

Pollinating Growth, Sustaining Tomorrow

SUSTAINABILITY REPORT 2024





POLLINATING GROWTH,

SUSTAINING TOMORROW

From the integrity of their meticulously woven, hexagonal waxen abodes, Bees emerge as nature's diligent wanderers. Their aerial ballets among blossoms aren't just a dance; they're the very act of sustainability, transferring life's essence from flower to flower. This ancient ritual, born from their tireless endeavors, underpins the bountiful survival of our verdant world.

This resonates the theme of United Commercial Bank PLC's Sustainability Report, 2024



ABOUT THE REPORT

United Commercial Bank PLC's 2nd edition of Sustainability Report, 2024 titled "Pollinating Growth, Sustaining Tomorrow" formalizes the bank's steadfast commitment to integrating sustainability into its core business strategy. This report articulates the Bank's recognition of the intrinsic link between sustainable practices and long-term business success, underscoring our pledge to drive positive impact for stakeholders, the environment, and the communities we serve.

The report highlights UCB's holistic approach to sustainability, structured around the four pillars mandated by Bangladesh Bank and inspired by the core theme of IFRS S1 and S2 Standards i.e. Governance, Strategy, Risk Management, and Metrics & Targets.

UCB's sustainability disclosures adhere to a rigorous "Double Materiality" framework, evaluating - Impact Materiality (Outside-In): How UCB's activities affect the economy, society, and environment & Financial Materiality (Inside-Out): How environmental, social, and governance (ESG) factors translate into financial risks and opportunities.

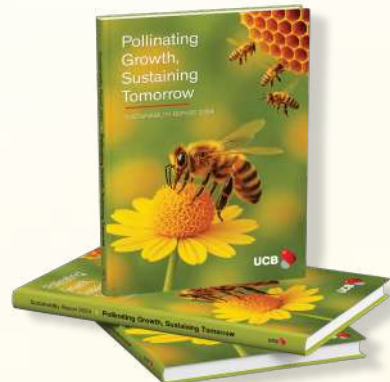
Material topics were identified through stakeholder engagement, industry benchmarking, and forward-looking scenario analysis, ensuring incorporating elements from global standards and Bangladesh's national priorities.

One of the significant key additions is the Carbon Accounting which includes limited carbon footprint measurement covering Scope 1 & 2 (direct and energy-related emissions) and Scope 3 (financed emissions), using the JIM Foundation's PCAF-based template.

UCB engages with diverse stakeholders—customers, employees, investors, regulators, suppliers, and communities and incorporates their insights which shaped its materiality assessment and strategic priorities, reinforcing commitment to transparency and accountability.



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of the Report



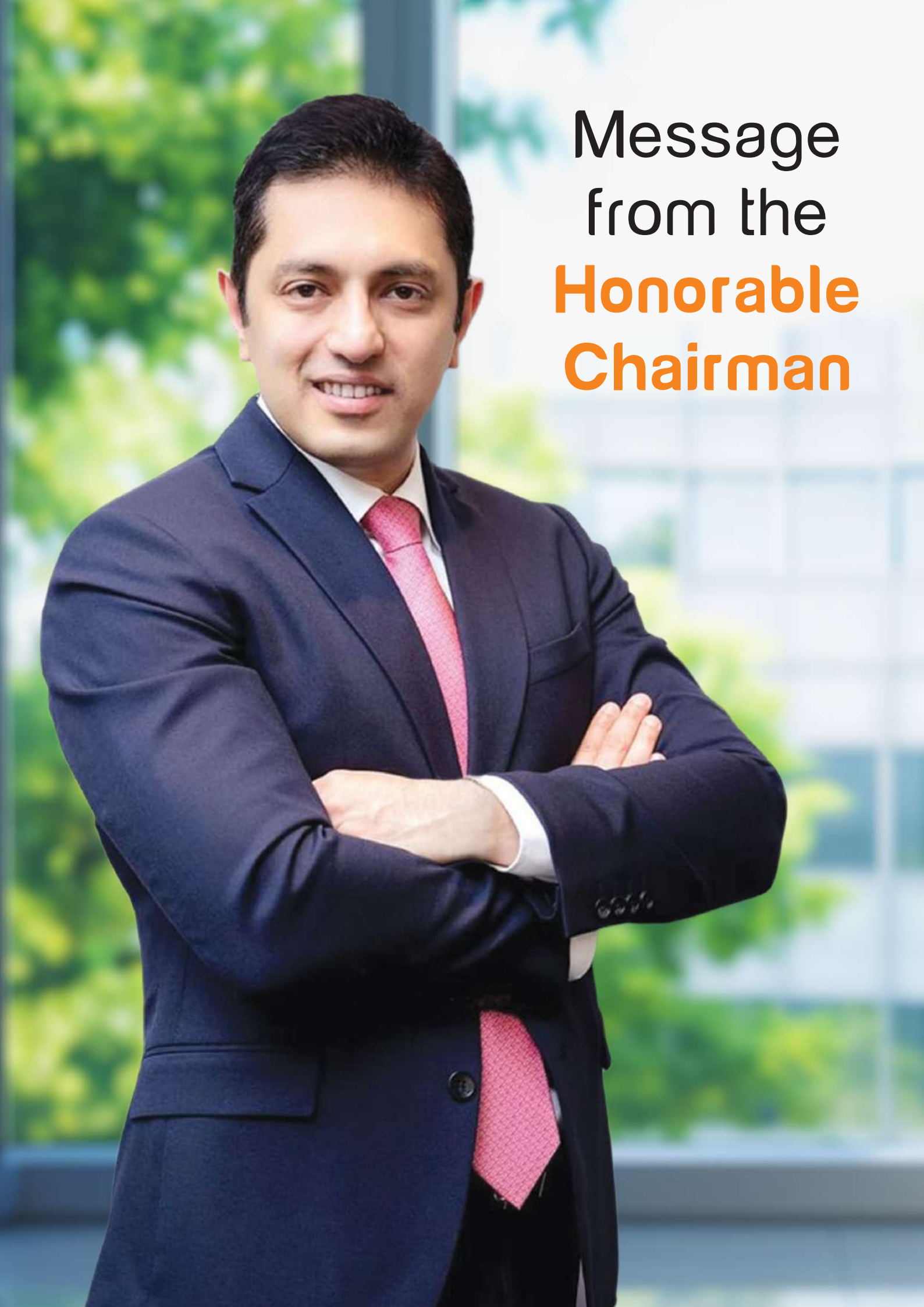


SCOPE OF THE REPORT

The 2nd edition of the Sustainability report of UCB Styled as “Pollinating Growth, Sustaining Tomorrow” is a formal articulation of the bank’s acknowledge of the nexus between sustainability and business endeavour and an unwavering pledge to deliver positive impact for stakeholders, environment, and the community we are part of.

This compendium showcases UCB’s sustainability foothold and annual performance between January 01, 2024 and December 31, 2024. The report is lined up according to the four cardinal Pillars of Sustainability as defined by Bangladesh Bank in line with the directives of IFRS S1 and S2 Standards. On exploring the core pillars (Governance, Strategy, Risk Management, and Metrics & Targets), stakeholders can comprehend the materiality surrounding various sustainability performance criteria of the Bank. Alongside, as a new addition, carbon accounting has been introduced covering Scope-1 & 2 (in a limited scale) and Scope-3 (following JIM Foundation’s template based on PCAF model).



A man with dark hair, wearing a dark blue suit, a white shirt, and a red patterned tie, stands with his arms crossed. He is smiling slightly and looking towards the camera. The background is a blurred view of green trees and a modern building with large windows.

Message from the **Honorable Chairman**

“

It is with immense pride and a deep sense of purpose that I present United Commercial Bank PLC's 2nd Independent Sustainability Report for the year 2024. This report isn't just a document; it's a testament to our unwavering commitment to a future where financial growth and societal well-being are inextricably linked.

This year's theme, **"Pollinating Growth, Sustaining Tomorrow,"** beautifully encapsulates the essence of UCB. It draws a powerful analogy to the industrious bee, a creature synonymous with diligence, collaboration, and life-giving impact. Inspired by the slogan "United in integrity, Growing Sustainably" which embodies my vision for UCB in fostering sustainable growth. On top of that, transparency and accountability are at the heart of this vision.

"Pollinating Growth" reflects our internal ethos. Just as a beehive operates with meticulous organization and unwavering discipline, UCB is dedicated to fostering sustainable growth with a culture of hard work, transparency, and ethical conduct in every facet of our operations. From the robust systems we build to the diligent collection of financial resources, every action is growth oriented and underpinned by honesty and accountability.

Extending this analogy, **"Sustaining Tomorrow"** speaks to our broader impact on society and environment. Beyond generating sustainable profit for our portfolio – the "honey" that sustains our hive – UCB is committed to creating a positive ripple effect across society and nature. We are actively involved in touching communities through financial inclusion, digital transformation, empowering underprivileged segments of the economy with tailored services, and championing crucial sectors like education and healthcare. Our commitment to environmental responsibility is equally profound,

as we finance green initiatives and integrate eco-friendly practices into our operations, acknowledging our role in nurturing a healthier planet.

This report details our significant strides in integrating Environmental, Social, and Governance (ESG) factors into our core decision-making. We are embracing digitization to provide seamless, fully digital banking experiences, with a keen focus on reaching the unbanked and younger demographics, ensuring financial services are accessible to everyone. Our ambition extends to attaining net-zero emissions across all scopes (Scope 1, 2 & 3) by 2050, a vision we are fastidiously planning to implement through comprehensive audits and real-time ESG performance monitoring.

At UCB, we firmly believe that sustainability and financial performance are not mutually exclusive but rather deeply interconnected. We are continuously striving to set higher standards in responsible financing, employee empowerment, transparent reporting, system efficiency, and community investments.

I extend my heartfelt gratitude to our incredible employees for their unwavering dedication to our sustainability journey, and to our cherished customers, investors, and all stakeholders for their continued trust and support.

I invite you to delve into this report, explore UCB's commitment to a sustainable future, and witness our sustainability journey in 2024. Your feedback is invaluable as we collectively strive towards a shared growth for a better tomorrow.

Sincerely,
Sharif Zahir, Chairman

”



Message
from the
**Managing
Director
&
CEO**

“

In the spirit of continuous commitment to sustainable growth, United Commercial Bank PLC presents its Sustainability Report, 2024. This year, our journey is encapsulated by the theme, **“Pollinating Growth, Sustaining Tomorrow”**. This is more than a theme; it is the very essence of our purpose. Like the diligent bee, which works with unwavering integrity to pollinate the world and sustain life, UCB is dedicated to nurturing the economic, social, and environmental well-being of all its stakeholders. Our every action is a deliberate step towards fostering a future that is not only prosperous but also resilient and inclusive.

Our nation stands at a pivotal juncture, where the challenges of climate change and the imperatives of social development demand more than just conventional banking. They demand a new paradigm of finance—one that is conscientious, innovative, and deeply connected to the people and the planet. At UCB, we have embraced this challenge, transforming our role from a mere financial intermediary to a catalyst for sustainable progress. We believe that true growth is that which is shared, and lasting profit is that which is earned responsibly.

Our commitment is not measured in words, but in tangible, data-driven impact. In 2024, we have made remarkable strides in embedding sustainability into the core of our financing activities. I am delighted to report that our total outstanding in **Sustainable Finance reached an astounding BDT 379,181.00 million**, representing **77.92% of our total Net Outstanding**—far exceeding our 15% target. This is a clear testament to our strategic shift towards a more responsible portfolio.

Within this, our **Green Finance** portfolio has flourished, with disbursements of **BDT 10,692.30 million**, channeling critical funds into renewable energy, resource efficiency, and environmentally-friendly establishments. Our outstanding Green Finance portfolio now stands at **BDT 38,614.50 million**, a direct investment in the green transition of our economy. These numbers represent our unwavering resolve to finance a healthier, cleaner Bangladesh for generations to come.

But our vision of sustainability extends beyond our balance sheet. It is about touching lives and empowering communities. Our **Corporate Social Responsibility (CSR)** initiatives, with a total expenditure of **BDT 74.40 million**, have been strategically directed towards high-impact areas. We have invested significantly in health and education, but I am particularly proud of our innovative **Agri-CSR programs**.

By partnering with research institutions like the Rural Development Academy (RDA) and providing direct training to over 12,700 agricultural entrepreneurs, we are cultivating resilience from the ground up, empowering the very backbone of our nation's economy.

The future of banking is digital, and for UCB, the future of digital is green. We are relentlessly pursuing digitization not only for customer convenience but as a core pillar of our operational sustainability. Innovations like our automated School Management Payment System and Offshore Banking Account Opening are minimizing our paper trail and reducing our carbon footprint. This "green-by-design" ethos is fundamental to our internal operations, as we strive to lead by example.

Looking ahead, our path is clear and ambitious. Our **Roadmap to 2050** sets out a phased journey towards achieving **net-zero emissions** across all scopes. We are inspired by the vision of a "World of Three Zeros"—zero poverty, zero unemployment, and zero net carbon emissions—and have launched innovative products like 'UCB Progoti' and 'UCB Shobuj Shomiddhi' to turn this vision into a reality for our customers. Our governance structures have been fortified to ensure that Environmental, Social, and Governance (ESG) principles are not just a metric to be tracked, but the lens through which every decision is made.

This journey would be impossible without the collective spirit of our UCB family. I extend my deepest gratitude to our dedicated employees, whose passion and integrity are the driving force behind our success. To our customers and investors, thank you for your unwavering trust; you inspire us to set higher benchmarks. And to our Board of Directors, your visionary guidance is the compass that directs our path.

Together, we are more than a bank. We are a hive of dedicated individuals, united in integrity, working tirelessly to pollinate every corner of our society with the seeds of sustainable growth. I invite you to read this report and join us on this vital journey.

Sincerely,

Mohammad Mamdudur Rashid
Managing Director & CEO

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A man with a beard and glasses, wearing a dark blue suit, a white shirt, and a colorful checkered tie, stands in an office setting. He is smiling slightly and has his hands clasped in front of him. The background is a bright, modern office with large windows and a potted plant on the right.

Message
from the
**Head of
Sustainable
Finance
Committee**



I am immensely proud to present to you not just a mere compendium, but a reflection of our collective journey and achievements: our **2024 Sustainability Report**.

This report is more than just a compilation of data and initiatives; it is a testament to our unwavering commitment to sustainability, demonstrating how we, as a leading commercial bank in Bangladesh, are actively contributing to a more resilient, equitable, and prosperous future. The year 2024 has been pivotal, marked by significant strides in integrating environmental, social, and governance (ESG) principles deeper into every facet of our operations and strategic decision-making.

Bangladesh, our home, continues to navigate the complex realities of climate change and socio-economic development. As a low-lying delta nation, our vulnerability amplifies the urgency of sustainable action. Yet, it also illuminates the immense potential for innovation and growth within this very challenge. Throughout 2024, United Commercial Bank PLC has embraced this duality, transforming challenges into opportunities for impactful change.

Our commitment to sustainability is no longer merely an aspiration; it is a tangible, measurable part of our business model. This report details how our pursuit of long-term value creation is intrinsically linked with our positive impact on society and the environment. We recognize that a financially strong bank is one that builds a sustainable future for its stakeholders.

The **economic imperative** of sustainability has never been clearer. In 2024, we sharpened our focus on identifying and mitigating ESG-related risks, enhancing our resilience against evolving market dynamics. Concurrently, we actively seized the burgeoning opportunities in the green economy. This report highlights our expanded engagement in green and sustainable financing, which has become a significant driver of both our growth and our positive environmental footprint.

Beyond economics, our **social responsibility** continues to guide our actions. As detailed in the report, 2024 saw us deepen our efforts in financial inclusion, supporting underserved communities and empowering entrepreneurs. Our investments in community well-being underscore our belief that our success is fundamentally tied to the health and prosperity of the communities we serve.

In essence, the 2024 Sustainability Report showcases UCB's progress in becoming a future-proof institution – one that not only delivers robust financial returns but also champions environmental stewardship and social equity, setting new benchmarks for responsible banking in Bangladesh.

This 2024 Sustainability Report provides a comprehensive overview of our actions and impacts across several key strategic pillars.

