.bd
Routing no : 245291274
SWIFT Code : UCBLBDDH
Contact : 01322914807 & 01896016677

Sarulia Bazar Branch
Address : Awal Khan Shopping Complex,
Vill: Tengra, Union: Sarulia,
Ward No.: 05 P.S.: Demra, District: Dhaka.
Email : srl@ucb.com.bd
Routing no : 245270082
SWIFT Code : UCBLBDDH
Contact : 01833147909

Satarkul Branch
Address : 138, Abdullah Bag, Badda Satarkul Road,
North Badda, District: Dhaka
Email : skb@ucb.com.bd
Routing no : 245264027
SWIFT Code : UCBLBDDH
Contact : +88 02-55056994, 55056995, Ext-101

Satmasjid Road Branch
Address : Holding No. 84, Road: 7/A Satmasjid Road,
Ward No.:15, P.S.: Hazaribag, Dhaka South
City Corporation, Dhaka
Email : dkb@ucb.com.bd
Routing no : 245271902
SWIFT Code : UCBLBDDH
Contact : 02-58157640, 58157641, 01854979766

Satorie Bazar SME/Krishi Brn.
Address : Satoire Bazar, Word No.: 09 P.S.: Boalmaari,
District: Faridpur
Email : sbb@ucb.com.bd
Routing no : 245290554
SWIFT Code : UCBLBDDH
Contact : +8801730705199

Savar Branch
Address : Sugandha Super Market, Savar Bus Stand,
Ward No.: 3, Savar Pourashava Upazilla:
Savar, District: Dhaka
Email : sbd@ucb.com.bd
Routing no : 245264098
SWIFT Code : UCBLBDDH
Contact : 01811414282

Shantinagar Branch
Address : Madina Hights, (Ground & 1st Floor) 32,
New Circular Road,
Siddeswari, Ramna, Dhaka
Email : snb@ucb.com.bd
Routing no : 245273942
SWIFT Code : UCBLBDDH
Contact : 48312887

Shibchar Branch
Address : Aminuddin Gomosta Super Market,
Guatala Main Road, Shibchar Bazar,
Pourashova & PS: Shibchar District:
Madaripur
Email : sid@ucb.com.bd
Routing no : 245540709
SWIFT Code : UCBLBDDH
Contact : 01714167392

Shibu Market Branch
Address : Motiur Rahman Mansion,
Holding No: 114, Shibu Market Fatullah,
Narayanganj
Email : smb@ucb.com.bd
Routing no : 245671157
SWIFT Code : UCBLBDDHXXX
Contact : 01321124397

Shyamoli Ring Road Branch
Address : Century Jannatul Ferdous,
8/1, Shyamoli Ring Road,
P.S. Adabor, District: Dhaka.
Email : srb@ucb.com.bd
Routing no : 245261059
SWIFT Code : UCBLBDDH
Contact : 0258157430, 0258157431

Signboard Branch
Address : TPL Complex, Signboard,
Union: Kutubpur, Fatullah, Narayanganj
Email : sgb@ucb.com.bd
Routing no : 245670329
SWIFT Code : UCBLBDDHXXX
Contact : 01321124378 (HOB), 01841741236 (OM)

Sonargaon Janapath Branch
Address : House No.: 10, Sonargaon Janapath
Sector: 11, Ward No:01,
Uttara Model Town, Dhaka
Emai : sng@ucb.com.bd
Routing no : 245276581
SWIFT Code : UCBLBDDH
Contact : +88 02-8991584, +88 02-8991583

Tangail Branch
Address : Delta Bhaban, 305, Masjid Road, Ward-13,
Tangail Pourasava, Tangail Model Thana,
Tangail.
Email : tgl@ucb.com.bd
Routing no : 245932296
SWIFT Code : UCBLBDDH
Contact : 0921-64327, 01711881051

Tejgaon Branch
Address : Shanta Western Tower, Holding No:186, Tejgaon -Gulshan Link Road, Ward No:24,DNCC, PS:Tejgaon, Dhaka
Email : tjb@ucb.com.bd
Routing no : 245264485
SWIFT Code : UCBLBDDH
Contact : 028878576, BM: 017130705195, OM: 01675440041

Tekerhat Branch
Address : Khorshed Howlader Bhaban, Purbo Shoromongol, Tekerhat Abashik Road, Ward No: 03, Pouroshova: Rajoir, Police Station: Rajoir, District: Madaripur.
Email : thb@ucb.com.bd
Routing no : 245540767
SWIFT Code : UCBLBDDH
Contact : 822901, 822902, 01708138088, 01897659579

Tongi Branch
Address : S.K. Mannan Tower, Holding#18, Dhaka-Mymensingh Road, Ward-54, Gazipur City Corporation, Tongi, Gazipur.
Email : tng@ucb.com.bd
Routing no : 245331639
SWIFT Code : UCBLBDDHTNG
Contact : +88-02-224410644, 02-224412332

Tongi Station Road Branch
Address : Amin Super Market, 5, Pubail Road, BSCIC Rail Gate, Tongi, Gazipur-1710
Email : tsr@ucb.com.bd
Routing no : 245331671
SWIFT Code : UCBLBDDH
Contact : +8801678013206

Taqwa Islamic Banking Branch
Address : South Breeze, Plot: 03, Block: Se (h) Gulshan Avenue, Dhaka-1212
Email : ibg@ucb.com.bd
Routing no : 245261475
SWIFT Code : UCBLBDDHIBD
Contact : 09610999999-878601, 878602

Uttara Branch
Address : Paradise Tower 1st & 2nd floor), Plot#11, Sector#03, Dhaka-Mymensingh Road, DNCC, Uttara, Dhaka.
Email : utr@ucb.com.bd
Routing no : 245264630
SWIFT Code : UCBLBDDHUTR
Contact : +88-02-58950450, 48953813, 48956979

Uttarkhan Branch
Address : 1483, Shah Kabir Majar Road Vill, PO & PS: Uttarkhan, Ward No: 1 District: Dhaka
Email : UKB@UCB.COM.BD
Routing no : 245264601
SWIFT Code : UCBLBDDH
Contact : 01714167438

Zinzira Branch
Address : Star fair shopping Centre (1st & 2nd floor), Zinzira Bazar, Ward-9, Union-Zinzira, PS-Keranigonj, Dhaka.
Email : ZNZ@UCB.COM.BD
Routing no : 245277098
SWIFT Code : UCBLBDDH
Contact : 02-7763743

Chattogram Division

Agrabad Branch
Address : Atlas rangs Plaza, Plot No#7, Sheikh Mujib Road, Agrabad
Email : agb@ucb.com.bd
Routing no : 245150131
SWIFT Code : UCBL BDDH AGB
Contact : 02-333311053, 02-333311055, 02-333311054, 02-333319134

Anderkilla Branch
Address : 504, Anderkilla (Imam Mansion) Chittagong
Email : ank@ucb.com.bd
Routing no : 245150465
SWIFT Code : UCBLBDDHAGB
Contact : 023333-614639, 612162, 53778, 01711881053, 01844075681

Anowara Sadar Branch
Address : APL Hossain, New Market Union Anowara, P.S. Anowara Dist. Chittagong
Email : anw@ucb.com.bd
Routing no : 245150694
SWIFT Code : UCBLBDDH
Contact : 01847454069/01847454070

Azadi Bazar Branch
Address : Muntasir D.M. City Center (1st Floor) Vill- Darmapur, Ward No-5 Union- Darmapur P.S-Fatickchari Dist-Chittagong
Email : azb@ucb.com.bd
Routing no : 245150731
SWIFT Code : UCBLBDDH
Contact : 01847052265

Bahaddarhat Branch
Address : Rahmania Shopping Complex (1st Flr) 63/A, Chandgaon Chittagong
Email : bdh@ucb.com.bd
Routing no : 245150799
SWIFT Code : UCBBDDHAGB
Contact : 01966602221

Bancharampur Branch
Address : R. S. Super Market, College Road, P.S-Bancharampur, Dist. Brahmanbaria
Email : bnc@ucb.com.bd
Routing no : 245120253
SWIFT Code : UCBLBDDH
Contact : 01787675594

Bandarban Branch
Address : N. S. Mension, Holding No.0499 & 0499-001 VIP Road, Ward No. 04 Bandarban Pourashava, P.S.: Bandarban Sadar, District: Bandarban
Email : ban@ucb.com.bd
Routing no : 245030130
SWIFT Code : UCBLBDDH
Contact : +8801951146468

Bandortila Branch
Address : Shah Plaza, Holding No: 3658/4287, M A Aziz Road, Chattogram EPZ, Chattogram
Email : brb@ucb.com.bd
Routing no : 245680735
SWIFT Code : UCBLBDDH
Contact : 822404, 822402, BM: 01322914809, OM: 01896016679

Baroiarhat Branch
Address : Al-Amin Tower, Holding No-161-01, Dhaka Chattogram Hoighway Road, PS-Jorarganj, Dist-Chattogram
Emai : brh@ucb.com.bd
Routing no : 245151093
Contact : 01713436186 (HOB), 01847092000(OM)

Basurhat Branch
Address : K. Hazi & Sons, Holding No. 94,95,95/01, Road No: 045, Late Dr. Abdul Halim Road, Word No: 05, Pouroshova: Basurhat, Police Station: Companygonj, District: Noakhali.
Email : bsh@ucb.com.bd
Routing no : 245750252
SWIFT Code : UCBLBDDH
Contact : 823101, 823102, 01708138087, 01897659578

Battali Branch
Address : Idris Tower (1st Floor), Battali Rustamhat, P.O. Burumchara, Union: Juidandi, Ward No- 06, P.S. Anowara Dist. Chittagong
Email : btb@ucb.com.bd
Routing no : 245151172
SWIFT Code : UCBLBDDH
Contact : 01713435860

Boalkhali Branch
Address : Well Foyz Centre(1st Floor) Gomdandi Fultol Kanungo Para Road, Ward No:07, PS-Boalkhali, District-Chattogram
Email : bkb@ucb.com.bd
Routing no : 245151301
SWIFT Code : UCBLBDDHAGB
Contact : +88 01844546448; +88 01713108785

Brahmanbaria Branch
Address : Holding No: 1090/12, Court Road, Brahmanbaria
Email : bbr@ucb.com.bd
Routing no : 245120437
SWIFT Code : UCBLBDDH
Contact : 01711-809733

Chakaria Branch
Address : Samabaya Market (1st floor) P.O: Chiringa Chokoria Pourashava, Upazilla: Chokoria Dist: Cox's Bazar
Email : ckr@ucb.com.bd
Routing no : 245220166
SWIFT Code : UCBLBDDH
Contact : 03422-56274, 0443-4493932, 01713-068099

Chandanaish Branch
Address : Siddique Bachura Shopping Complex Ho.No.851, Cox's Bazar Main Road, Ward No.09, P.S.: Chandanish, District: Chittagong
Email : cha@ucb.com.bd
Routing no : 245151819
SWIFT Code : UCBLBDDH
Contact : 01847454067-68

Chandpur Branch
Address : 37/37, Comilla Road Paul Bazar, Chandpur
Email : cdp@ucb.com.bd
Routing no : 245130319
SWIFT Code : UCBLBDDH
Contact : 01711888361

Chaturi Branch
Address : Talukder Bhaban (1st & 2nd floor) Chaturi Chowmuhani, Union- Chaturi, P.S.- Anowara Chittagong
Email : anb@ucb.com.bd
ombco.anb@ucb.com.bd
hob.anb@ucb.com.bd
Routing no : 245150528
SWIFT Code : UCBLBDDH
Contact : 01714167386, 01833312430

Chittagong Medical College Branch
Address : 19, Fazlur Kader Road, Ward No 16, PS: Panchlaish, Chittagong
Email : cmc@ucb.com.bd
Routing no : 245152021
SWIFT Code : UCBLBDDH
Contact : 01915479022

Chowdhury Hat Branch
Address : Salma Plaza (1st floor), Chowdhury Hat Hathazari, Chittagong
Email : chc@ucb.com.bd
Routing no : 245152171
SWIFT Code : UCBLBDDHAGB
Contact : +8801951123230

Chowkbazar Branch
Address : 371, Kapashgola Road, Chowkbazar, Chittagong-4000
Email : cwk@ucb.com.bd
Routing no : 245151930
SWIFT Code : UCBLBDDH
Contact : 01966602232

Chowmuhani Branch
Address : 50-266, Kalitola Road, Haji Seraj Market, Chowmuhani, Noakhali
Email : cmh@ucb.com.bd
Routing no : 245750678
SWIFT Code : UCBLBDDH
Contact : 01847082881

Cumilla Branch
Address : 125/117, Raigonj (1st Floor) Chatipatty Comilla-3500
Email : cml@ucb.com.bd
Routing no : 245191158
SWIFT Code : UCBLBDDH
Contact : +880 1966-602203, 081-76447, 081-65776

Cox's Bazar Branch
Address : Al-Hafez Complex Plot No- 347, Main Road Ward No- 03, Pourasava: Cox's Bazar
Email : cbz@ucb.com.bd
Routing no : 245220258
SWIFT Code : UCBLBDDH
Contact : 01915479399