Our focus on **Green and Sustainable Financing** saw remarkable progress in 2024. The report provides detailed metrics on our expanded portfolio of loans and financing solutions for projects that align with environmental protection and social progress. This includes specific examples of our contributions to renewable energy projects, energy-efficient technologies, sustainable waste management, and climate-resilient agriculture initiatives that directly support our farmers and national food security. We have further strengthened our ESG integration into due diligence processes, ensuring that our financing supports truly responsible and impactful ventures.

Internally, our dedication to **Greening Our Own Operations** yielded measurable results in 2024. The report outlines our initiatives and achievements in reducing our carbon footprint, optimizing energy consumption across our branches, and implementing more efficient waste management systems. Our push for increased digital transactions has also significantly reduced paper consumption, showcasing our commitment to leading by example.

The report also extensively details our significant strides in **Social Impact and Financial Inclusion** throughout 2024. You will find data on how we have expanded access to financial services for underserved populations, particularly in rural areas, leveraging digital platforms and developing tailored financial products. Our community development programs, highlighted within these pages, underscore our investment in education, healthcare, and skill development, aimed at fostering widespread prosperity.

Crucially, the report emphasizes our investment in **Employee Engagement and Awareness**. In 2024, we continued to empower our colleagues through enhanced training and awareness programs, embedding sustainable thinking into their daily operations and client interactions. Their dedication is

the driving force behind the achievements outlined in this report.

The journey towards comprehensive sustainability is dynamic and continuous. While 2024 presented its share of challenges, our collaborative spirit with government bodies, regulators, NGOs, and our valued clients allowed us to overcome hurdles and collectively drive systemic change. This report transparently outlines both our successes and areas where we are committed to further improvement. We eagerly anticipate forging even stronger partnerships that amplify our collective impact on the national sustainable development agenda.

As we look to the future, UCB remains steadfast in its vision: where sustainable banking is synonymous with good banking. The 2024 Sustainability Report serves as

a clear articulation of how our financial strength is inextricably linked with our environmental stewardship and our commitment to social equity. We are not just financing businesses; we are actively investing in a more resilient, prosperous, and sustainable Bangladesh for generations to come.

I invite you to explore the details within the 2024 Sustainability Report. It represents our pledge to transparency and accountability in our sustainable journey. Thank you for your continued trust and partnership.

Nabil Mustafizur Rahman

Head of Sustainable Finance Committee

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PROFILE OF THE BANK

UNITED COMMERCIAL BANK PLC STARTED ITS HUMBLE JOURNEY IN MID-1983 WITH A FIRM COMMITMENT TO THE ECONOMIC AND SOCIAL DEVELOPMENT OF BANGLADESH AND HAS BEEN ABLE TO ESTABLISH ITSELF AS ONE OF THE LARGEST PRIVATE COMMERCIAL BANKS IN THE COUNTRY TODAY

To keep the promise unbroken, we dedicatedly spent more than four glorious decades and today we stand as one of the largest private commercial banks of Bangladesh. From its very inception, UCB had a steadfast determination towards ensuring optimum services and assistance. Aligned with our commitment to the best financial services, we are continuously coming up with a number of diverse and customer-friendly initiatives and products. UCB has played a pivotal role in creating, nourishing and establishing leading entrepreneurs of the country and without these very special people (entrepreneurs) we wouldn't have the economically strong Bangladesh we have today. UCB is listed with Dhaka Stock Exchange PLC. and Chittagong Stock Exchange PLC. and in all parameters UCB is considered as one of the top listed companies in Bangladesh. UCB offers a wide range of banking products and financial services to corporate, SME and retail customers through a variety of delivery channels and through its subsidiary companies. With a vast network of 228 branches along with Off-shore Banking Unit, Unet, Uclick, E-Commerce, Agent Banking, Islamic Banking, Sub Branches, Priority Banking (UCB Imperial), remittance services, credit card business, and with the dedicated human capital of 5,749; the Bank has already made a distinct mark in the realm of private sector banking through boutique service, innovative practices, dynamic problem-solving approach and efficient management. The bank has very special focus on RMG, import-export, agriculture, SME sector and retail business with a view to leading nationwide financial inclusion and green banking initiatives. The Bank has four fully owned subsidiaries namely i.e. UCB Stock Brokerage Limited (provides brokerage services in the capital market), UCB Investment Limited (aims to carry out full-fledged merchant banking activities in Bangladesh), UCB Asset Management Limited (incorporated for both institutional and individual fund management) and UCB Fintech Company Limited

(Mobile Financial Services known as Upay). UCB's Board members include eminent individuals with industrial, financial and operational expertise. The Board consists of 5 members including 3 independent Directors and Managing Director & CEO. There are three committees under the Board which are Executive Committee, Audit Committee and Risk Management Committee. There is also a Shariah Supervisory Committee for Islamic Banking services. Our innovative banking services have been recognized and rewarded even in the global arena. UCB has gone through a massive transformation in the recent past. Our transformation is reshaping the client experience. The Board and the Management of the Bank clearly realize that multiple forces have reshaped the banking business in the country and UCB has to be ready to grab untapped potentials of the country. Moving forward, the Bank has a clear strategy to rationalize our portfolio, managing risks while accelerating the delivery of consistently strong results with special focus on people, planet and profit to embrace sustainability. The foundation of our business is the commitment to excellence in everything we do. Our competitive advantage lies on Sustainable Development based on continuous diversification of business. UCB's core competencies may be classified into two segments interest earning activities in the form of providing loans and advances and investment activities. We are committed to provide our clients with the highest level of service for managing their wealth effectively by adopting international best practices and operating ethically and transparently. Our branding concept gives practical expression to the bank's aspiration to position the customer, and the customer's needs and financial well-being, as central which is depicted in our motto –

"United in Integrity, Growing Sustainably"

Vision Mission & Core Value



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.



- » We put our customers first.
- » We emphasize professional ethics.
- » We maintain quality at all levels.
- » We believe in being a responsible corporate citizen.
- » We say what we believe in.
- » We foster participative management.



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



Strategic Priorities

Enjoyable Experience

To make all the stakeholders pleasant and make the entire banking process as 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 & enhance brand image



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 Certificate 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	Branch -231, Sub Branch-177 (As on 31.12.2024)
Number of ATM & CRM Booths	716 (As on 31.12.2024)
Number of Agent Banking Outlets	855 (As on 31.12.2024)
Number of Off-Shore Banking Units	0 1 (As on 31.12.2024)
Number of Foreign Correspondents	614 (As on 31.12.2024)
Number of Employees	5693 (As on 31.12.2024)
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, Valid till: May 6, 2026
Stock Exchange Listing	Dhaka Stock Exchange PLC. (DSE) Chittagong Stock Exchange PLC. (CSE)

Site of Corporate Office

Registered/Head Office

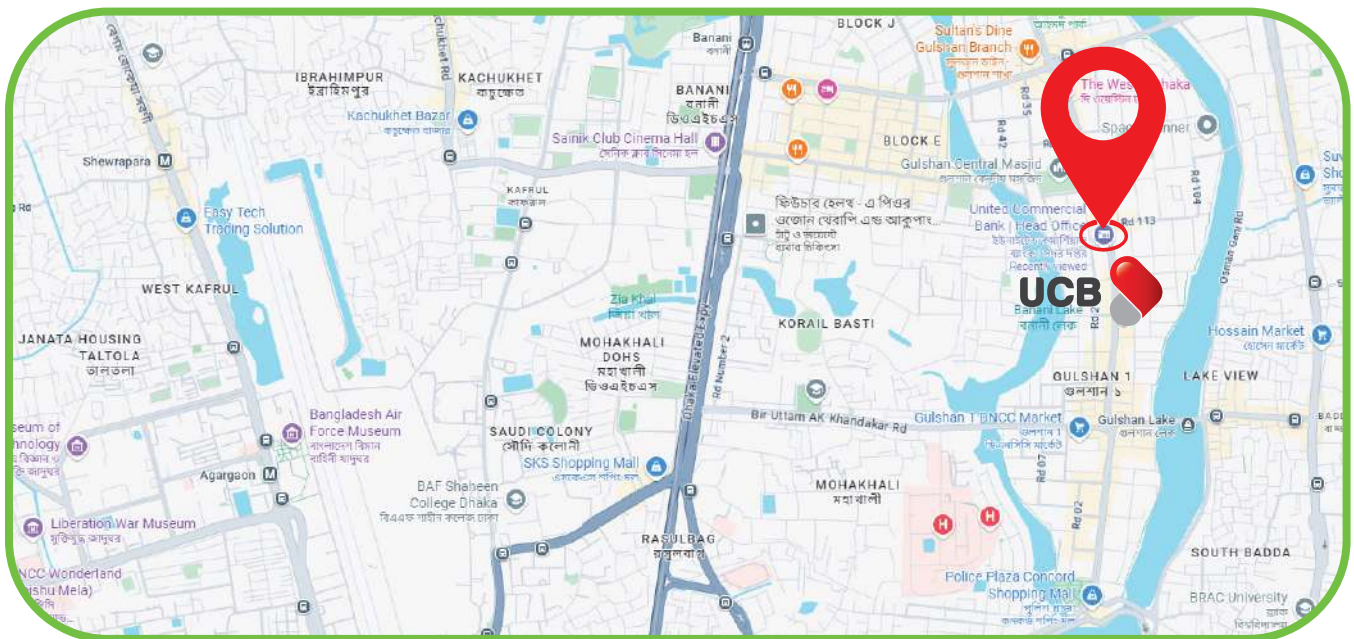
Bulus Center, Plot - CWS(A)-1, Road No - 34 Gulshan Avenue, Dhaka-1212, Bangladesh

Corporate Office

Bulus Center, Plot - CWS(A)-1, Road No - 34 Gulshan Avenue, Dhaka-1212, Bangladesh

Investors Relation Office

Bulus Center, Plot - CWS(A)-1, Road No - 34 Gulshan Avenue, Dhaka-1212, Bangladesh



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Overseas

+88-09610016419, +88-09612316419

UCBLBDDH



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16419



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Credit Rating Report

UCB has been assigned a long-term credit rating of "AA" and a short-term credit rating of "ST-2" by Emerging Credit Rating Limited (ERCL). The rating is based on a comprehensive assessment of our financial statements, business model, market position, and overall creditworthiness.



2020 to 2024

Long Term Rating

AA

Short Term Rating

ST-2

	Long Term	Short Term
Surveillance Rating-2024	AA	ST-2
Validity of Rating	06 May 2026	

Year-wise Credit Rating Report

Year	Rating Agency	Long Term	Short Term
2024	ECRL	AA	ST-2
2023	ECRL	AA	ST-2
2022	ECRL	AA	ST-2
2021	ECRL	AA	ST-2
2020	ECRL	AA	ST-2

Distribution of Shareholding

UCB's shares are held by a diverse group of investors, including individual shareholders, financial institutions, and corporate bodies. This broad shareholder base reflects UCB's strong market presence and appeal to a wide range of investors. The specific distribution of shareholding may vary over time and is detailed in UCB's annual reports and other financial disclosures. Shareholding of UCB as of 31 December 2024 is given below:

Major Category-wise Shareholding

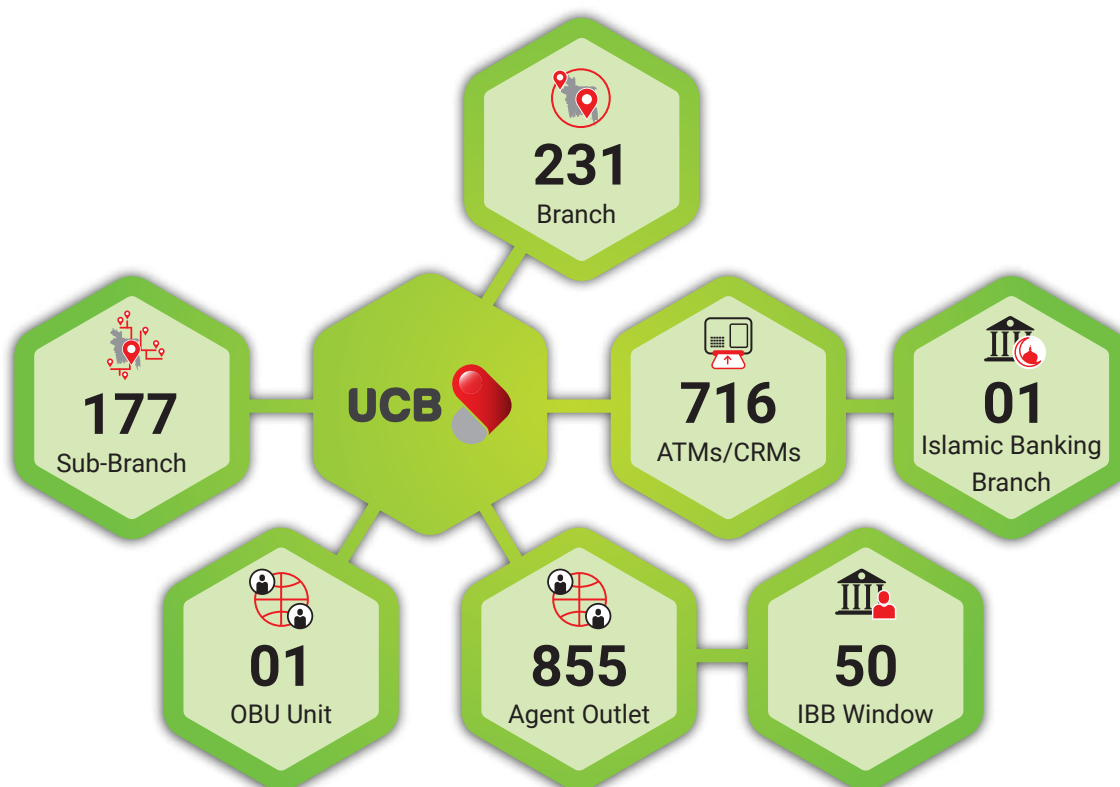
SL. No.	Type of Owner	No. of shares	Value of shares BDT	% of holding
1.	Sponsor & Directors	159,274,626	1,592,746,260	10.27%
2	Gov.	12,574,769	125,747,690	0.81%
3.	General Public	810,184,595	8,101,845,950	52.26%
4.	Institutes	568,341,908	5,683,419,080	36.66%
	Total	1,550,375,898	15,503,758,980	100.00%



UCB commenced its operations in the mid-1983 with an initial paid-up capital of BDT 35.50 million by some dynamic entrepreneurs, esteemed industrialists, and the Bangladesh Government with the objective of excellence in customer service with pleasure and happiness. Over the years, it has built one of the most extensive networks, boasting 231 branches as of December 31, 2024, among the pioneer banks in the private sector. Demonstrating a steadfast commitment to the nation's economic progress, the bank has left an indelible mark in the realm of private sector banking. It has achieved this through personalized service, innovative strategies, a dynamic approach, and efficient management. With aspirations to assume a leading role in the country's economic landscape, the bank actively contributes to the development of trade, commerce, and industry through a forward-thinking credit policy.

Its vision is to be the best in all terms; sustainable inclusive business growth by ensuring efficiency, regulatory compliance, good asset quality, combination of experience and professional talents, consistent profitability and of course good governance. During the year 2024 the bank set record indeed in terms of advance, deposit and expansion of business through its continuous diversification.

UCB was listed with Dhaka Stock Exchange Limited (DSE) in the year 1986 and with the Chittagong Stock Exchange Limited (CSE) in the year 1995. The bank obtained license to open offshore banking unit on 9 June 2010. The Bank also obtained permission for Islamic Banking Branch from Bangladesh Bank vide, letter no. BRPD (P-3) 745 (17)/2020-1453 dated 6 February 2020.