Dampara Branch
Address : Holding No. 115/134 M. M Ali Road, WASA More, Dampara, Chittagong.
Email : dmp@ucb.com.bd
Routing no : 245150128
SWIFT Code : UCBLBDDH
Contact : 2867051-53

Dohazari Branch
Address : AK Tower, Dag NO:BS-1060, Khatian No-BS-400, Dohazari land Office Road, Ward No-03, Chittagong
Email : dhz@ucb.com.bd
Routing no : 245152568
SWIFT Code : UCBLBDDHDHZ
Contact : 01711888357 (HOB), 01915477762 (OM)

Daganbhuiyan Branch
Address : Rahman & Brothers, Holding No-268, Fajiler Ghat Road, PS: Dagonbhuiyan, Dist: Feni
Email : dgb@ucb.com.bd
Routing No. : 245300378
SWIFT Code : UCBLBDDHAGB
Contact : 01335-111963/01806-435094

Eidgaon Branch
Address : Eidgaon Main Road (Near Bus Stand) Union: Eidgaon, Upazilla & District: Cox's Bazar
Email : ebc@ucb.com.bd
Routing no : 245220403
SWIFT Code : UCBLBDDH
Contact : 01894815358

Enayet Bazar Branch
Address : 59, Jubilee Road P.S.: Kotwali, District: Chittagong, Chittagong
Email : enb@ucb.com.bd
Routing no : 245150052
SWIFT Code : UCBLBDDHAGB
Contact : 02333355418, 02333355419, 01714167421

Fatickchari Branch
Address : M.K. Shopping Complex, College Road Bibirhat, Union, Durang, Upazilla: Fatikchari, District: Chittagong
Email : ftk@ucb.com.bd
Routing no : 245152742
SWIFT Code : UCBLBDDH
Contact : +8801711883746, 01841741239

Feni Branch
Address : 21, Stn. Road, Shaheed Hossain Uddin Bipani Bitan(1st Floor), Feni
Email : fni@ucb.com.bd
Routing no : 245300523
SWIFT Code : UCBLBDDH
Contact : IP: 8073 -01, 02, 01711-881065, 01811-486285

Gohira Branch
Address : P.O.: Gohira, Pourashava: Raozan, Upazilla: Raozan, Dist: Chittagong
Email : ghr@ucb.com.bd
Routing no : 245153017
SWIFT Code : UCBLBDDH
Contact : +8801811487859

Hajiganj Branch
Address : Mahi Trade Centre, Cumilla Chandpur Road, 0031-01, Hajiganj, Chandpur
Email : hgb@ucb.com.bd
Routing No : 245130885
SWIFT Code : UCBLBDDH
Contact : 01708138089 (HOB), 01897659580 (OM)

Halishahar Branch
Address : House No- 7, Road No- 2, Lane- 2, Block- G Halishahar Housing Estate, Chittagong City Corporation, Chittagong
Email : hls@ucb.com.bd
Routing no : 245153167
SWIFT Code : UCBLBDDHAGB
Contact : 01714167388

Hathazari Branch
Address : SA Shopping Complex (1st floor), Vill: Fatika Union: Hathazari Sadar, P.S: Hathazari, Chittagong
Email : hhb@ucb.com.bd
Routing no : 245153220
SWIFT Code : UCBLBDDH
Contact : 01730329715

Jamal Khan Branch
Address : CPDL Minez, Holding No.42, Jamal Khan Road, Ward No.: 21, P.S.: Kotwali, District: Chittagong
Email : jam@ucb.com.bd
Routing no : 245150810
SWIFT Code : UCBLBDDH
Contact : 031-2851813-4

Jhawtala Branch
Address : 693/1, Shahid Khaja Nizam Uddin Road, Comilla City Corporation, P.S. Kotwali, District: Comilla.
Email : jwt@ucb.com.bd
Routing no : 245190159
SWIFT Code : UCBLBDDH
Contact : Telephone: 081-76037, MOB: 01847052270, 01926666589

Jubilee Road Branch
Address : Rifle Club Shooting Complex Nandankanan, Jubilee Rd. Chittagong-4000
Email : jbr@ucb.com.bd
Routing no : 245153646
SWIFT Code : UCBLBDDHJBR
Contact : +8801819412608

Kadamtali Branch
Address : Baitush Sharaf Market (1st Floor), Kadamtali, Chittagong-4000
Email : kdm@ucb.com.bd
Routing no : 245153738
SWIFT Code : UCBLBDDHKDM
Contact : 02333327270, 02333326240, 02333325939, 02333321978, 02333323019, 01811415699, 01711881056

Kala Meah Bazar Branch
Address : Saber Tower (1st Floor) Shah Amanat Connecting Road, Chattogram
Email : kmb@ucb.com.bd
Routing no : 245150902
SWIFT Code : UCBLBDDH
Contact : 031-634855, 634822, 01844491071

Khulshi Branch
Address : Arcadia Shopping Center, Holding No:10/A/1/77, Road No: 4, Zakir Hossain Road, Khulshi, Chattogram City Corporation, Dist-Chattogram
Email : ksb@ucb.com.bd
Routing No. 245154366
SWIFT Code : UCBLBDDHAGB
Contact : 01713108930 (HOB), 01844546435 (OM)

Kamal Bazar Branch
Address : Kabir Tower (1st Floor) Kamal Bazar Kalurghat Road, U.L Mohora,
Email : rjk@ucb.com.bd
Routing no : 245153970
SWIFT Code : UCBLBDDHAGB
Contact : 031-672357; 031672363

Karnaphuli Branch
Address : Maimuna Shafi Tower, Aktaruzzaman Chatter, Union: Charpathergata, PS: Karnaphuli, Chittagong
Email : kfb@ucb.com.bd
Routing no : 245150331
SWIFT Code : UCBLBDDHAGB
Contact : 01915479021

Kasba Branch
Address : Simanta Complex, Holding No.561, Kuti Kasba Road, Ward No.05, Kasba Pourasava, P.S.: Kasba District: Brahmanbaria
Email : Kas@ucb.com.bd
Routing no : 245121036
SWIFT Code : UCBLBDDH
Contact : 01951-146466, 01708-126236, 0088 08524 73248

Katghar Branch
Address : Noor Shopping Center H-988/1694, Aziz Road, Ward-04, Patenga, Chittagong
Email : kat@ucb.com.bd
Routing no : 245154090
SWIFT Code : UCBLBDDH
Contact : +8802-333300606, +88 01847082884