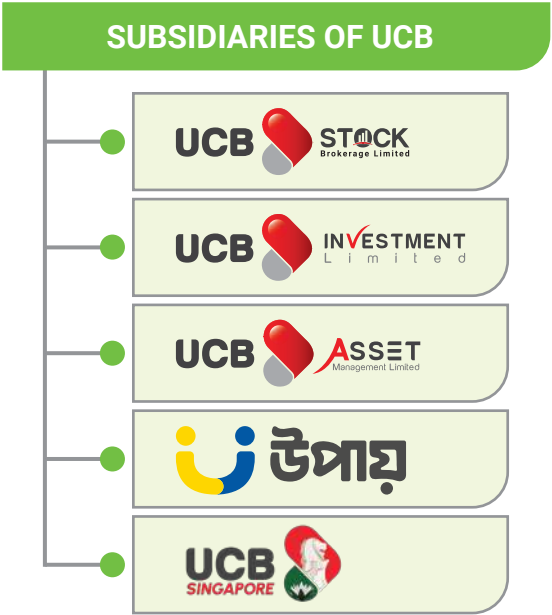
Principal Activities

UCB's core competencies may be classified into the followings segments leading by interest earning activities in the form of providing loans and advances and investment activities

Interest Earning Activities	UCB has an attractive basket of loan products which cover SME financing, Project financing, Export-Import financing, overdraft facility and cash credit, home loan, car loan, lease financing, consumer financing, RMG financing, Agro loan and many more.
Local & Foreign Trade Activities	UCB facilitates its valued clients in thier loacl and foreign trade activities i.e. import and export business. These import and export are one of the highest revenue-generating segments of UCB.
Remittance Activities	UCB also facilitates inward and outward remittance facilities to Expatriates different organizations and individuals through branches, agents and correspondences.
Gurantee Activities	UCB provides financial guarantee to different individuals and organizations which is also an important source of commission earning of the bank.
Investment Activities	Money Market- UCB invests in the treasury bills & bond which is considered as secured investment and ensures a certain amount of return to the Bank. Considering the liquidity position, the Bank also participates in the call money market. Capital Market- UCB has significant presence in capital market through direct investment. The Bank has also five subsidiaries with an aim to active participation in capital market through brokerage, portfolio management, investment banking etc.

The bank consists of five subsidiaries

UCB Stock Brokerage Limited (former UCB Capital Management Limited), UCB Investment Limited, UCB Asset Management Limited, UCB Fintech Company Limited and UCB Exchange (SG) PTE. Ltd.



UCB Stock Brokerage Limited

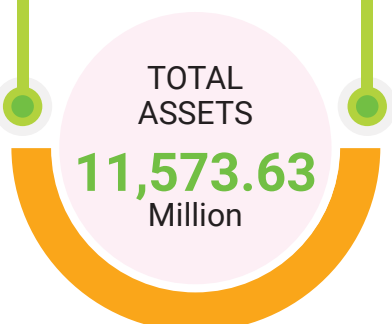
UCB Stock Brokerage Limited (Former UCB Capital Management Limited) established in June 2013 has emerged as one of the esteemed stock brokers in Bangladesh. It is a fully owned subsidiary of the bank. UCB Stock Brokerage Limited was incorporated in Bangladesh as a private limited company in accordance with the Companies Act, 1994. The company provides stock brokerage and margin loan services. UCB Stock Brokerage Limited started providing its services in June 2013 with a highly experienced and proficient management team with the aim of offering a global standard service to the clients of home and abroad in relation to securities originating in Bangladesh. Recently, UCB Stock Brokerage Limited has opened its first Digital Booth in Dubai which was the first initiative in the Capital Market of Bangladesh.

UCB Stock is catalogued as TREC Holder with both the stock exchanges in Bangladesh; Dhaka Stock Exchange Limited (TREC No.: 181) and Chittagong Stock Exchanges Limited (TREC No.:015). It is also a Depository Participant (DP) of Central Depository of Bangladesh Limited and provides allied services under the Rules & Regulations of Bangladesh Securities and Exchange Commission. The registered office of the company is located at Bulus Center, 17th Floor

Shareholders Equity



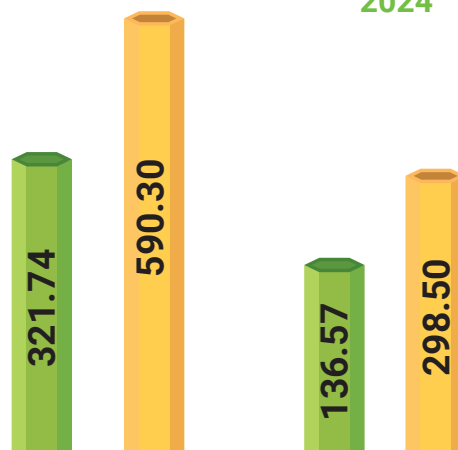
Total Liabilities



PROFITABILITY

(BDT IN MILLION)

2024 2023



Operating Profit

NPAT

(west side), Plot: CWS-(A)-1, Gulshan Avenue, Gulshan, Dhaka – 1212. UCB Stock Brokerage Limited has already earned outshine reputation for eminent ethics and trusted service. The Company is devoted to perform relentless duties for the development of capital market of Bangladesh.



UCB Investment Limited

UCB Investment Limited (UCBIL) was incorporated in Bangladesh as a private limited company with limited liability as on 3 August 2011 under the Companies Act 1994 with the Registrar of Joint Stock Companies and Firms (RJSC) vide registration no. C-94654/11. The Company has obtained Merchant Banking license (registration certificate no. MB-97/2020) from the Bangladesh Securities and Exchange Commission (BSEC) on 05 October 2020. The principal objective of the company is to carry out full-fledged merchant banking activities in Bangladesh i.e. portfolio management, share transfer agency, fund management to issue in the capital and security market, underwriting, management and distribution of the issue of stock shares, bonds and other securities.

The company aims to play a vital role in bridging the gap in professional financial management services in the country and the gap between investors and investment opportunities. With its group of versatile financial consultants, UCBIL covers all investment banking services, including Corporate Advisory, Fixed Income Securities, Syndicate Loans, IPO Management, Issue Management Service, Underwriting and Portfolio Management.

Shareholders Equity



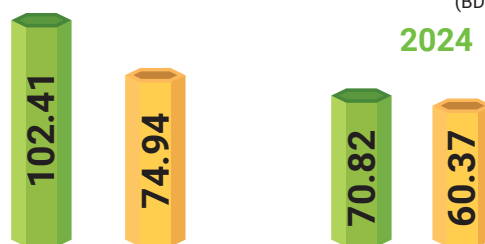
Total Liabilities



PROFITABILITY

(BDT in Million)

2024 2023



Operating Profit

NPAT

The entity aims at delivering topclass, customized investment solutions to its clients to cater to their specific needs and be their long-term growth partner. The key strength of UCBIL comes from its people, who are highly talented investment managers with vast and versatile experience in the investment landscape, both locally and globally. Utilizing this knowledge and expertise, UCBIL intends to provide and promote unique financial solutions for some of the nation's most successful institutions and corporations. Keeping innovation and sustainable growth at the core of its operations, UCBIL intends to lead its clients and the country to a brighter and wealthier future.



UCB Asset Management Limited

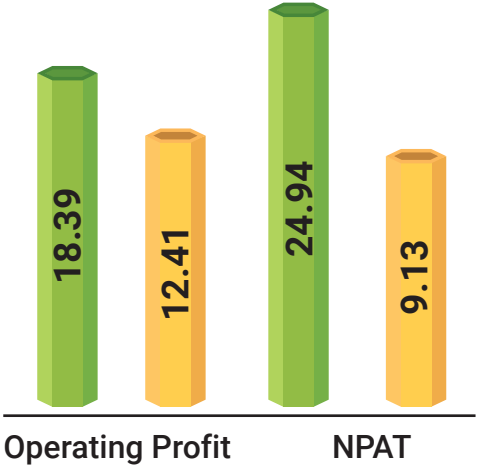
Established in February 2019, as a wholly-owned subsidiary of United Commercial Bank, UCB Asset Management Limited has the unique advantage to offer a wide range of investment solutions. UCB Asset Management Limited has a strong team of investment professionals who have a long track record of managing mutual funds in Bangladesh.

The principal objective of the company is to carry out various merchant banking activities in Bangladesh i.e.

portfolio management, share transfer agent, fund management to issue in the capital and security market, underwrite, manage and distribute the issue of stock shares, bonds and other securities. Trust is the core value of UCB Asset Management and its mission is to gain people's confidence towards the capital market while maintaining an international standard-oriented service.

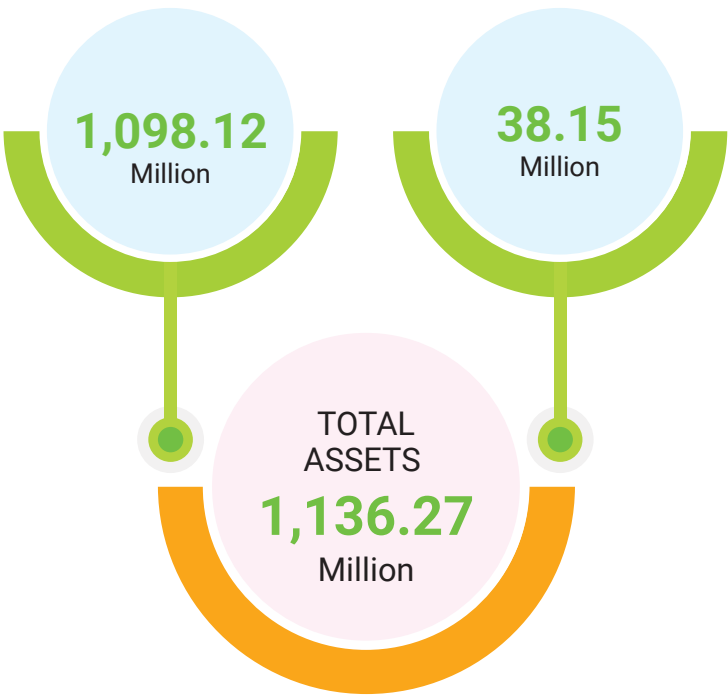
PROFITABILITY (BDT IN MILLION)

2024 2023



Shareholders Equity

Total Liabilities



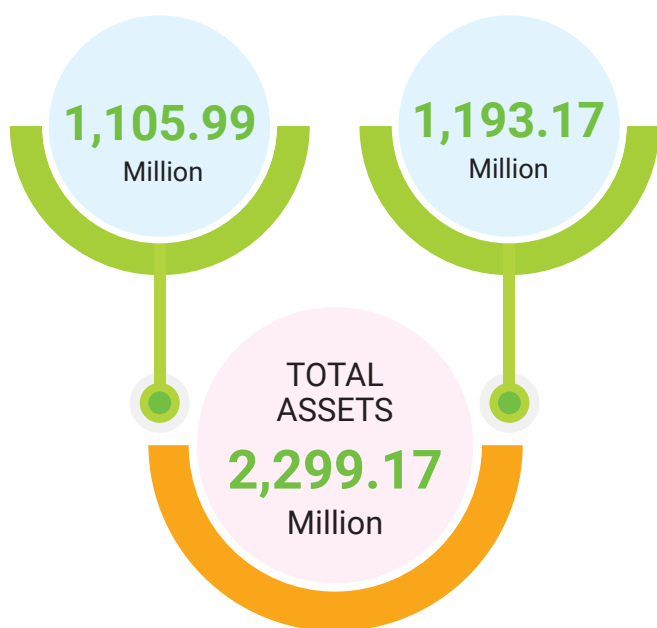
Fintech Company Limited

UCB Fintech Company Limited a fully owned subsidiary of the United Commercial Bank PLC was incorporated in Bangladesh on July 30, 2020 vide registration no. C-162182 as a Private Company Limited by shares under the Companies Act, 1994. Upon receiving the license from Bangladesh Bank, UCB Fintech Company Limited started its journey in March 2021, under the brand name “উপায়” (“UPAY” in English) and offering a broad range of mobile financial services to people from all walks of life.

Product and services of UCB Fintech Company Limited include mobile transactions (cash-in, cash-out, send money etc.), utility bill payment, in-store and ecommerce payment, inward remittance, salary disbursement, G2P and P2G transaction, airtime recharge and other value added financial services. Going forward, UCB Fintech aims to offer different types of innovative products and services to fulfill need of different customer segments.

Shareholders Equity

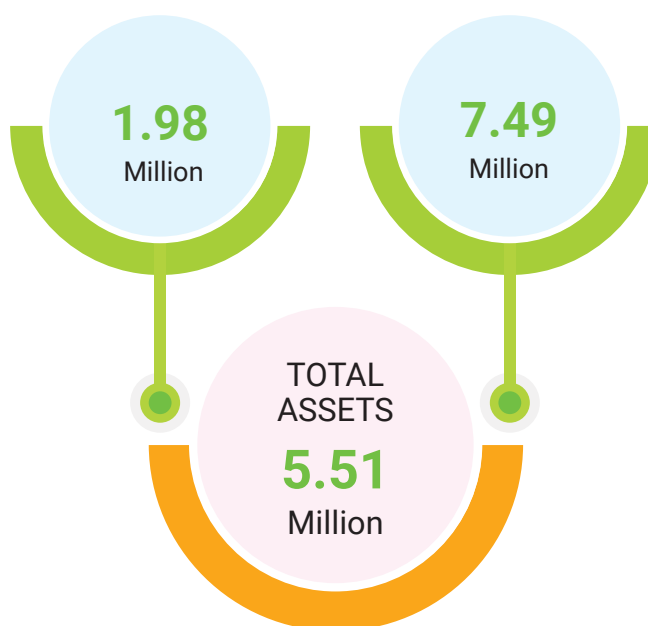
Total Liabilities



The principal activities of the company are to carry on the remittance business and to undertake and participate in transactions, activities and operations commonly carried on or undertaken by remittance and exchange house. UCB holds 1000 nos. of shares of UCB Exchange (SG) PTE. Ltd., Singapore with face value of Singapore Dollar 1.00 each which is equivalent to 100% of total shares of the company.

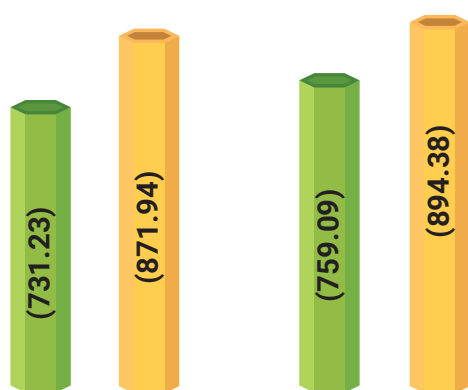
Shareholders Equity

Total Liabilities



PROFITABILITY (BDT IN MILLION)

2024 2023



Operating Profit

NPAT

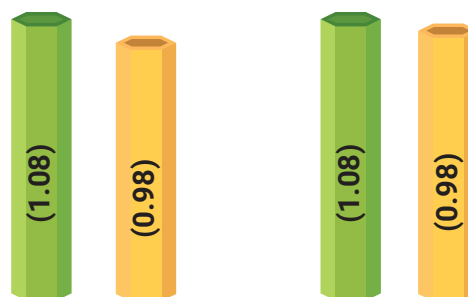


Exchange (SG) PTE. Ltd.

UCB Exchange (SG) PTE. Ltd., a wholly owned subsidiary of United Commercial Bank PLC, was incorporated in Singapore on 25 January 2023 as a private limited company by shares under the Companies Act 1967 in Singapore having Unique Entity Number (UEN) 202302830G. After incorporation, UCB Exchange has submitted its application for remittance license to Monetary Authority of Singapore (MAS) and it is still under process.

PROFITABILITY (BDT IN MILLION)

2024 2023

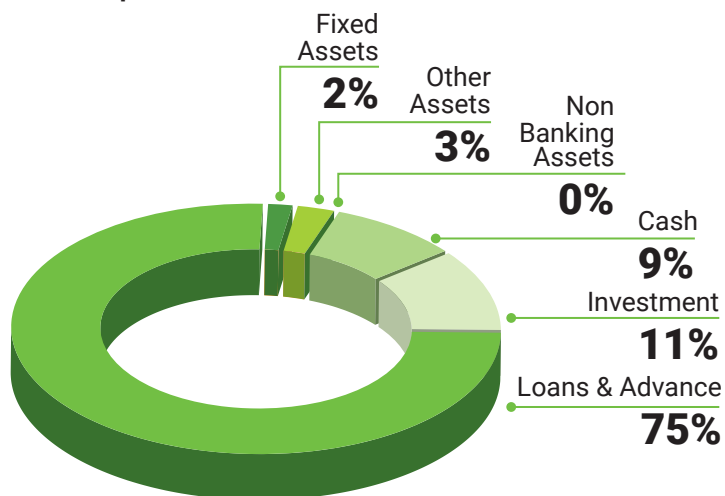


Operating Profit

NPAT

FINANCIAL PERFORMANCE OF UCB

Composition of Balance Sheet FY 2024



Total Asset
BDT 768,779 Million



Loans & Advances
BDT 572,829 Million

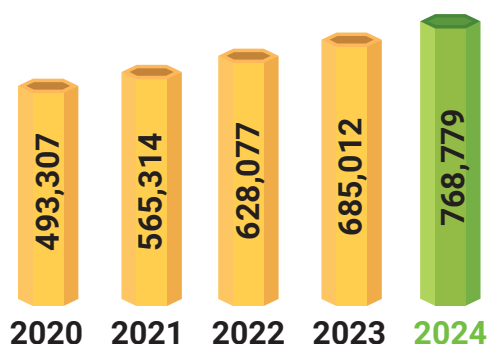


Deposit
BDT 554,215 Million

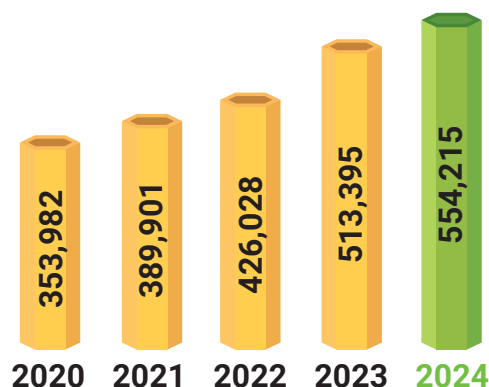


Investment
BDT 87,851 Million

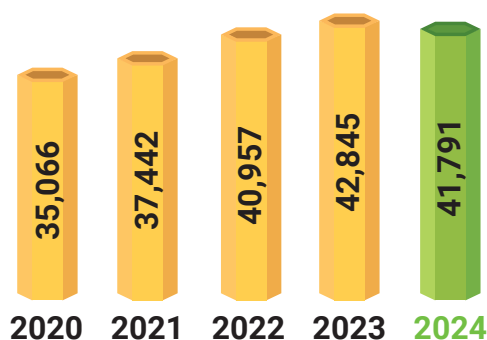
TOTAL ASSETS
(BDT IN MILLION)



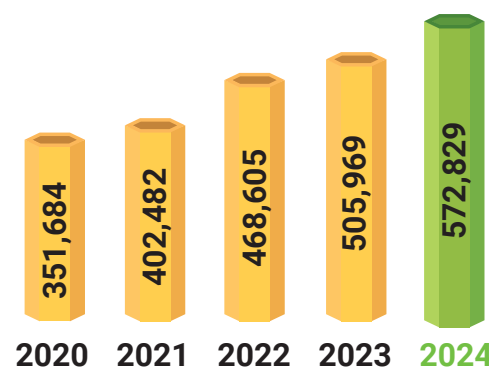
DEPOSITS
(BDT IN MILLION)



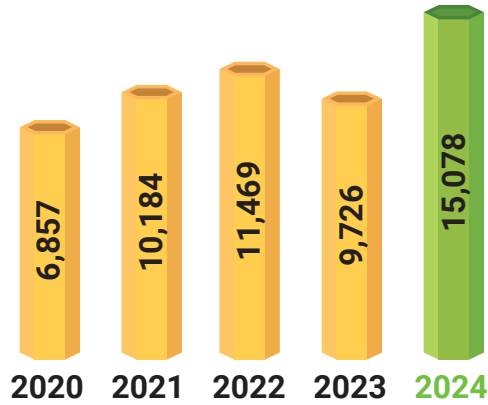
SHAREHOLDERS' EQUITY
(BDT IN MILLION)



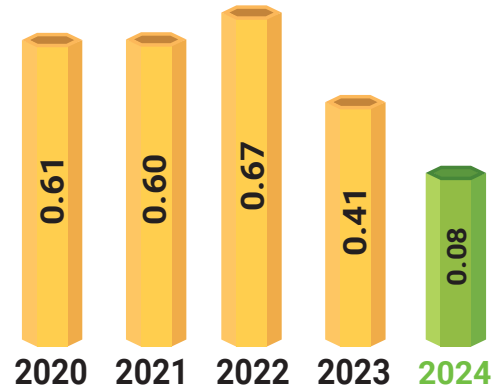
LOANS AND ADVANCES
(BDT IN MILLION)



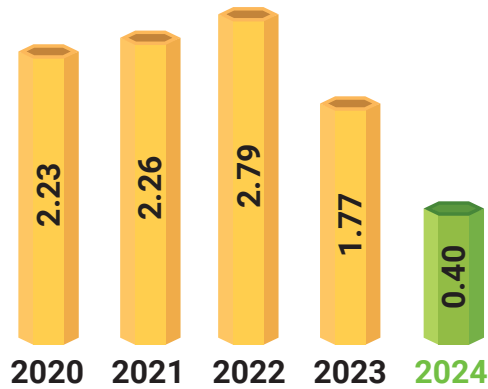
OPERATING PROFIT
(BDT IN MILLION)



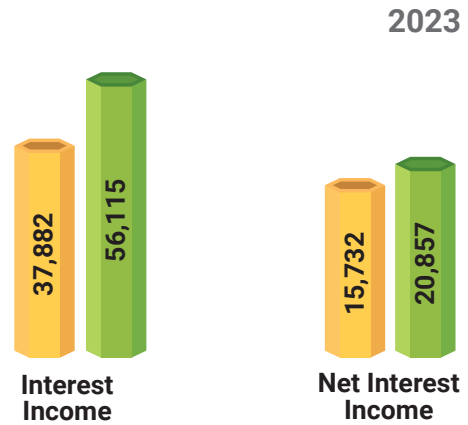
RETURN ON ASSETS (ROA)
IN PERCENTAGE



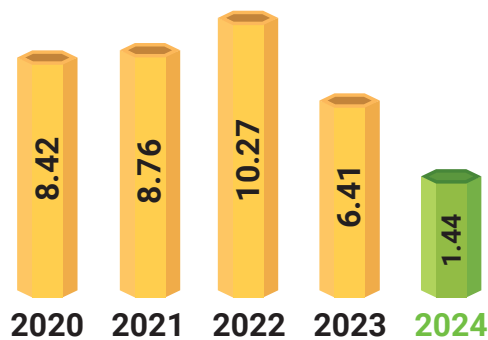
EARNINGS PER SHARE (EPS)
IN BDT (RESTATED)



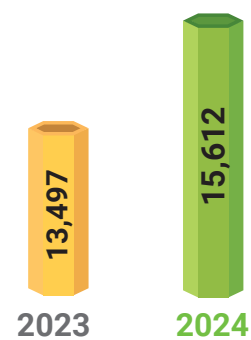
INTEREST INCOME & NET INTEREST INCOME
(BDT IN MILLION)



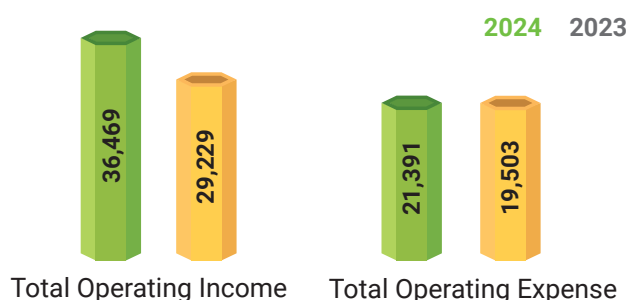
RETURN ON EQUITY (ROE)
IN PERCENTAGE



NON-INTEREST INCOME
(BDT IN MILLION)



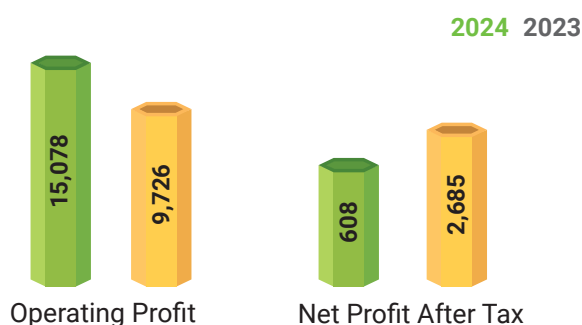
OPERATING INCOME & OPERATING EXPENSE (BDT IN MILLION)



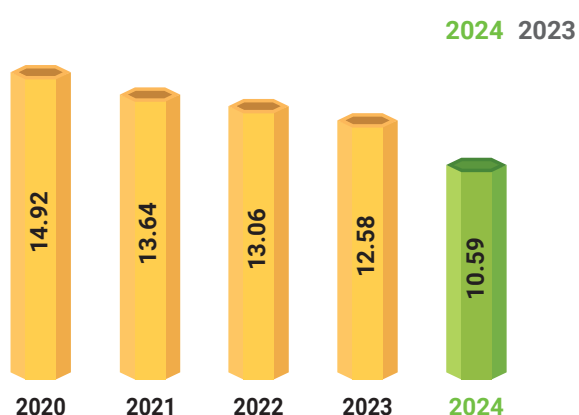
Risk Based Capital Framework

Risk Based Capital Adequacy Framework (Revised Regulatory Capital Framework for banks in line with Basel III) has been implemented in Bangladesh from the beginning of 2015 through BRPD Circular No- 18 dated December 21, 2014. Bank was in Basel II regime in 2014 maintaining its capital level above the minimum requirement, estimating the additional capital requirement to find out level of Adequate Capital against all types of risks under Pillar II and providing adequate disclosure as per pillar III (market discipline) of Basel II guideline. From very beginning of implementation of Basel III in Bangladesh, UCB has been continuing to calculate Minimum Capital Requirement (MCR) considering credit risk, market risk and operational risk considering the Capital Conservation Buffer.

OPERATING PROFIT & NET PROFIT AFTER TAX (BDT IN MILLION)



CAPITAL TO RWA RATIO (PERCENT)



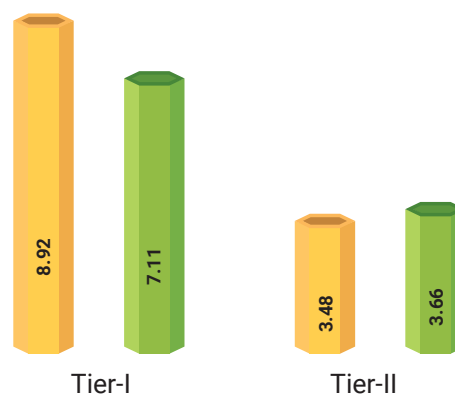
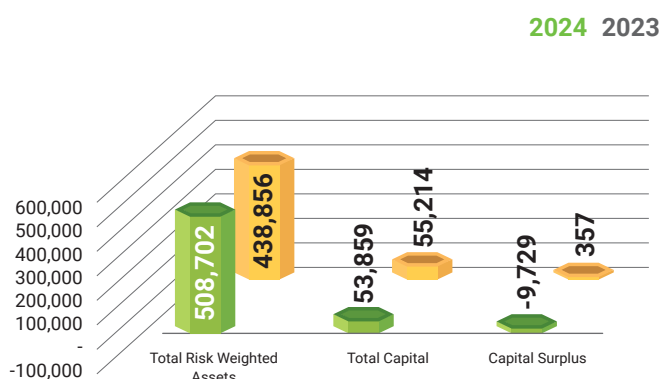
Capital adequacy status under Basel III

Bank's Capital to Risk Weighted Assets Ratio (CRAR) remains consistently within the comfort zone against the requirement of 12.5% (Minimum total capital ratio plus capital conservation buffer) and ended at 10.59% as on 31 December 2024. For details please see Note 14.6 (Capital to Risk Weighted Asset Ratio) section of the Financial Statements.

TIER-I & TIER-II CAPITAL

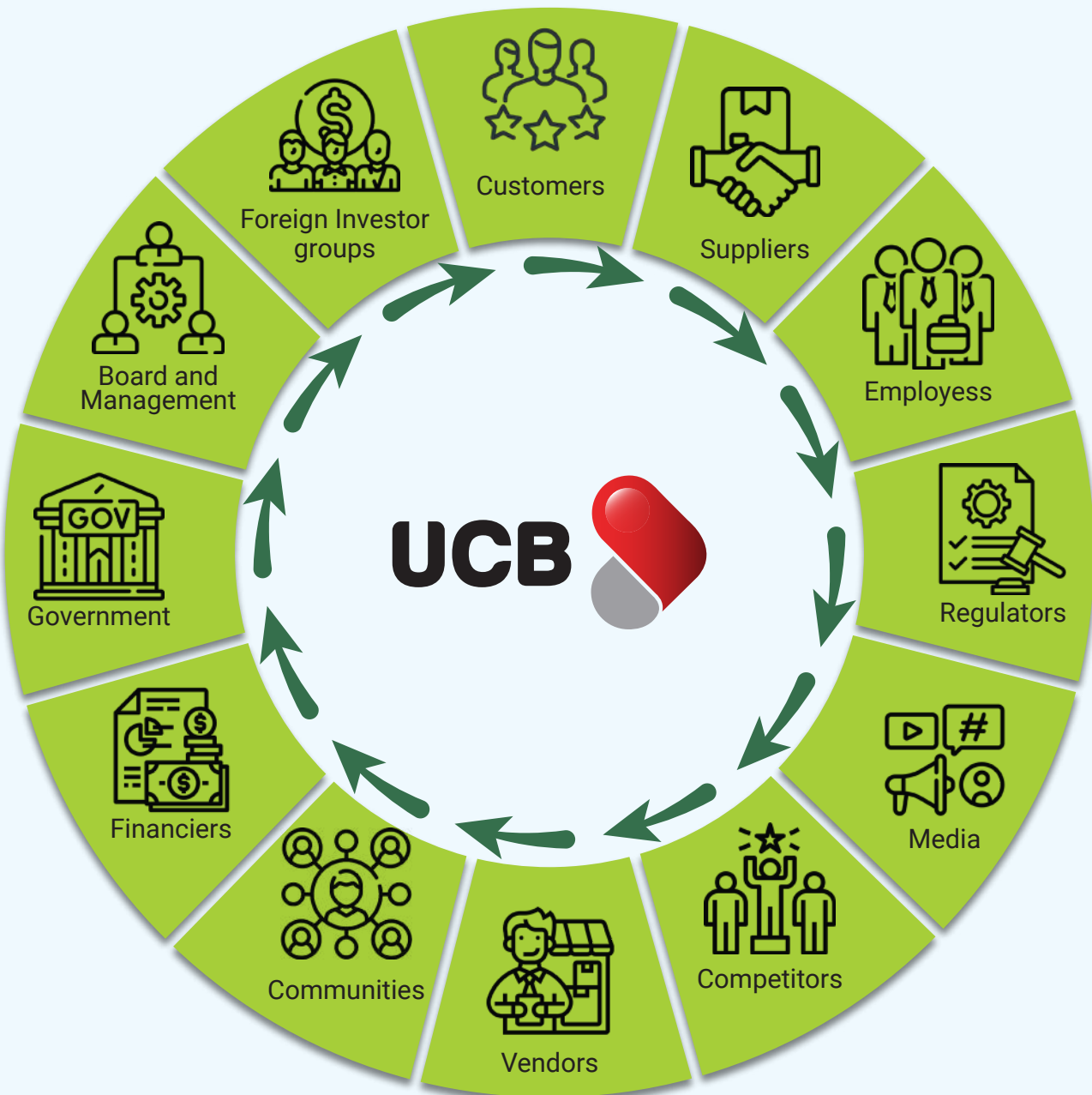
2024 2023

CAPITAL ADEQUACY STATUS UNDER BASEL III (BDT IN MILLION)



Stakeholder-centric approach to value creation

Our agenda for value creation is centered on making a lasting impact on all individuals and entities associated with the bank. The primary focus remains on meeting the needs and expectations of all our stakeholders, while advancing our journey towards sustainable value creation for everyone involved.