Kazirhat Branch
Address : Vill-Alaiyarpur, Ward No-09, Union-12, Kutubpur, P.S. Begumgonj, Dist. Noakhali
Email : kzh@ucb.com.bd
Routing no : 245750115
SWIFT Code : UCBLBDDH
Contact : 01847052271

Keranihat Branch
Address : "Hoque View Shopping Centre", Arakan Road, Keranihat, Satkania, Chittagong
Email : ati@ucb.com.bd, hob.ati@ucb.com.bd
Routing no : 245270345
SWIFT Code : UCBLBDDH
Contact : 01847454073, 01847454074

Khagracchari Branch
Address : Hawker's Market Complex (1st Floor) Pan Bazar, Pankhiya Para Road, Khagrachhari Sadar, Khagrachhari
Email : kcb@ucb.com.bd
Routing no : 245460076
SWIFT Code : UCBL BDDH
Contact : 0132-2890071 & 0189-4924628

Khatungonj Branch
Address : Khatunganj Trade Centre, Ramjoy Mohajon Lane, Ward No-35, PS-Kotwali, Chattogram City Corporation, Dist-Chattogam.
Email : ktg@ucb.com.bd
Routing no : 245154274
SWIFT Code : UCBLBDDHKTG
Contact : 02333354409, 02333351015, 02333351016, 031613774, 031613774

Lakshmipur Branch
Address : City Centre, Holding#0202-00, Chawkbazar Main Road, Ward-06, Pourasava-Lakshmipur, PS-Lakshmipur Sadar, Dist. Lakshmipur
Email : lkp@ucb.com.bd
Routing no : 245510739
SWIFT Code : UCBLBDDH
Contact : 038155443, 01711883747

Lohagara Branch
Address : Liakat Hossain Market (1st Floor) PS: Lohagara, Chittagong
Email : hob.lhg@ucb.com.bd
Routing no : 245154661
SWIFT Code : UCBLBDDH
Contact : 01713068480

Mainamati Branch
Address : Mainamati Sena Market, Mainamati Cantonment, Union: Mainamati, Police Station: Kotwali, District: Cumilla
Email : mmb@ucb.com.bd
Routing no : 245192823
SWIFT Code : UCBLBDDH
Contact : 823001, 823002, 01708138086, 01897659577

Maizdee Court Branch
Address : Hotel Rafsan Pvt Ltd. Holding No:105, Abdul Malek Ukil Sarak, PS: Sudharam, Dist:Noakhali
Email : mdc@ucb.com.bd
Routing no : 245751572
Contact : 01711-883748

Modunaghat Branch
Address : Mabia Emporium, Madunaghat Bazar, PO-Rashid Bari, Union-Dakshin Madarsha, PS-Hathazari, Dist-Chittagong.
Email : mdg@ucb.com.bd
Routing no : 245154753
SWIFT Code : UCBLBDDH
Contact : +88 01711883744

Muradpur Branch
Address : Chittagong Shopping Complex, 112-129 Nasirabad Mohalla (1st Floor.) Muradpur, Chittagong
Email : mrd@ucb.com.bd
Routing no : 245155323
SWIFT Code : UCBLBDDHAGB
Contact : +88031651376, 2555087, 01711881055, 01847082883

Nazirhat Branch
Address : B M Market situated at Ward No-08, Union- Daulatpur, Pouroshova-Nazirhat, PS- Fatikchari, Dist-Chattogram
Email : nzh@ucb.com.bd
Routing no : 245155594
SWIFT Code : UCBLBDDH
Contact : 01847092009, 01711883745

Noapara (C) Branch
Address : Patherhat, Vill-Noapara, P.S: Rawzan Chittagong-4346
Email : npc@ucb.com.bd
Routing no : 245155710
SWIFT Code : UCBLBDDH
Contact : +88 01711883743

O R Nizam Road Branch
Address : Aerial Legend Centre, Holding No#1080, CDA Avenue, Ward No-15, PS-Panchlaish, Chattogram City Corporation, Dist-Chattogam.
Email : orm@ucb.com.bd
Routing no : 245155802
SWIFT Code : UCBLBDDHAGB
Contact : +8801811486290

Oxygen Branch
Address : Gazi Mention, Holding No: 3711-B Oxygen-Quaish Link Road, Ward No.03, Chittagong City Corporation, P.S. Bayazid, District:Chittagong
Email : oxy@ucb.com.bd
Routing no : 245150531
SWIFT Code : UCBLBDDH
Contact : 01951-146460, 01708-451985

Pahartali Branch
Address : 3830/B, Shourav Bitan D.T. Road, Pahartali, Chittagong.
Email : ptb@ucb.com.bd
Routing no : 245155923
SWIFT Code : UCBLBDDHAGB
Contact : 02-43150606, 01730-318846 (HOB), 01811-415703 (OM)

Patiya Branch
Address : Islam Tower Ward No.07, P.S. Patiya District: Chittagong
Email : pot@ucb.com.bd
Routing no : 245890554
SWIFT Code : UCBLBDDH
Contact : +88 01847454066

Port Branch
Address : Chittagong Port, 200, Strand Rd Samad Supar Mkt., No. 3, Jetty Gate Dabolmuring, Chittagong
Email : prt@ucb.com.bd
Routing no : 245156227
SWIFT Code : UCBLBDDHAGB
Contact : 01847082880

Rangamati Branch
Address : Aziz Super Market, Holding No: 72(20)/761, New Court Road, Ward No-07, PS-Kotwali, Dist-Rangamati
Email : rmb@ucb.com.bd
Routing no : 245840520
SWIFT Code : UCBLBDDH
Contact : 01322-890072

Rangunia Branch
Address : Hajee Faiz Market (1st Floor), Chaumuhani Vill-Syed Bari, P.O-Morium Nagar P.S: Rangunia, Chittagong
Email : rgb@ucb.com.bd
Routing no : 245156401
SWIFT Code : UCBLBDDH
Contact : 01730329718 & 01819814109

Raozan SME/Krishi Branch
Address : G.T. Shopping Complex Maushighata, Ward No: 08, Paurashava & Upazilla: Raozan, Chittagong
Email : rzb@ucb.com.bd
Routing no : 245156498
SWIFT Code : UCBLBDDH
Contact : 01817721804

Sadarghat Branch
Address : Habib City Tower 49, Sadarghat Chittagong
Email : sdr@ucb.com.bd
Routing no : 245156635
SWIFT Code : UCBLBDDHAGB
Contact : 031-637027, 031-637029, 01847052273, 01966602244