PRODUCTS & SERVICES



A. Retail Banking (Liability)

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 Account
- 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 Account
- Retail Offshore Banking Foreign Currency Account
- Retail International Banking Foreign Currency 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 Foreign Currency Account (Term Deposit)
- Retail International Banking Foreign Currency Account (Term Deposit)
- 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



B. SME Banking (Liability)

CASA (including FC)

- SME Current Deposit AC
- 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 Foreign Currency Account (Term Deposit)
- SME ERQ Term Deposit

Scheme Deposit

- Prottoy Monthly Deposit
- AYMA Prottoy Monthly Deposit



Corporate Banking (Liability)

CASA (including FC)

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

Fixed Deposit (including FC)

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



Retail Banking (Asset)

Retail Continuous Loan

- Retail Secured Overdraft
- Retail Bangladesh Air Force 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 Term Loan
- Retail Pension Commutation Loan
- Retail Auto Loan
- Retail Home Loan



SME Banking (Asset)

SME Term Loan

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 Merchandise (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



Corporate Banking (Asset)

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 Merchandise (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 and 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 and 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/retention bond (RMG)
- Payment guarantee/supplier credit guarantee
- Guarantee against Counter Guarantee of other Bank/NBFI (Foreign or Local)



UCB TAQWA- Islamic Banking

A. Deposit products

CASA

- UCB Taqwa Al-Wadiah Current Account-IB
- UCB Taqwa Al-Wadiah Freedom Current Account-IB
- UCB Taqwa Mudaraba Savings Account-IB
- UCB Taqwa Islamic Ayma Savings Account
- UCB Taqwa Mudaraba Imperial Savings Account-IB
- UCB Taqwa Mudaraba Probashi Savings Account-IB
- UCB Taqwa Mudaraba Young Star Savings Account-IB
- UCB TAQWA Mudaraba CEP Savings Account and payroll card
- UCB Taqwa Mudaraba Short Notice Deposit Account-IB
- UCB Taqwa Mudaraba SND Plus Account-IB

SCHEME

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

TERM

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

B. Investment products

1. 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

2. 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 Documentary Bill-IB
- SME Murabaha Unsecured Finance-IB
- SME Murabaha Refinancing Schemes Term-IB
- SME HPSM Finance-IB
- SME HPSM Refinancing Schemes-IB

3. 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 Documentary Bill Purchase-IB
- Corporate HPSM Finance-IB

Prepaid card

- Dual currency Prepaid card
- Payroll prepaid card
- Upay co-branded prepaid card
- UCB TAQWA Islamic Travel Prepaid Card
- Hazz Prepaid Card

Services

- Student File
- Locker Services
- SMS Banking
- 24x7 Customer Service

GREEN FINANCE PRODUCT

(AS PER BANGLADESH BANK)

Only Term Loan Investments Within the Specified Green Products Are Categorized as Green Finance. All Other Investment Types, Excluding These Term Loans, Are Classified Under Sustainable Finance



Renewable Energy

- Net Metering Rooftop Solar System
- Solar Grid
- Solar Park
- Solar Irrigation Pumping System
- Solar Photovoltaic (PV) Assembly/Manufacturing Plant
- Solar Water Heater Assembly/Manufacturing Plant
- Solar Home System
- Solar Pump for Drinking Water
- Solar Cooker Assembly/Manufacturing Plant
- Solar Air Heater & Cooling System Assembly/Manufacturing Plant
- Solar Powered Cold Storage
- Biogas Plants
- Integrated Cow Rearing and Setting up of Bio-gas Plant
- Wind Power Plant
- Hydro Power Plant
- Portable Solar Charging Station



Energy & Resource Efficiency

- Energy Efficiency
- Resource Efficiency
- Heat and temperature Management
- Air ventilation and circulation efficiency
- Business process automation
- Operations Management
- Waste Management
- Water use Management
- Human resources development and Management
- Accounting, Inventory Management, Marketing, Sales and Security Management Automation
- Auto Sensor Power Switch Assembly Plant
- Energy Efficient Cook Stove Assembly Plant
- LED Bulb/Tube Manufacturing/Assembly Plant
- Energy Efficient Lime Kiln
- Improved Rice Parboiling System



Alternative Energy

- Pyrolysis Processed Oil/Bio-crude Oil/Bio Fuel Manufacturing Plant
- Lithium Battery Manufacturing Plant



Liquid Waste Management

- Biological ETP
- Combination of Biological and Chemical ETP
- Conversion of Chemical ETP into Combination of Biological and Chemical ETP
- Central ETP
- Waste Water Treatment Plant
- Sewage Water Treatment Plant



Solid Waste Management

- Methane Recovery and Power Production from City/Municipal Waste Plant
- Compost Production from City/Municipal Waste Plant
- Hazardous Waste Management Unit/Plant
- Medical Waste Management Unit/Plant
- E-Waste Management Unit/Plant
- Sludge Management Unit/Plant



Circular Economy & Eco-Projects Financing

- PET Bottle Recycling Plant
- Plastic Waste (PVC, PP, LDPE, HDPE, PS) Recycling Plant
- Paper Recycling Plant
- Recyclable Bag Manufacturing Plant
- Recyclable Poly Propylene Thread and Bag Manufacturing Plant
- Battery (Solar/Led Acid/Lithium Ion) Recycling Plant
- Recycling & Recyclable Goods Manufacturing Plant
- Biodegradable/Reusable/Compostable Items Manufacturing Plant
- Solar powered/used Items Manufacturing Plant
- Eco-industrial parks
- Jute Products Manufacturing Plant



Environment Friendly Brick Production

- Compressed Block-Brick
- Foam Concrete Brick
- Environment Friendly/Brick Kiln Efficiency Improvement Project (Tunnel Kiln, HHK and other eco-friendly bricks)



Green/Environment Friendly Establishments

- Earthworm compost manure production
- Palm oil production
- Organic manure production from slurry
- Forestation (Social/integrated/Agro)
- Organic Farming
- Rooftop Agriculture/Vertical Farming or Gardening
- Fish cultivation in cage
- Bio-flock fish cultivation
- Integrated Recycling System (IRS) fish cultivation/Bottom clean fish cultivation
- Financing in coastal aquaculture
- Floating system cultivation, Hydroponic cultivation/farming



Green Agriculture

- Earthworm compost manure production
- Palm oil production
- Organic manure production from slurry
- Forestation (Social/integrated/Agro)
- Organic Farming
- Rooftop Agriculture/Vertical Farming or Gardening
- Fish cultivation in cage
- Bio-flock fish cultivation
- Integrated Recycling System (IRS) fish cultivation/Bottom clean fish cultivation
- Financing in coastal aquaculture
- Floating system cultivation, Hydroponic cultivation/farming

Green CMSME

- Financing in Cottage Industry

Green Socially Responsible Financing (SRF)

- Community Investment for addressing Climate Resilience and Disaster Management in a concessional rate
- Financing in Green/Clean transportation projects
- Financing in Sandwich Panel
- Financing in Govt. approved Eco-tourism project
- Health and Healthcare Services
- Digital Loan/credit using MFS or other digital medium
- Financing in educational institutions, scholarship programs or EdTech startups that aim to improve access to quality education and workforce development.
- Financing projects and businesses that promote gender equality, such as those supporting women entrepreneurs, addressing gender-based violence and promoting women's rights.
- Financing projects that promote cultural preservation, arts and heritage conservation.
- Natural ecosystem protection and restoration.

Blue Economy Financing

- Marine sustainable Fisheries
- Mari culture
- Coastal Ecotourism
- Marine Plastic Pollution
- Coastal Renewable Energy
- Maritime Transport
- Green Shipyard (Ship building and ship breaking) certified by appropriate authority (compliant with the International Maritime Organization (IMO) Guidelines for Safe and Environmentally Sound Ship Recycling under the Hong Kong Convention)
- Eco Port
- Marine protection

Information and Communication Technology

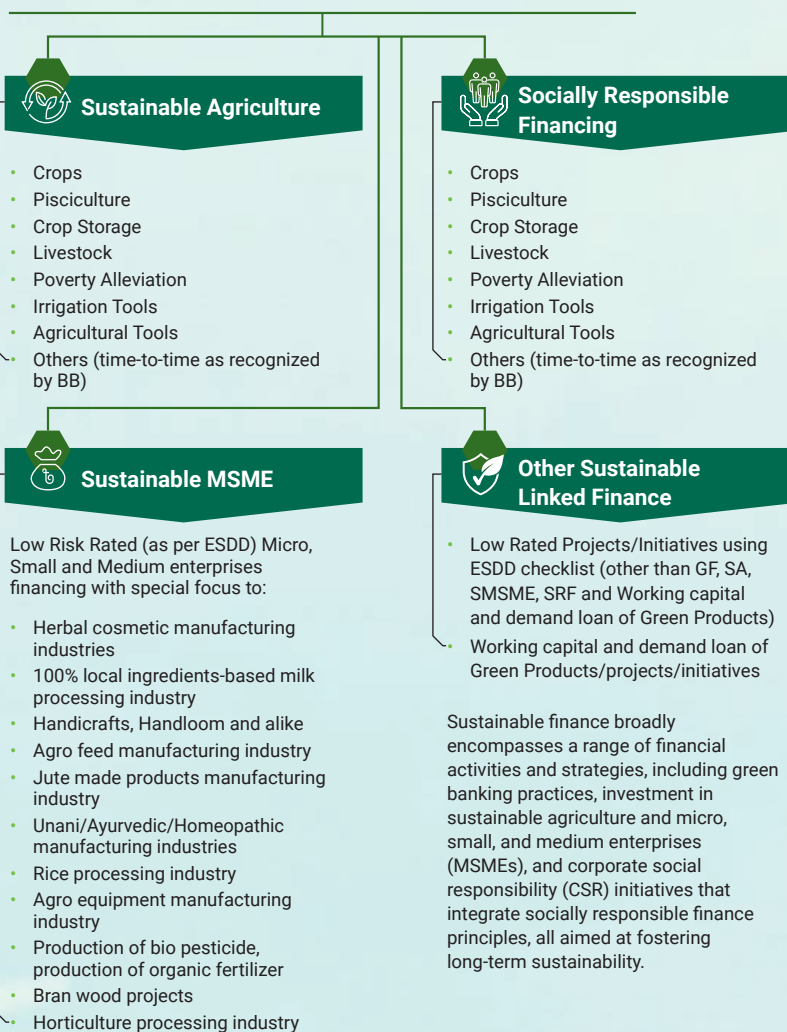
- Hi-Tech Park
- Broadband Networks and IT solutions
- Internet of Things (IoT)
- Artificial Intelligence
- Robotics

Miscellaneous

- Research and development for Sustainable Activities
- Sustainable Supply Chain Management
- Manufacture and assembly of green building products

SUSTAINABLE LINKED FINANCE

Sustainable linked finance encompasses various sectors including sustainable agriculture, sustainable micro, small, and medium enterprises (MSMEs), and socially responsible finance.



Sustainable finance broadly encompasses a range of financial activities and strategies, including green banking practices, investment in sustainable agriculture and micro, small, and medium enterprises (MSMEs), and corporate social responsibility (CSR) initiatives that integrate socially responsible finance principles, all aimed at fostering long-term sustainability.

Sustainable Finance = Green Finance + Sustainable Linked Finance



Roadmap to Achieve Long-Term Sustainability Goals

Foundational Transformation (2023–2026)

Objective: Build the infrastructure and frameworks necessary to embed sustainability into UCB's core operations.

1. Governance and Policy Development

- Establish a dedicated Sustainability Office and appoint a Head of Sustainability Unit.
- Develop a comprehensive ESG Policy Framework, integrating sustainability into lending, investment, and procurement decisions.
- Train 100% of staff on ESG principles, with a focus on risk management and sustainable finance.

2. Carbon Footprint Baseline

- Conduct a full audit of Scope 1, 2, and 3 emissions to establish a baseline.
- Implement energy-saving initiatives across 50% of branches, targeting a 10% reduction in operational emissions by 2026.

3. Product Innovation

- Launch Green Bonds and Sustainability-Linked Loans, raising BDT 5 billion for green projects.
- Develop SME finance programs targeting women entrepreneurs, semi urban and rural communities, disbursing BDT 5 billion by 2026.

4. Digital Transformation

- Invest in eco-efficient digital infrastructure to reduce the bank's environmental impact from IT operations.
- Roll out digital-only branches in rural areas, reducing reliance on physical banking facilities.

1
Phase

2
Phase

Scaling Impact (2027–2030)

Objective: Expand sustainable practices across operations, portfolio management, and community engagement.

1. Carbon Neutral Operations

- Transition 75% of branches and offices to renewable energy sources.
- Reduce paper use by 70% through enhanced digitization and customer education campaigns.
- Offset residual emissions through investments in certified carbon offset projects (e.g., reforestation and renewable energy).

2. Sustainable Finance Expansion

- Allocate 30% of the bank's total lending portfolio to green projects, amounting to BDT 10 billion annually.
- Partner with governments and NGOs to create blended finance mechanisms supporting climate adaptation projects in vulnerable regions.

3. Community Resilience Programs

- Launch a BDT 100 Million Climate Adaptation Fund for disaster-prone communities, financing infrastructure like flood defenses and drought-resilient agriculture.
- Enhance financial literacy programs to reach 1 million individuals, with a focus on climate-smart investment opportunities.

4. ESG Reporting and Compliance

- Adopt real-time ESG performance monitoring systems.
- Ensure all sustainability reports meet IFRS S1 and S2 standards by 2027.



Leadership in Sustainability (2031–2050)

Objective: Achieve full integration of sustainability into the bank's DNA, setting benchmarks for the industry.

1. Net-Zero Operations

- Achieve net-zero emissions across Scope 1 and 2 by 2035, with a focus on Scope 3 emissions by 2050.
- Transition to 100% renewable energy for all operations.

2. ESG-Driven Portfolio

- Expand ESG-aligned investments to 50% of the portfolio.
- Develop innovative financial products, such as Nature-Based Solutions/ Products, financing biodiversity and ecosystem restoration projects.

3. Inclusive Financial Ecosystem

- Achieve 100% financial inclusion in operational regions, ensuring every individual has access to banking services.
- Introduce zero-cost banking for underserved populations, supported by digital solutions.

4. Global Partnerships

- Partner with international organizations (e.g., UNDP, World Bank) to co-fund sustainability initiatives.
- Establish a Sustainability Knowledge Hub to share best practices and tools with industry peers and stakeholders.

5. Transparent Impact Measurement

- Publish comprehensive Integrated Sustainability Reports annually, validated by independent third parties.
- Use AI-driven analytics to quantify social and environmental impacts across all operations and investments.

Timeline	Milestones	KPIs
2024–2026	Foundation Laid	100% ESG policy integration; BDT 5B green lending
2027–2030	Scaled Impact	30% green portfolio; 1M people trained
2031–2050	Industry Leadership	Net-zero Scope 1, 2, and 3; 100% renewable energy

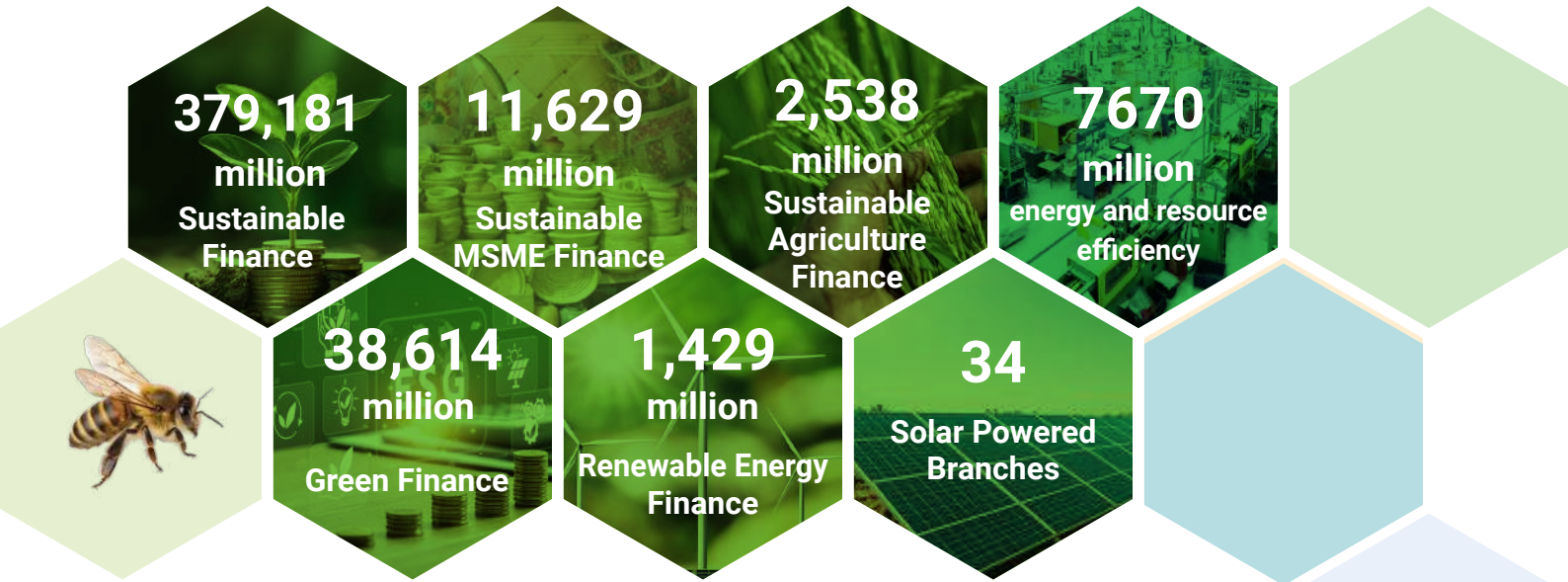
Conclusion

This roadmap positions United Commercial Bank PLC as a transformative force in sustainable finance, balancing economic growth, environmental preservation, and social equity. By 2050, UCB aims not only to achieve its sustainability goals but also to inspire the broader banking sector to embrace and accelerate the transition to a greener, more inclusive future.