Sandwip Branch
Address : Didar Towe, 308, Guptochora Road, Ward No:09, Union-Haramia, Dist-Sandwip
Email : sdb@ucb.com.bd
Routing no : 245156919
SWIFT Code : UCBLBDDH
Contact : +8801321-124373

Shantirhat Branch
Address : Kamal Centre (1st Floor), Chattogram-Cox's Bazar Highway, Shantirhat Bazar, Union-Kushumpura, PS-Patiya, District-Chattogram
Email : stb@ucb.com.bd
Routing no : 245157242
SWIFT Code : UCBLBDDH
Contact : 01844546449, 01713108781

Sharaf Bhata Branch
Address : Asma Bhaban (1st Floor), Union: Sharaf Bhata, PS: Rangunia, Chattogram
Email : sbh@ucb.com.bd
Routing no : 245150894
SWIFT Code : UCBLBDDH
Contact : 01844491070

Sitakunda Branch
Address : Didar Market (1st Floor). Holding No: 01, D.T. Road Ward No: 06, Pouroshova: Sitakunda, Police Station-Sitakunda, District: Chattogram
Email : bhb@ucb.com.bd
Routing no : 245151219
SWIFT Code : UCBLBDDHAGB
Contact : 01811486287

Sonaimuri Branch
Address : Motaleb Plaza, Eshak Miah Sarak, Ward No: 02, Sonaimuri Pourasava, PS: Sonaimuri, Noakhali
Email : smr@ucb.com.bd
Routing no : 245752234
SWIFT Code : UCBLBDDH
Contact : +8803227-51202

Station Road Branch
Address : Hajee Abul Hossain mrkt (1st flr.), 113, Stn Rd., Katwali, Chittagong
Email : str@ucb.com.bd
Routing no : 245157518
SWIFT Code : UCBLBDDHAGB
Contact : 01811481291

Laksam Branch
Address : A. G Tower, Holding No. 1541, 1542 Daulatganj Bazar Road, Ward No: 04 Pouroshova: Laksam, District: Cumilla
Email : lsb@ucb.com.bd
Routing no : 245192715
Contact : 01321124385 (HOB), 01844491075 (OM)

Matlab Uttar Branch
Address : Zamzam Tower, Holding No. 1258-00, Kalakanda Road, Ward No: 01, Pouroshova: Chengarchar, Police Station: Matlab Uttar, Dist. Chandpur
Email : mub@ucb.com.bd
Routing no : 245130306
Contact : 01321124386(BM), 01844491076(OM)

Sylhet Division

Ambarkhana Branch
Address : Airport Road, Amborkhana, Sylhet
Email : amb@ucn.com.bd
Routing no : 245910047
SWIFT Code : UCBLBDDH
Contact : 0821718181 ,01711883751

Beani Bazar Branch
Address : Shahab Mension Main Road, Beanibazar, Sylhet-3170
Email : bbz@ucb.com.bd
Routing no : 245910313
SWIFT Code : UCBLBDDH
Contact : 01711883750

Biswanath Branch
Address : Al-Burak Shopping Center Biswanath Bazar, Vill, P.O & P.S: Biswanath, District: Sylhet
Email : bis@ucb.com.bd
Routing no : 245910434
SWIFT Code : UCBLBDDH
Contact : +8808224-56189, +8801966602219

Barolekha Branch
Address : Mouvibazar, P.O & P.S: Barolekha District: Moulvibazar
Email : brl@ucb.com.bd
Routing no : 245580101
SWIFT Code : UCBLBDDHSYL
Contact : 02996685040

Derai Branch
Address : 2nd Floor of Sen Market Thana Road, Derai, Sunamganj
Email : drb@ucb.com.bd
Routing no : 245900257
SWIFT Code : UCBLBDDH
Contact : 01894924637, 01322890080

Goala Bazar Branch
Address : P.O Goalabazar, P.S Balagonj, Sylhet
Email : gob@ucb.com.bd
Routing no : 245911541
SWIFT Code : UCBLBDDH
Contact : +88 01711883752

Kulaura Branch
Address : Asaddor Palace, Holding No.239, Ward No. 05, Kulaura, Pourasava, P.S: Kulaura, District: Moulvibazar
Email : kul@ucb.com.bd
Routing no : 245580943
SWIFT Code : UCBLBDDH
Contact : 01951146465, 01708126235

Lamabazar Branch
Address : Ali Complex, 14 Chayatoru, Lama Bazar, Sylhet
Email : lbb@ucb.com.bd
Routing no : 245912511
SWIFT Code : UCBLBDDH
Contact : 01713436187

Madhabpur Branch
Address : Amir Complex (1st Floor), Dhaka-Sylhet Highway Road, Ward No: 07, Madhabpur Bus Stand, Madhabpur, Habiganj
Email : mpb@ucb.com.bd
Routing no : 245360884
SWIFT Code : UCBLBDDH
Contact : 01713108766, 01844546431

Moulvi Bazar(S) Branch
Address : Central Road, Chowmohona Moulvibazar-3200, Sylhet
Email : mbs@ucb.com.bd hob.mbs@ucb.com.bd
Routing no : 245581184
SWIFT Code : UCBLBDDH
Contact : +8801711881059 (HOB), +8801833102705 (OM)

Nabigonj Branch
Address : Tahsin Plaza, Holding: 0183-00, Osmani Road (Traffic Point), Ward: 02, Pouroshova: Nabigonj, Police Station: Nabigonj, District: Habigonj
Email : hob.nbj@ucb.com.bd
Routing no : 245361096
SWIFT Code : UCBLBDDH
Contact : 01711-883754

Shahjalal Upashahor Branch
Address : Rose View Complex (2nd Floor), Mouza: Sadipur, Plot: 597,598, Block-D, Shahjalal Upashahar, Thana: Kotually, Sylhet City Corporation
Email : ups@ucb.com.bd
Routing no : 245913257
SWIFT Code : UCBLBDDH
Contact : 01730334185, 01819412620

Sherpur (Syl) Branch
Address : Union: Sadipur, P.O: Aurangapur, P.S: Osmani Nagar (New) District: Sylhet.
Email : srp@ucb.com.bd
Routing no : 245913310
SWIFT Code : UCBLBDDH
Contact : +88 01966602235; 01711922479

Shibgonj Branch
Address : Union: Tuitikar, Sadar Thana Sylhet District: Sylhet
Email : shb@ucb.com.bd
Routing no : 245913402
SWIFT Code : UCBLBDDH
Contact : 01847092006

Sreemangal Branch
Address : Sufia Complex, Holding: 0208-00, Moulvibazar Road, Ward:09, Pouroshova: Sreemangal,, Police Station: Sreemangal, District: Moulvibazar
Email : slb@ucb.com.bd
Routing no : 245581726
SWIFT Code : UCBLBDDH
Contact : BM: 01322914804, OM: 01896016674

Subid Bazar Branch
Address : Silver Star Tower Doyal-1 Sylhet: Sunamgonj Sarak Subid Bazar, Sylhet City Corporation
Email : sbs@ucb.com.bd
Routing no : 245913499
SWIFT Code : UCBLBDDH
Contact : +8801714167432, 01833102706

Sylhet Branch
Address : Md. Shafiq Trade Centre, 1565-00, 1707-00, Mohajon Potti, Sylhet City Corpoation, PS: Kotwali, Sylhet
Email : syl@ucb.com.bd
Routing no : 245913552
SWIFT Code : UCBLBDDHSYL
Contact : 01811481294

Zinda Bazar(S) Branch
Address : 1683/A, Zindabazar, Sylhet
Email : znb@ucb.com.bd
Routing no : 245914151
SWIFT Code : UCBLBDDHSYL
Contact : +88029966319, 01966602239

Rajshahi Division

Baneshwar Branch
Address : Haowa Plaza, Baneshwar, PS: Puthia Rajshahi
Email : bnr@ucb.com.bd
Routing no : 245810226
SWIFT Code : UCBLBDDH
Contact : 0178767590

Bogra Branch
Address : 221, Jhawtola, Pashari Mansion Bogra: 5800
Email : bgr@ucb.com.bd
Routing no : 245100378
SWIFT Code : UCBLBDDHBGR
Contact : +8801711881066

Chapainawabgonj Branch
Address : 4-5, Gudagari Road, Chapainawabgonj
Email : cpn@ucb.com.bd
Routing no : 245700257
SWIFT Code : UCBLBDDH
Contact : 02588893037, 01711436595

Enayetpur Branch
Address : Dishari Plaza, Vill:-Enayetpur, Union: 1 No. Sadia Chandpur, P.S. Enayetpur, Dist: Sirajgonj.
Email : ena@ucb.com.bd
Routing no : 245880827
SWIFT Code : UCBLBDDH
Contact : +8801708126234

Joypurhat Branch
Address : Sowdagar Bazar, Amtoli, Joypurhat
Email : jyp@ucb.com.bd
Routing no : 245380406
SWIFT Code : UCBLBDDH
Contact : 01955515478 Ex-815002

Kashinathpur Branch
Address : Khan Plaza (1st Floor) Union: Kashinathpur, PS- Santhia, Pabna
Email : knb@ucb.com.bd
Routing no : 245761333
SWIFT Code : UCBLBDDH
Contact : 01713108762, 01844491073

Naogaon Branch
Address : 379, Tula Patty (1st floor)
Naogaon: 6500
Email : ngn@ucb.com.bd
Routing no : 245641187
SWIFT Code : UCBLBDDH
Contact : +8801711809728

Natore Branch
Address : Union: Harishapur, Patuapara, Natore
Email : ntr@ucb.com.bd
Routing no : 245691090
SWIFT Code : UCBLBDDH
Contact : +8801711809721, +8801966602238

Pabna Branch
Address : Al-Monsur Super Market (1st Floor), 407, Abdul Hamid Road, Pabna
Email : pbn@ucb.com.bd
Routing no : 245761788
SWIFT Code : UCBLBDDH
Contact : +8802588842331

Rajshahi Branch
Address : 70/71, Miah Para (1st Floor), Shaheb Bazar, Natore Maha Sarak, Rajshahi- 6100
Email : rjh@ucb.com.bd
Routing no : 245811933
SWIFT Code : UCBLBDDHRJH
Contact : +88025-88853367

Sirajgonj Branch
Address : 720, S.S.Road P.O: Sirajgonj
District: Sirajgonj
Email : srj@ucb.com.bd
Routing no : 245881871
SWIFT Code : UCBLBDDH
Contact : +8801711888362, 8801951123233

Ullapara Branch
Address : Mizan Mansion 807, Joydev Sarak , Ward No: 03, Sirajganj
Email : ulp@ucb.com.bd
Routing no : 245882238
SWIFT Code : UCBLBDDH
Contact : +8801787670979, 8801915479134

Khulna Division

Arpara Branch
Address : Arpara Bazar Dag No: RS.760 Khatian No: RS.127 Mouza: Arpara
Union: 03 no. Arpara Police Station: Shalikha
District- Magura
Email : apb@ucb.com.bd
Routing No. 245550131
SWIFT Code : UCBLBDDH
Contact : 01322-890078, OM: 01894-924635

Chuadanga Branch
Address : 147, Barobazar, Chuadanga
Email : cdg@ucb.com.bd
Routing no : 245180198
SWIFT Code : UCBLBDDH
Contact : 01711883763

Fakirhat Branch
Address : Talukder Market (1st Floor) Union, Fakirhat, PS: Fakirhat, Bagerhat
Email : fhb@ucb.com.bd
Routing no : 245010468
SWIFT Code : UCBLBDDH
Contact : 8802-47775-488, Mobile: +88 01713-108760, 01844-491072

Gangni Branch
Address : Mondal Super Complex
Holding No: 196, Gangni Bus Stand Para,
Ward No: 04, PS: Gangni, District: Meherpur
Email : gnb@ucb.com.bd
Routing no : 245570229
SWIFT Code : UCBLBDDH
Contact : +8801894924631

Jashore Branch
Address : 36, M.K Road, Jashore
Email : jsr@ucb.com.bd
Routing no : 245410947
Contact : 01711-883758

Jhenaidah Branch
Address : 129, Shere Bangla Road, Jhenaidah
Email : jhn@ucb.com.bd
Routing no : 245440641
SWIFT Code : UCBLBDDH
Contact : 01711883760, 01966602201

Khan Jahan Ali Road Branch
Address : Haji Hanif Complex (1st Floor)
Holding No: 12&13 Khan Jahan Ali Road
Khulna
Email : khj@ucb.com.bd
Routing no : 245471481
SWIFT Code : UCBLBDDH
Contact : 01711883762, 01915477758

Khulna Branch
Address : Samabay Bank Bhaban, Holding:07 K.D Ghosh Road, Ward: 21,
Police Station: Khulna Sadar,
Khulna City Corporation, Khulna
Email : kln@ucb.com.bd
Routing no : 245471544
SWIFT Code : UCBLBDDHKLN
Contact : 02477733636, 02477720522, 02477720502

Kushtia Branch
Address : SB Plaza, Holding no. 54, N.S. Road, Kushtia
Email : kst@ucb.com.bd
Routing no : 245500949
SWIFT Code : UCBLBDDH
Contact : 01711881058, 01966602223