Highlight on ESG Stewardship

Environment



Social



Governance

03

Independent
Director

Fair to
customer fair
to Bank

Ensure
accountability
&
transparency

Dedicated
customer
service team

Enhanced
customer
experience

Continuous
upskilling of
employees

Zero
tolerance
for unethical
conduct

Data
security

Multiple
levels of
management
oversight

24X7
Security Operation Centre for
monitoring and surveillance of IT systems.

Materiality Assessment Report



Materiality at UCB

At UCB, we recognize the importance of materiality in our sustainability reporting. Materiality refers to the significance of specific issues that can significantly impact our financial performance, reputation, or operations. By identifying and addressing material matters, we ensure that our reporting is relevant, transparent, and valuable to our stakeholders.

Materiality Determination Process

1. **Identification of Material Issues:** We conduct a thorough assessment to identify potential material issues that could affect our value creation in the short, medium, and long term. This includes analyzing internal data, industry trends, stakeholder feedback, and regulatory requirements.
2. **Prioritization of Material Issues:** We prioritize material issues based on their potential impact on our financial performance, reputation, and operations. Factors such as magnitude, probability, and stakeholder concern are considered in this process.
3. **Disclosure of Material Issues:** We disclose material issues in our sustainability report, providing clear and concise information to our stakeholders. The disclosure includes both quantitative and qualitative data, depending on the nature of the issue.
4. **Regular Review:** We continuously review and update our materiality assessment to ensure it remains relevant and reflects changes in our operations, the external environment, and stakeholder expectations.

Focus Areas

Based on our materiality assessment, we have identified the following key focus areas for our sustainability efforts:

- **Environmental Impact:** Reducing our carbon footprint, promoting sustainable practices, and investing in renewable energy.
- **Social Responsibility:** Supporting community development, promoting financial inclusion, and fostering a positive work environment.
- **Governance and Ethics:** Adhering to high ethical standards, promoting transparency, and strengthening our corporate governance framework.
- **Risk Management:** Effectively managing risks to ensure the long-term sustainability of our operations.

By addressing these key focus areas, UCB is committed to creating a positive impact on the environment, society, and the economy.



Stakeholder Engagement

Stakeholder Group	Engagement Mechanism	Key issues/material Matters of Stakeholders	Response of UCB
Shareholders/ Investors	AGM, EGM, annual, semi-annual report, published quarterly financials, announcements to DSE & CSE, Press conferences and media releases, credit rating and PSI in newspapers, etc.	Sound governance and risk management, ratings of the bank based on overall financial performances	- Established risk management culture - Transparency & integrity in financial reporting - Each query of the investors meets up through our Board & Share department efficiently and fairly
Customers	24/7 Customer hotline 16419, +88 096 100 16419 - Customer Relationship Management - Multi-channel engagement, including face-to-face customer engagement - Customer feedback channels (in-branch, email, contact center, social media) - Customer Service Enhancement Program & Complaints Management Cell - Media campaigns/ advertisements - Dissemination of information through digital media like websites, social media, etc	- Customers Queries, Complaints, and suggestions - Good return from deposits - Fast service delivery with excellence - Product varieties catering market demand - Online banking solutions with secured transactions, privacy and confidentiality - Ensuring better and uniform services to the customers	- Banking accessibility for all - Reaching out to customers by widening footprint - Continuously developing new products & services - ALCO meets every month to decide pricing - All network nodes are run by the online core banking system (CBS). - Digital banking channels - Fast and high-quality service delivery following one-on-one relationships. - Proper actions are taken on customer complaints
Employees	- Yearly Strategic Business Conferences - Training, workshops, and orientation programs - Internal circulation through the UCB Web Portal (HRD Circular, Information Circular, and Instruction Circular)	- Talents and performances Development - Regular training - Job descriptions are created based on individual skills. - Performance-driven career progression - Healthy working environment	230 training courses were conducted in 2024. - Work life balance - Employee motivation is enhanced by a yearly performance bonus. - KPIs for performance and inherent quality analysis that are well defined

Stakeholder Group	Engagement Mechanism	Key issues/material Matters of Stakeholders	Response of UCB
	Physical fitness, Future Leadership Development Program, a safe and clean working environment	Future Leadership Development Program	
Government & Regulatory Authority	- Adhering to all applicable local regulations and circulars issued by the Bangladesh Bank - Strict ethics and compliance with applicable laws, rules, and regulations Directives, notifications, and guidelines - Meetings and discussions with the Board and Senior Management - Submission of necessary reports, returns, and statements	- Proper compliance with laws and regulations - Timely reporting as per requirement - Timely payment of Income Tax and VAT accurately	- Ensured proper compliance and timely reporting to government bodies and regulators - Contributed BDT 14,558.13 million to the National Exchequer, which helped considerably with the revenue collection of the government.
Business Partners	Procurement management, training and communication	- Fair trade, fair enlistment - Sustainable and stable growth of the bank	- Free from any bias or coercion from influencing quarters - Fair play and competition to award work orders - Timely payment to vendors
Local Communities	Promoting financial inclusion both for banked and unbanked people, CSR & other contribution, Scholarship to poor meritorious students	- Provide banking facility to geographically dispersed poor segment of the society - Benefit economy by poverty reduction through banking services to rural poor people - Support under privileged people through Social Safety Net programs	- Consider the environmental and social impacts carefully, and refrain from having a negative impact on society. - Target segment is underprivileged people. - Services to old citizens, widows, and disabled beneficiaries - Significant contributions to the fields of education, health, disaster management
Board & Management	- Decisions based on financial and business delegation of different levels - Major decisions must be placed to Board for approval	- Governance principles, policies & procedures formulation - Strategic focus & value creation Strategic business planning	- At least one board meeting in every month, frequent executive committee meeting, audit committee meeting - Board members meet management on various occasions like annual & semi- annual business conferences, etc.



Code of Conduct & Ethics

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.



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.

Outside Pressure

The employees must refrain from bringing in outside pressure or influence to attain personal gains within the organization; any such attempt will be subject to disciplinary action.



Gifts and Entertainment

Employees are not permitted to accept gifts, entertainment, or other favors from existing or prospective customers of the Bank. This is essential to keep the employees of the Bank from being prejudiced or influenced or showing a lenient attitude keeping aside the Bank's interest.

Accuracy of Records and Reporting

The bank's books, records, accounts, and reports must accurately reflect its transactions and must be subject to an adequate system of internal controls and disclosure controls to promote the highest degree of integrity.



Fraud, Theft, or Illegal Activities

Employees are to be alert and vigilant concerning fraud, theft, or significant illegal activity committed within the office. If any such activity comes to the employee's attention, he/she must immediately report the same to his/her immediate superiors who will arrange for appropriate follow-up action to be taken. Failure to report any such activity will be subject to disciplinary action.

Opportunities

Employees are prohibited from taking for themselves opportunities that arise through the use of corporate property information or position. They are further prohibited from using corporate property, information, or position for personal gain and/or competing with 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. The bank also disseminates information regarding compliance with laws, rules, and regulations that affect business.

Equal Employment Opportunity

United Commercial Bank PLC is an equal opportunity employer in hiring and promotion practices, benefits, and wages. The Bank will not tolerate discrimination against any person based on race, religion, color, gender, age, or citizenship in recruiting, hiring, placement, promotion, or any other condition of employment.



Discrimination or Harassment

United Commercial Bank PLC is committed to the prohibition of harassment and intimidation of employees in the workplace. Bank encourages a work environment where employees are valued and respected. Bank promotes equality of gender, race, and religion and prohibits sexual or any other kind of discrimination, harassment, or intimidation whether committed by or against a superior, co-worker, customer, vendor, or visitor.

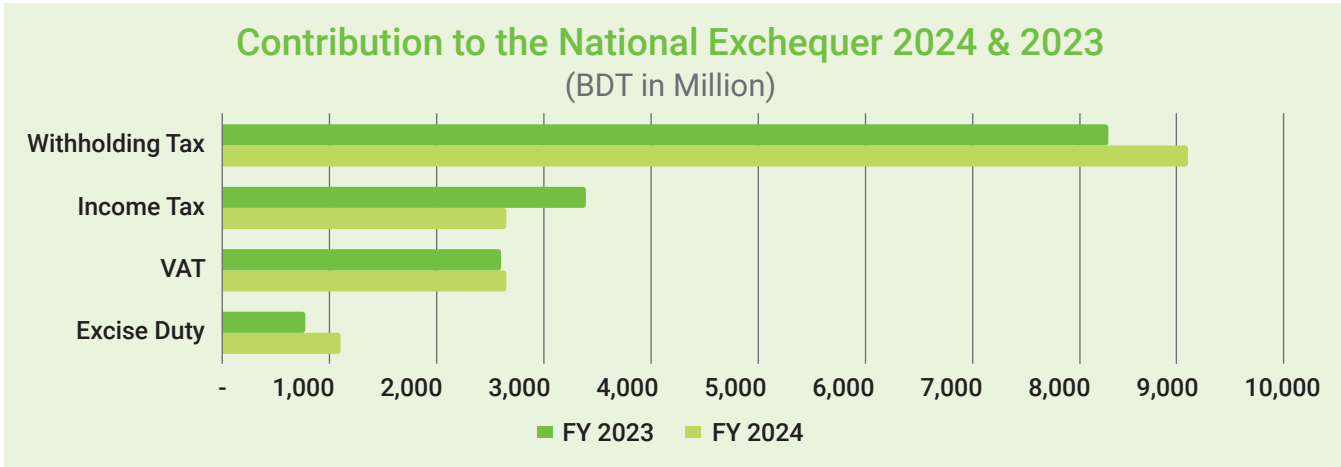
Major Recognitions and Events

UCB had been awarded with the joint third prize in the 24th ICAB best presented annual report.



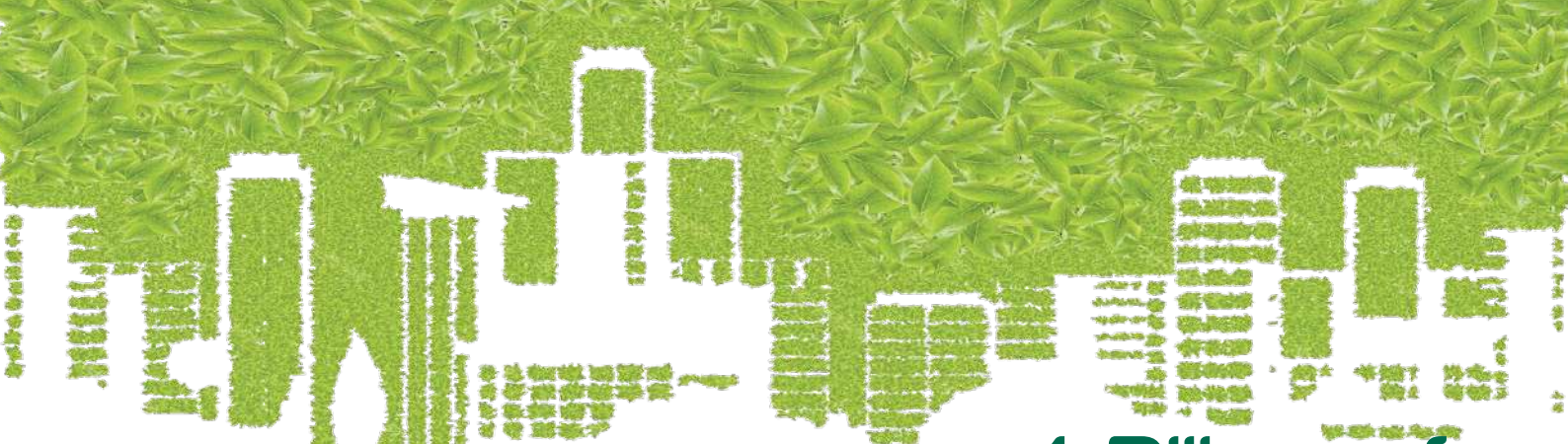
Contribution to the National Exchequer

During the year 2024, UCB deposited BDT 14,558.13 million to the Government Exchequer out of which BDT 2,687.36 million as income tax, BDT 9,086.68 million of withholding tax, BDT 1,681.41 million of VAT and BDT 1,102.68 million of Excise Duty.



Overall, the finance division is integral to the strategic and operational success of UCB, providing essential financial oversight, strategic planning, and risk management to support sustainable growth and profitability.

Business Operations Divisions (BOD)



4 Pillars of UCB's Sustainability Approach

UCB firmly believes that long-term prosperity is inextricably linked to environmental resilience and social equity. This core belief drives our comprehensive sustainability strategy, which is meticulously built upon and fully assimilates the four pillars outlined by IFRS S1 and S2: Governance, Strategy, Risk Management, and Metrics & Targets. These pillars are not mere theoretical constructs but living frameworks that guide every facet of our operations, ensuring that our pursuit of profit is always in harmony with our ultimate sustainability mission.

4Ps of UCB's Sustainability Approach





Pillar 1 Governance

The Foundation of Our Sustainable Leadership

At the heart of our sustainability endeavor lies a robust and transparent governance framework. Our bank has firmly embedded sustainability oversight at the highest echelons of leadership, ensuring that our commitments are not just aspirational but are driven by decisive executive action and board-level accountability. Furthermore, we are committed to upholding the highest standards of ethical conduct and transparency. Our governance framework mandates regular internal audits of our sustainability practices, coupled with independent external assurance of our public sustainability disclosures. This multi-layered oversight reinforces trust among our stakeholders and ensures the integrity of our sustainability reporting, cementing governance as the bedrock of our enduring commitment to a sustainable future.



Pillar 2 Strategy

Embedding Sustainability in Our Core Business

Our strategic approach to sustainability transcends mere compliance; it is about proactively identifying and capitalizing on opportunities that arise from the global transition to a more sustainable economy, while simultaneously building resilience against emerging sustainability-related challenges. Sustainability is not an adjunct to our business model but an intrinsic component of our core strategy, driving innovation and shaping our long-term value creation.

We meticulously integrate sustainability considerations into our strategic planning cycles, ensuring that environmental and social impacts are weighed alongside financial returns.

Our product development and service offerings are increasingly geared towards supporting the sustainability agenda of our clients and the broader economy. We are one of the leading financiers of energy and resource efficiency, renewable energy projects, sustainable infrastructure, and other sustainable initiatives. We actively develop financial products and advisory services that facilitate our clients' transition to lower-carbon operations and enhance their social impact.

By embedding these objectives directly into our corporate strategy, we ensure that our growth path is inherently sustainable, creating enduring value for our shareholders, customers, employees, and the communities we serve.



Pillar 3 Risk Management

Proactively Navigating a Sustainable Future

Effective risk management is paramount to our stability and long-term success, and we have fully integrated sustainability-related risks into our comprehensive enterprise-wide risk management (ERM) framework. We understand that sustainability risks, particularly those related to climate change, can manifest as traditional financial risks – credit risk, market risk, operational risk, and reputational risk – and therefore require a systematic and holistic approach.

We employ tools and methodologies to assess the materiality and potential impact of these sustainability risks on our portfolios, lending activities, and operations. This includes detailed portfolio analysis to identify concentrations of climate-related risks, stress testing specific sectors for their vulnerability to climate transition, and incorporating ESG factors into our credit assessment processes for clients across all industries. Our due diligence for new projects and investments now mandates a thorough evaluation of environmental and social impacts.