Noapara (Jashore) Branch
Address : Noapara Bazar P.S: Avoynagor, Jashore
Email : npj@ucb.com.bd
Routing no : 245411667
SWIFT Code : UCBLBDDH
Contact : 01711883761/01833312426

Satkhira Branch
Address : Arif Super Market, Holding No.: 0699-00, Abul Kashem Sarak, Ward No. 8, Paurashava, Satkhira, District: Satkhira
Email : stk@ucb.com.bd
Routing no : 245871094
SWIFT Code : UCBLBDDH
Contact : 01847350508

Rangpur Division

Boda Branch
Address : Khodeza Super Market Holding No: 275/O, Ward No:7, Upazila: Boda, District: Panchagarh
Email : bdb@ucb.com.bd
Routing no : 245770137
SWIFT Code : UCBLBDDH
Contact : HOB: 01711250560, OM: 01847350506

Dinajpur Branch
Address : Maldahpalty, Dinajpur-5200
Email : dnj@ucb.com.bd
Routing no : 245280672
SWIFT Code : UCBLBDDH
Contact : 02589924042,02589923266, 02589923327, 01711436596, 01847092008

Gaibandha Branch
Address : P.C. Saha Plaza Circular Road, Das Bakery More Gaibandha Sadar, Gaibandha
Email : gbb@ucb.com.bd
Routing no : 245320529
SWIFT Code : UCBLBDDH
Contact : 01322890073

Hatibandha Branch
Address : Alhaj Khatib Uddin Shopping Complex Vill: Purbo Sindurna, Union: 05 No. Sindurna PS: Hatibandha, District: Lalmonirhat
Email : hbb@ucb.com.bd
Routing no : 245520095
SWIFT Code : UCBLBDDH
Contact : +88 01322 890075, 01894924632

Kurigram Branch
Address : Bohor Uddin Plaza, Holding No: 0018-00, Kurigram Road, Ward No: 05, Pouroshova: Kurigram Sadar, Police Station: Kurigram, District: Kurigram
Email : kub@ucb.com.bd
Routing no : 245490404
SWIFT Code : UCBLBDDH
Contact : 01322-914802 (Head of Branch)

Nilphamari Branch
Address : Toyez Uddin Plaza, Holding No: 4895, Hazi Mohsin Sarak, Paurashava: Nilphamari, District: Nilphamari
Email : npb@ucb.com.bd
Routing no : 245730735
SWIFT Code : UCBLBDDH
Contact : 01711250559 01847350505

Rangpur Branch
Address : Asha Centre, 624, G.L. Roy Road, Ward-24, Rangpur City Corporation, PS-Kotwali, Rangpur
Email : rng@ucb.com.bd
Routing no : 245851456
SWIFT Code : UCBLBDDHRNG
Contact : +88025899 62117, +88025899 66057

Thakurgaon Branch
Address : Abdullah Centre, Shahid Mohammad Ali Sarak Ward No: 08, Pouroshova: Thakurgaon, P.S:Thakurgaon, District: Thakurgaon
Email : tgb@ucb.com.bd
Routing no : 245940970
SWIFT Code : UCBLBDDH
Contact : 01321124376

Barishal Division

Barguna Branch
Address : Rafiq Tower, Holding No: 107 Sadar Road, Ward No: 07 Barguna, Bangladesh
Email : bgb@ucb.com.bd
Routing no : 245040133
SWIFT Code : UCBLBDDH
Contact : 01321124374

Barisal Branch
Address : 87-88 Hamayet Uddin Road, Barisal
Email : bsl@ucb.com.bd
Routing no : 245060289
SWIFT Code : UCBLBDDH
Contact : 01847-454079/02478863144

Bhola Branch
Address : Mukhles Complex, Holding No: 888, 887 887/1, Sadar Road, Ward No: 06, Paurashava:Bhola, P.S: Bhola, District: Bhola
Email : bho@ucb.com.bd
Routing no : 245090109
SWIFT Code : UCBLBDDH
Contact : 01971-160084/01708-451983

Charfasson Branch
Address : Mozibol Hoq Super Market (1st & 2nd floor), Janata Road, Ward No: 04, PS: & Pouroshova: Charfassion, District: Bhola
Email : cfb@ucb.com.bd
Routing no : 245090220
SWIFT Code : UCBLBDDH
Contact : Telephone:049-2374044, Mobile: 01844546430, 01713108796

Indurhat Branch
Address : Hazi Ashmat Ali Tower, Sohagdol, Nesarabad, Pirojpur
Email : ihb@ucb.com.bd
Routing no : 245790067
SWIFT Code : UCBLBDDH
Contact : +8801322890076/01894924633

Jhalakathi Branch
Address : Ma Hazera Commercial Complex, Holding No: 18, Kapuria Patri, Ward No: 04, PS: Jhalakathi Sadar Jhalakathi
Email : jkb@ucb.com.bd
Routing no : 245420062
SWIFT Code : UCBLBDDH
Contact : 01847350501

Subidkhali Branch
Address : Sikder Market, College Road Subidkhali, Mirzaganj, Patuakhali, Bangladesh
Email : sbk@ucb.com.bd
Routing no : 245781276
SWIFT Code : UCBLBDDH
Contact : 01321124375-01844546434

Mymensingh Division

Jamalpur Branch
Address : Akanda House, Holding No: 0944-00, Station Road, Ward No: 05, Pouroshova: Jamalpur, Police Station: Jamalpur Sadar, District: Jamalpur
Email : jpb@ucb.com.bd
Routing no : 245390854
SWIFT Code : UCBLBDDH
Contact : Hob: 01322914801, OM: 01896016671

Kendua Branch
Address : Khonikaloy (1st Floor), Shantibag Road, Union: Kandiura, Ward No: 08, PS: Kandua, District: Netrokona
Email : kdb@ucb.com.bd
Routing no : 245720466
SWIFT Code : UCBLBDDH
Contact : 01713108773

Mymensingh Branch
Address : 17, Chota Bazar, Mymensingh: 2200
Email : mns@ucb.com.bd
Routing no : 245611759
SWIFT Code : UCBLBDDH
Contact : 02996664345-7/ 01711881064/ 01847462059

Sherpur(Myn) Branch
Address : Sampad Plaza Limited, Holding No: 46, Ragunath Bazar Naraynpur, Sherpur
Email : spb@ucb.com.bd
Routing no : 245890554
SWIFT Code : UCBLBDDHSPB
Contact : 01955-515470, 01709-635951

Master Bari Branch
Address : Master Bari Plaza, Area: Jamirdia, Union: 10 No. Hobirbari, Police Station: Bhaluka, District: Mymensingh
Email : mbb@ucb.com.bd
Routing no : 245610150
Contact : 01329738836(HOB) 01844491078 (OM)

Events & Programs



MOU Signing Ceremony with Bangladesh Football Federation



Tree Plantation during Festival of Youth 2025



ATM/CRM Setup at Metro Rail Station





Exclusive Show of Bonolota Express



Celebration of International Women's Day



Launching of UCB Bancassurance



Launching of UCB One



Launching of Micro-server-based Core Banking Solutions

Events & Programs



Annual Business Conclave 2025



UCB Cricket Fiesta 2025



UCB Golf Tournament 2025



Unveiling of Sustainability Report



Vehicle Handover to Industrial Police

Featured Products







UCB Investment Limited (UCBIL), awarded "Best Merchant Bank" by the Bangladesh Securities and Exchange Commission (BSEC) in its debut year, has built on that honor to drive innovation and leadership in Bangladesh's financial landscape. Recognized by Euromoney and FinanceAsia as Bangladesh's Best Investment Bank for the last three consecutive years through 2025, UCBIL continues to shape the country's investment banking arena. Guided by its signature TriCore philosophy of Service, Strategy and Standard, UCBIL sets benchmarks in every dimension of investment banking.

Driven by a vision beyond traditional finance, UCBIL champions initiatives like "IIS" (Investing in Society) and "DIB" (Decode Investment Banking), reflecting its commitment to social impact, financial literacy and inclusive growth. Its comprehensive suite of services spans Fixed Income Securities Advisory, Syndication, Issue Management, Portfolio Management, Mergers & Acquisitions and Corporate Advisory, empowering clients through innovation and trust.

Under the visionary leadership of Mr. Tanzim Alamgir, Founding Managing Director and CEO, UCBIL has risen to prominence domestically and internationally within just five years. True to its mission, UCBIL advances sustainable economic growth and broadens financial opportunities for stakeholders, positioning itself as a catalyst for Bangladesh's development.

EQUITY ARRANGEMENT

Issue Management

IPO, RPO, Rights Issue
IQIO, Direct & ATB Listing

Underwriting

Private Equity

DEBT ADVISORY & STRUCTURED FINANCE

Loan Syndication

Bond & Sukuk Arrangement

Preference Share Arrangement

Securitization (Asset/ Mortgage Backed)

Other Finance & Corporate Advisory

Trustee & Agency

MERGER & ACQUISITION

Buy Side Advisory

Sell Side Advisory

Valuation Report

Demerger & Reverse Merger

Substantial Acquisition of Share

PORTFOLIO MANAGEMENT

Discretionary

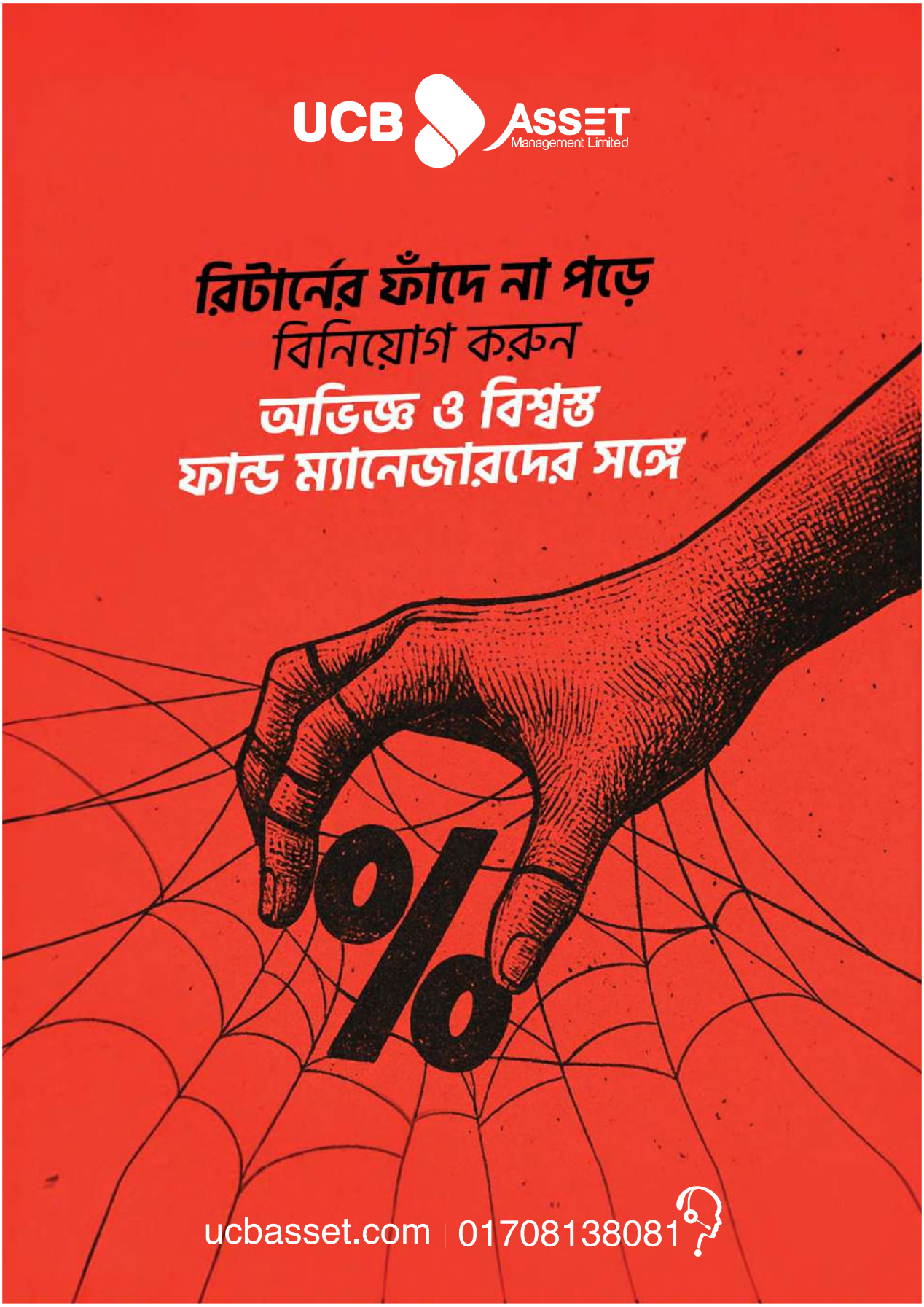
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