Through this integrated approach, we are not just reacting to risks but proactively managing them to build a more resilient and sustainable financial institution.



Pillar 4 Metrics and Targets

Measuring Our Impact and Driving Performance

Our commitment to sustainability is underpinned by a rigorous approach to measuring, monitoring, and transparently reporting our performance against clear and ambitious targets. We understand that what gets measured gets managed, and therefore, establishing robust metrics and challenging targets is crucial for driving continuous improvement and accountability.

Crucially, these metrics are linked to ambitious, time-bound targets. We are rigorously working towards setting targets for reducing our financed emissions in line with science-based pathways, increasing our sustainable financing commitments over defined periods, and achieving specific diversity goals within our workforce.

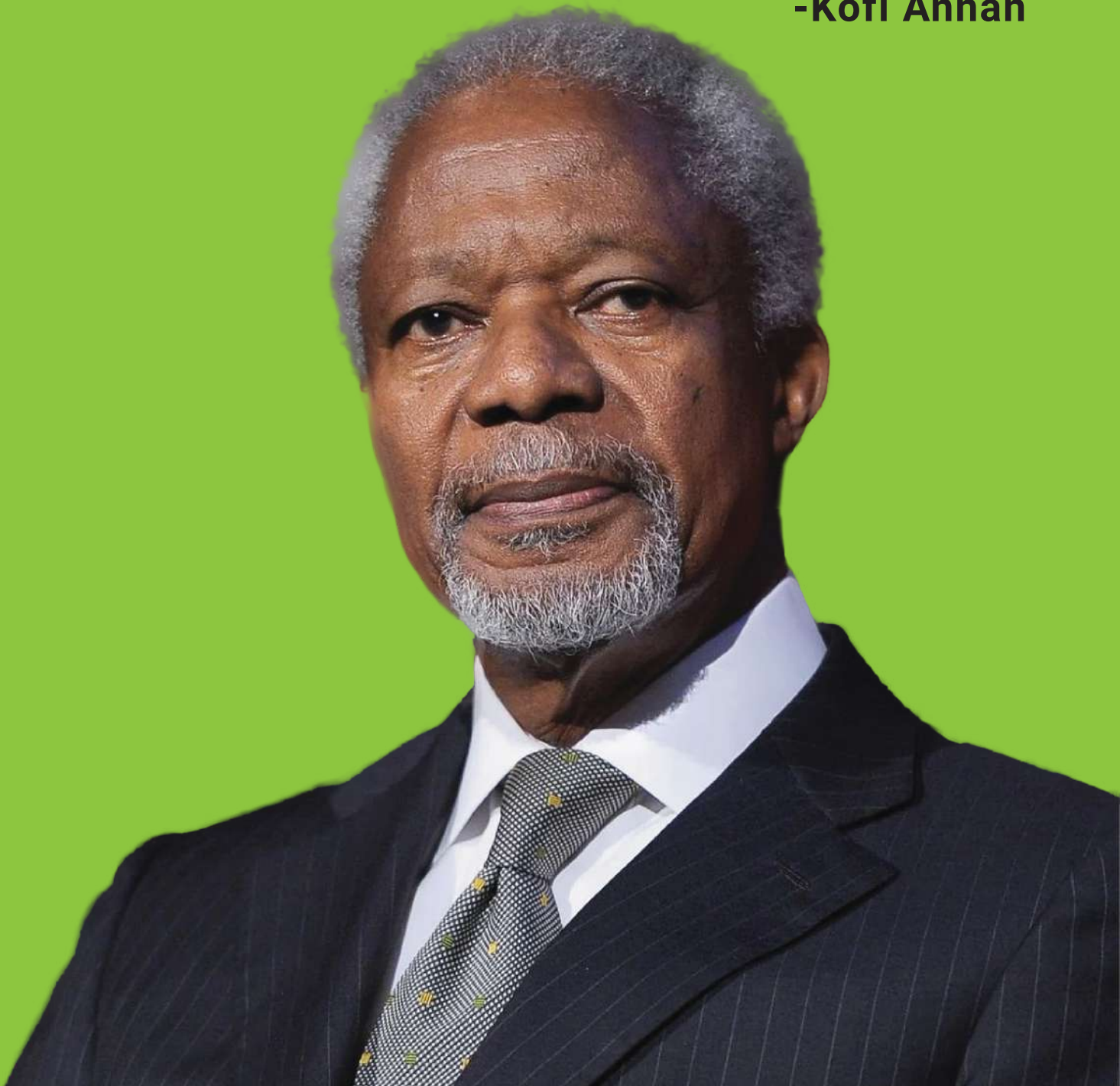




GOVERNANCE

**“ Good governance
is not an option;
it is the fundamental
prerequisite for a society's
long-term survival
and prosperity ”**

-Kofi Annan





Corporate Governance Report

Corporate Governance

The principles of corporate governance—accountability, transparency, fairness and responsibility—are essential for ensuring sustainable corporate success and fostering stakeholder confidence. United Commercial Bank PLC (UCB) is committed to maintaining a robust corporate governance framework that adheres to regulatory requirements and international best practices. The bank upholds the highest ethical standards, ensuring compliance with applicable laws and regulations while prioritizing the interests of its shareholders, customers and other stakeholders. Through responsible governance, UCB aims to enhance long-term value creation and strengthen trust across all levels of its operations.

Board Oversight and Leadership

United Commercial Bank PLC (UCB) has established a strong corporate governance framework to ensure accountability, transparency and ethical business conduct across its operations. The bank complies with all regulatory requirements set by Bangladesh Bank, the Bangladesh Securities and Exchange Commission (BSEC) and other relevant authorities while aligning its practices with international corporate governance standards. UCB's governance structure includes an effective Board of Directors, independent board committees, and a well-defined risk management framework to oversee strategic decision-making and operational efficiency. The bank emphasizes integrity, fairness, and responsible banking, ensuring that stakeholder interests are safeguarded. By fostering a culture of compliance, ethical leadership, and continuous improvement, UCB aims to enhance long-term sustainability and create value for its shareholders and customers.

Corporate Governance Structure

United Commercial Bank PLC (UCB) has a well-defined corporate governance structure designed to ensure effective oversight, accountability, and transparency in its operations. At the core of this structure is the Board of Directors, responsible for strategic direction, policy formulation, and overall governance. The Board is supported by various Board Committees, including the Audit Committee, Risk Management Committee, and Executive Committee, each overseeing key aspects of governance and regulatory compliance. The Management Team, led by the Managing Director & CEO, is responsible for implementing board-approved policies and managing day-to-day operations. Additionally, internal control mechanisms, including risk management, compliance, and internal audit functions, ensure adherence to regulations and corporate ethics. This structured approach enables UCB to maintain corporate integrity, stakeholder confidence, and sustainable growth.

Guiding Philosophy of Governance Practices

United Commercial Bank PLC (UCB) upholds a governance philosophy centered on accountability, transparency, integrity, and stakeholder value creation. The bank is committed to ethical leadership, regulatory compliance, and risk management to ensure sustainable growth and long-term success. UCB's governance framework is designed to foster responsible decision-making, protect shareholder interests, and maintain public trust. By integrating best corporate governance practices with its strategic objectives, UCB aims to uphold financial stability, operational excellence, and a strong corporate culture. The following acts, regulations, notifications, and circulars played a major role in shaping the governance structure and practices of the bank:

External	Internal
• The Companies Act, 1994 (amended upto 2020) • The Bank Company Act, 1991 • Bangladesh Securities and Exchange Commission (BSEC) Ordinance 1969, Rules 1987, Act 1993 and Public Issue Rules 2015 • Circulars, Rules, and regulations issued by Bangladesh Bank from time to time • Dhaka Stock Exchange Limited and Chittagong Stock Exchange Limited rules and regulations	• Financial Reporting Act 2015 • Articles of Association of UCB • Organizational Structure • Resolutions of meetings of Management Committees • Board-approved policies on all major operational aspects • Code of Conduct of UCB • Internal Circulars

1. Board of Directors, Chairman and Managing Director & CEO

The Board of Directors of United Commercial Bank PLC (UCB) currently consists of five directors, all of whom are non-executive, including the Chairman. In compliance with Section 15 of the Bank Company Act 1991, the Board includes 3 (three) independent directors to ensure transparency and independent oversight. The bank's corporate governance framework is supervised and monitored by the Senior Management, with the Board of Directors providing strategic guidance and oversight. Any deviation from corporate governance principles is taken seriously and addressed with due diligence to uphold the highest standards of integrity, compliance, and accountability.

Composition of the Board and its Committees

SL	Name of Directors	Designation	Executive Committee	Audit Committee	Risk Management Committee
1	Mr. Sharif Zahir	Chairman	Member	-	Member
2	Mr. Md. Shazzad Hossoin	Independent Director & Vice-Chairman	Member	-	Member
3	Mr. Md. Tanvir Khan	Director	Chairman	-	-
4	Mr. Obaidur Rahman FCA	Independent Director	-	Chairman	Member
5	Mr. Md. Yusuf Ali	Independent Director	-	Member	Chairman
6	Mr. Mohammad Mamdudur Rashid	Managing Director & CEO	-	-	-

1.1 Bank's Policy on Appointment of Directors

The Directors of United Commercial Bank PLC (UCB) are appointed in accordance with the provisions of the Companies Act 1994, the Bank Company Act 1991, the Corporate Governance Guidelines of the Bangladesh Securities and Exchange Commission (BSEC) and Bangladesh Bank, as well as the bank's Articles of Association. The Board comprises distinguished entrepreneurs and business professionals with extensive experience in various fields, including banking, economics, IT, accounting, marketing, and administration, bringing valuable insights to the bank's governance. Directors are elected by the shareholders at the Annual General Meeting (AGM), and all appointments are subject to the approval of Bangladesh Bank. In cases of nomination, removal, or casual vacancies, UCB strictly adheres to all applicable laws, regulations, and governance guidelines.

1.1.1 Roles and Responsibilities of the Board

The operational affairs of United Commercial Bank PLC (UCB) are governed and managed under the strategic and prudent policies approved by the Board of Directors. The Board sets the core values of the bank and ensures that its operations comply with all relevant laws, rules, and regulations. In accordance with BRPD Circular No. 02, dated February 11, 2024, the key roles and responsibilities of the Board include:

- Reviewing operational performance to ensure alignment with the bank's strategic objectives.
- Approving policies and operational manuals to strengthen risk management and internal control in core banking areas.
- Enhancing corporate governance by reviewing and improving governance standards.
- Overseeing corporate social responsibility (CSR) initiatives and taking steps for improvement.

- Developing a strong compliance culture within the organization.
- Approving business, financial, and administrative proposals beyond management's delegated authority.
- Appointing the Managing Director (CEO) and determining his benefits.
- Approving property acquisitions and major capital expenditures.
- Ensuring employee welfare through appropriate policies and initiatives.
- Approving donations for charitable causes in line with corporate social responsibility.
- Setting an annual work plan and monitoring its progress.
- Analyzing budget performance, and identifying reasons for success or shortfalls.
- Periodically reviewing operational budget achievements and financial performance.
- Implementing risk management initiatives to safeguard the bank's stability.
- Assessing the effectiveness of internal control mechanisms and addressing any gaps.
- Reviewing and updating human resources policies for a dynamic workforce.

- Overseeing financial management and ensuring periodic reviews.
- Approving key policies and strategic decisions to enhance operational efficiency and compliance.

By fulfilling these responsibilities, the Board ensures sustainable growth, stakeholder confidence, and long-term success for UCB.

1.1.2 Induction Policy of the Directors

Each new director undergoes a comprehensive induction program to familiarize them with the bank's operations, as well as the relevant laws and regulations governing its activities. The induction includes meetings with the Chairman, Managing Director & CEO, Board Committee Chairs, and senior executives of the bank, ensuring that the new director gains a thorough understanding of the bank's governance structure, strategic priorities, and regulatory framework.

1.1.3 Rotation, Retirement and Removal of Directors

In accordance with Section 91 of the Companies Act 1994, Sections 79–87 of Schedule I of the Act, and Clauses 20.12 and 20.13 of the Bank's Articles of Association, one-third of the directors are required to retire from office each year and are eligible for re-election upon their retirement. The election of board members follows the resolution passed at the shareholders' meeting, as stipulated in the Articles of Association.

List of Directors Retired, Appointed/Re-appointed (01-01-2024 to 31-12-2024)

SL	Name of the Director	Designation	Remarks
1	Mrs. Rukmila Zaman	Chairman	Removed by Bangladesh Bank on 27.08.2024
2	Mr. Bashir Ahmed	Vice Chairman	Removed by Bangladesh Bank on 27.08.2024
3	Mr. Anisuzaman Chowdhury	Chairman Executive Committee	Removed by Bangladesh Bank on 27.08.2024
4	Mr. Touhid Shipar Rafiquzzaman	Chairman Audit Committee	Removed by Bangladesh Bank on 27.08.2024
5	Mr. M.A.Sabur	Chairman Risk Management Committee	Removed by Bangladesh Bank on 27.08.2024
6	Mr. Bazal Ahmed	Director	Removed by Bangladesh Bank on 27.08.2024
7	Mr. Nurul Islam Chowdhury	Director	Removed by Bangladesh Bank on 27.08.2024
8	Mrs. Roxana Zaman	Director	Removed by Bangladesh Bank on 27.08.2024
9	Mr. Asifuzzaman Chowdhury	Director	Removed by Bangladesh Bank on 27.08.2024
10	Mrs. Afroza Zaman	Director	Removed by Bangladesh Bank on 27.08.2024
11	Mr. Md Nasim Kalam	Director	Removed by Bangladesh Bank on 27.08.2024
12	Mrs Masuma Parvin	Director	Removed by Bangladesh Bank on 27.08.2024
13	Mr. Syed Kamruzzaman, FCMA	Director	Removed by Bangladesh Bank on 27.08.2024
14	Mr. Muhammed Shah Alam, FCMA	Director	Removed by Bangladesh Bank on 27.08.2024
15	Mr. Kanak Kanti Sen, FCMA	Director	Removed by Bangladesh Bank on 27.08.2024

SL	Name of the Director	Designation	Remarks
16	Mr. Md. Aksed Ali Sarker	Director	Removed by Bangladesh Bank on 27.08.2024
17	Dr. Aparup Chowdhury	Independent Director	Removed by Bangladesh Bank on 27.08.2024
18	Prof Iftekhar Uddin Chowdhury	Independent Director	Removed by Bangladesh Bank on 27.08.2024
19	Mr. Md. Abdul Hannan	Independent Director	Removed by Bangladesh Bank on 27.08.2024
20	Mr. Arif Quadri	Managing Director	Removed by Bangladesh Bank on 27.08.2024
21	Mr. Sharif Zahir	Chairman	Appointed by Bangladesh Bank on 27.08.2024
22	Mr. Md Tanvir Khan	Chairman, Executive Committee	Appointed by Bangladesh Bank on 27.08.2024
23	Mr. Md.Yusuf Ali	Independent Director	Appointed by Bangladesh Bank on 27.08.2024
24	Mr. Obaidur Rahman, FCA	Independent Director	Appointed by Bangladesh Bank on 27.08.2024
25	Mr. Md.Shazzad Hossoin	Independent Director	Appointed by Bangladesh Bank on 27.08.2024
26	Mr. Mohammad Mamdudur Rashid	Managing Director & CEO	Appointed on 30.09.2024

1.1.4 Directors' Shareholding Status

In accordance with the regulations, all sponsors/promoters and directors of United Commercial Bank PLC (UCB) are required to hold a minimum of 30% (thirty percent) of the bank's shares on a perpetual basis. Each director, excluding independent directors, must also hold a minimum of 2% (two percent) of the bank's paid-up capital. In compliance with BSEC Notification on Corporate Governance, dated November 22, 2011, all directors, other than the independent directors, have adhered to these shareholding requirements.

Shares held by the Directors: Appointed by Bangladesh Bank on 27.08.2024

SL	Name of Directors	Position	No of Shares	% of Share
1	Mr. Sharif Zahir	Chairman	31217326	2.01
2	Mr. Md. Shazzad Hossoin	Independent Director & Vice-Chairman	Nil	--
3	Mr. Md. Tanvir Khan	Director & Chairman, Executive Committee	31100000	2.01
4	Mr. Obaidur Rahman FCA	Independent Director & Chairman, Audit Committee	Nil	--
5	Mr. Md. Yusuf Ali	Independent Director & Chairman, Risk Management Committee	Nil	--
6	Mr. Mohammad Mamdudur Rashid	Managing Director & CEO	Nil	--

1.1.5 Directors' Remuneration

In accordance with Bangladesh Bank guidelines, directors of United Commercial Bank PLC (UCB) are entitled to receive Tk. 10000 for attending each Board and Board Committee meeting. Directors do not receive any additional remuneration beyond attendance fees for these meetings. However, like all other shareholders, directors are entitled to receive their respective portion of dividends. UCB strictly adheres to the applicable regulations of Bangladesh Bank and the Bangladesh Securities and Exchange Commission (BSEC) regarding director remuneration.

1.2 Adequate Representation of Non-Executive Directors

A non-executive director is one who does not hold any position within the bank other than serving on the Board of Directors and its committees. At United Commercial Bank PLC (UCB), all

directors, including the Chairman, are non-executive, except for the Managing Director & CEO. Non-executive directors remain independent of management and do not engage in the bank's day-to-day operations. Their adequate representation ensures a clear separation between ownership and management, which is a fundamental principle of good corporate governance and helps uphold transparency, accountability, and effective oversight.

1.3 Appointment & qualification of Independent Directors

Before their appointment, independent directors of United Commercial Bank PLC (UCB) undergo a rigorous evaluation by the Board of Directors, followed by shareholder approval at the Annual General Meeting (AGM). Their appointment is then subject to clearance from the Bangladesh Bank and the Bangladesh Securities and Exchange Commission (BSEC).

UCB emphasizes a diverse blend of knowledge, skills, experience, and strategic insight in selecting independent directors. These individuals are expected to bring extensive expertise and sound judgment to guide the bank effectively. Currently, UCB's independent directors include a distinguished chartered accountant, a former Deputy Managing Director of leading government banks, and a former Executive Director of Bangladesh Bank, each contributing valuable industry knowledge and leadership experience.

1.3.1 Independence of Independent Directors

In accordance with corporate governance guidelines, the Board of Directors of UCB has appointed three independent directors with expertise in financial, regulatory, and corporate laws. These directors operate with full autonomy, ensuring they can effectively fulfill their responsibilities. They provide independent and objective perspectives on the bank's policies and decisions, always prioritizing the best interests of the organization. To maintain compliance with regulatory requirements, UCB's independent directors do not hold any shares in the bank, reinforcing their impartiality and commitment to good governance.

1.3.2 Role of Independent Directors

UCB ensures the independence of its independent directors by appointing individuals who are not shareholders and have no family or other affiliations with the Board of Directors, executives, or management. In addition to their core responsibilities as directors, they play a crucial role in:

- Overseeing matters involving potential conflicts of interest to ensure transparency and accountability.
- Reviewing, evaluating, and supervising related-party transactions to confirm they are fair and in the best interests of UCB.
- Ensuring the bank maintains an independent and effective compliance function in line with regulatory requirements.
- Providing objective and independent judgment to support informed decision-making at the board level.

Through their expertise and impartiality, independent directors strengthen corporate governance and contribute to the long-term sustainability of the bank.

1.4 Chairman to be independent of CEO

In compliance with Bangladesh Bank BRPD Circular No. 02, dated February 11, 2024 and Clause 1(4) of BSEC Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 (dated June 3, 2018) on the Corporate Governance Code, the roles and responsibilities of the Chairman of the Board and the Managing Director & CEO of United Commercial Bank PLC (UCB) are kept distinct and independent from each other.

Bangladesh Bank has appointed Mr. Sharif Zahir as the Chairman and the Board has appointed Mr. Mohammad Mamdudur Rashid as the Managing Director & CEO of the bank.

The Chairman of the Board oversees the agenda for board meetings, including approvals for loan proposals exceeding the CEO's authority and strategic matters related to the bank's corporate strategy, financial performance, core risks, credit policy, corporate governance, corporate social responsibility (CSR), organizational structure, human resources policy, customer service strategies, and procurement policy.

The Managing Director & CEO, as the head of the management team, is accountable to the Board and its committees. Their responsibilities include managing the day-to-day operations of the bank in line with the policies, principles, and strategies established by the Board, as well as complying with the rules, regulations, and guidelines set forth by Bangladesh Bank, BSEC, and other regulatory authorities.

1.5 Roles and Responsibilities of the Chairman of the Board

In accordance with Bangladesh Bank BRPD Circular No. 02, dated February 11, 2024 and the Corporate Governance Code issued by BSEC (dated June 3, 2018), the Chairman of the Board of Directors of UCB has the following key roles and responsibilities:

Roles of the Chairman:

- Providing leadership to the Board to ensure effective decision-making.
- Supporting the Managing Director & CEO in fulfilling the bank's strategic objectives.
- Acting as a bridge between the Board and Management to ensure alignment of goals.
- Assisting in setting the agenda for Board meetings in collaboration with the Managing Director and Company Secretary.
- Ensuring the Board remains focused on key strategic and governance issues.
- Overseeing the succession planning for the Board to maintain effective leadership.

Responsibilities of the Chairman:

- Ensuring the Board sets and implements the bank's direction and strategy effectively.
- Organizing Board activities to enhance effectiveness and structuring meeting agendas appropriately.
- Overseeing the efficient functioning of the Board and its committees in line with corporate governance best practices.
- Ensuring all critical issues are discussed by the Board in a timely and constructive manner.
- Preventing any director from interfering in the day-to-day operations of the bank.
- Signing the minutes of Board meetings as a formal record of discussions and decisions.

Through these responsibilities, the Chairman ensures that the Board operates effectively, upholds corporate governance standards, and provides strategic guidance for the sustainable growth of the bank.

1.5.1 Independence of Non-Executive Directors

The Non-Executive Directors of UCB have full autonomy to execute their responsibilities effectively. They actively participate in Board meetings, contribute to shaping the bank's strategic direction, and ensure adherence to governance principles. Additionally, they maintain strict confidentiality regarding the bank's affairs, reinforcing trust and transparency in corporate governance.

1.6 Annual Appraisal of the Board's Performance and Disclosure

The performance of the Board is critically evaluated by shareholders during the Annual General Meeting (AGM), where they assess the bank's financial position, operational performance and overall governance framework. During the AGM, shareholders may also raise questions and inquiries, which the Chairman of the Board addresses with detailed responses.

The Board's performance is assessed based on key indicators such as shareholder return, share price, return on capital employed, and earnings per share (EPS). Each Board meeting ensures the active participation of directors in reviewing strategic agenda items and assessing the adequacy and effectiveness of internal controls. The Board also approves the annual budget and conducts quarterly reviews to monitor financial variances and track progress toward achieving strategic goals.

Furthermore, supporting committees of the Board present performance reports at regular intervals during Board meetings, allowing for continuous assessment and enhancement of the Board's effectiveness.

Through these mechanisms, UCB maintains a strong governance structure that ensures accountability, transparency, and strategic alignment with the bank's long-term objectives.

1.7 Annual Performance Evaluation of the Chief Executive Officer by the Board

The Board of Directors of UCB has clearly defined and approved the roles, responsibilities, and duties of the Managing Director & CEO. To ensure effective leadership and strategic direction, the Board conducts an annual performance evaluation of the CEO based on various reports, including the financial position and overall performance of the bank.

Key evaluation parameters include:

- Financial performance indicators, such as profitability, return on assets, and shareholder value.
- Strategic goal achievement, including business growth, operational efficiency, and regulatory compliance.

- Risk management effectiveness and adherence to corporate governance standards.
- Leadership and decision-making in driving organizational success.

Given the competitive landscape of the banking industry, the Board also assesses the marketing and customer management capabilities of the CEO to ensure strong client relationships and sustainable business growth.

1.7.1 Rules and Regulations for Appointing the Managing Director & CEO

The Board of Directors is responsible for appointing the Chief Executive Officer (CEO) in compliance with the relevant circulars and rules issued by Bangladesh Bank and BSEC's Notification. The appointment process is finalized only after obtaining a No Objection Certificate (NOC) from Bangladesh Bank. The following factors are considered during the appointment of the CEO:

- **Moral Integrity:** The candidate must not have been convicted by any criminal court or penalized for regulatory violations.
- **Experience and Suitability:** The candidate must have at least 15 years of banking experience, with at least 2 years in a role immediately below the CEO. A Master's degree from a recognized university is also required.
- **Transparency and Financial Integrity:** The candidate must not have been involved in any illegal activities during their tenure and must not be a defaulter or adjudicated insolvent.

1.7.2 Appointment of Chief Financial Officer (CFO), Company Secretary (CS), and Head of Internal Control and Compliance (ICCD)

As per the bank's policies and applicable rules, UCB has appointed a Chief Financial Officer (CFO), Head of Internal Control & Compliance (ICCD), and Company Secretary (CS). These individuals are well-qualified in their respective fields of financial, regulatory, and corporate legislation. The roles, responsibilities, and duties of the CFO, CS, and ICCD are clearly defined and authorized by the Board of Directors to ensure effective management and governance.

1.8 Policy on Training of Directors

The Director Training Policy aims to equip directors with the latest updates and knowledge in the banking industry, including relevant legislation, regulatory guidelines, and circulars issued by regulatory bodies. The policy includes special training sessions with experts on technical and complex issues. Directors are encouraged to participate in various business, economic, technical, professional, and corporate governance programs and seminars, both locally and internationally. Every newly appointed director receives a comprehensive induction, covering their roles and responsibilities, legal obligations, governance framework, policies, and the terms of reference of the board committees.

1.9 Directors' Knowledge and Expertise in Finance and Accounting

UCB's Board of Directors comprises highly skilled professionals with diverse expertise. The board includes accomplished entrepreneurs and seasoned professionals with vast experience in business, economics, and administration. Among them, Mr. Obaidur Rahman FCA brings extensive experience in finance and accounting. Another board member has served as Deputy Managing Director of a government bank, while another has held the position of Executive Director at Bangladesh Bank, providing valuable insights into banking, finance, and regulatory matters. Their collective expertise ensures strong governance, oversight of accounting and audit practices, and adherence to financial reporting standards, fostering compliance and sustainable financial performance.

1.10 Number of Meetings of the Board and Participation of Each Director

The Board of Directors holds meetings monthly or more frequently if needed. Management provides detailed information, references, and discussion papers on each agenda item ahead of the meeting. The Company Secretary, under the Chairman's guidance, ensures that board meetings are organized regularly throughout the year. Below is the record of board meetings held during 2024:

SL	Particulars	No. of Meeting
1	Board Meeting	16
2	Executive Committee (EC) Meeting	9
3	Audit Committee Meetings	9
4	Risk Management Committee (RMC) Meeting	4

1.10.1 Key Activities Performed by the Board in 2024

The operational management of the bank is directed under strategic policies approved by the Board of Directors, which also sets the bank's core values and establishes standards to ensure compliance with relevant laws, rules, and regulations. The Board's key activities in 2024 included:

- Authentication of quarterly and annual financial statements for 2024.
- Approval of the annual business plan for 2024.
- Adoption of the directors' report for 2024.
- Appointment of statutory and corporate governance auditors and determination of their remuneration.
- Convening the Annual General Meeting (AGM).
- Declaration of dividends for the year 2024.
- Approval of amendments to various policies of the bank.
- Approval of the sustainability and corporate governance strategy.
- Approval of the audit plan for the year 2025.
- Deliberation and decision-making on anti-money laundering issues.

- Discussion and decision-making on ethical concerns.
- Regular review of the bank's operational performance in achieving its objectives.
- Review of the bank's policies and operational manuals to enhance risk management and internal controls in core banking operations.
- Evaluation of the bank's corporate governance standards for further improvements.
- Review of the bank's corporate social responsibility (CSR) status and implementation of required actions.
- Approval of proposals that exceed the delegated business/administrative powers of management.

1.10.2 Board Committees and their Responsibilities

In accordance with Bangladesh Bank BRPD Circular No. 02, dated February 11, 2024, banks are allowed to form up to three committees or subcommittees to ensure proper governance. In line with this directive, UCB has established the following three committees to oversee

and manage the bank's operations, performance, and strategic direction:

- Executive Committee
- Audit Committee
- Risk Management Committee

Executive Committee (EC)

The Executive Committee (EC) of UCB consists of 3 members, in compliance with Section 15B (2) of the Bank Company Act 1991 and Bangladesh Bank BRPD Circular No. 02, dated February 11, 2024. The Company Secretary serves as the secretary of the committee.

The EC typically functions as a proxy for the Board of Directors, convenes emergency meetings, and performs various tasks to ensure the smooth operation of banking activities. However, any decision made by the committee must be ratified by the full board. During 2024, the EC held 09 meetings.

Audit Committee (AC)

The Audit Committee (AC) operates as the sub committee of the Board of Directors. To ensure quorum, at least one Independent Director must be present at meetings. The Company Secretary acts as the committee's secretary.

In accordance with Bangladesh Bank's BRPD Circular and the BSEC Corporate Governance Code, the Audit Committee has been reconstituted with two members. Its primary responsibilities include reviewing and monitoring the company's financial reporting, non-financial corporate disclosures, internal control systems, and overall compliance framework.

Risk Management Committee (RMC)

The Risk Management Committee (RMC) is composed of four members and was established in compliance with Bangladesh Bank BRPD Circular No. 02, dated February 11, 2024. The

committee's primary objective is to minimize the risks arising from the implementation of the board-approved policies, strategies, and processes. The RMC also ensures that management is effectively identifying, managing, and mitigating risks that may emerge during business operations. All four members of the RMC are Non-Executive Directors of the Board.

Responsibilities of the Risk Management Committee (RMC)

The RMC is responsible for:

- Identifying and assessing the bank's risks and guiding management in developing risk mitigation strategies.
- Analyzing the risk management policy and proposing any necessary revisions.
- Ensuring that the committee meets at least four times a year.

The CEO, Chief Risk Officer (CRO), or any other relevant executive may be invited to attend RMC meetings. In 2024, the RMC held 04 meetings, where detailed discussions and review sessions were held with the CRO regarding their findings, observations, and recommendations related to the bank's operations and risk management.

1.11 Directors' Report on Financial Statements and Corporate Governance

In line with the Companies Act, 1994, the Board ensures the preparation of the bank's financial statements for each accounting year. The Board maintains comprehensive records to safeguard the bank's assets, prevent fraud, and comply with applicable accounting policies. It also makes reasonable judgments and estimates when necessary. A detailed statement on the Directors' responsibility for financial reporting and corporate governance is available in this Annual Report.

1.12 Board's Accountability on Audit and Financial Reporting

The Board fulfills its responsibilities by preparing a balanced and comprehensive assessment of the bank's operations at the end of each financial year. The Annual Financial Statements and Annual Report are audited by an external auditor. These documents are available on the bank's website for stakeholders to access.

1.13 Experienced Leadership Team

At UCB, developing competent leadership is a primary focus. The leadership process centers on listening, learning, and leading, ensuring that leaders are not only proficient in their respective fields but also able to apply their expertise for the benefit of others. The management team is committed to understanding employee and client concerns before proposing solutions. During product and service development, the team emphasizes gathering insights before making decisions, promoting sustainable leadership within the bank's board and management.

1.14 Succession Plan

Effective succession planning is essential for achieving the bank's long-term goals and ensuring its leaders possess the knowledge, experience, and abilities needed to navigate the evolving financial industry. UCB has a clear succession strategy for both senior management and the board. Employees are promoted based on the bank's needs and established standards. When appointing a new director, the bank considers the individual's qualifications and abilities to fulfill the responsibilities required. The succession planning process includes the following steps:

- Identifying critical roles.
- Developing successor profiles.
- Assessing the qualifications of potential successors.
- Formulating development plans.
- Developing and preparing successors for higher roles.
- Regular review and adaptation of the strategy to meet evolving needs.

1.15 Related Party Transactions

Related party transactions refer to the transfer of resources, services, or obligations between parties with the ability to influence each other's financial and operational decisions. As per IAS 24 – Related Party Disclosures, Bangladesh Bank guidelines, and BSEC regulations, such transactions are disclosed in this annual report.

The bank conducts transactions with related parties in the ordinary course of business on an arm's length basis at commercial rates, except for certain transactions involving key management personnel who are offered benefits at concessional rates applicable to all eligible staff. The following process ensures compliance with related party transaction guidelines:

- Quarterly reporting of related party transactions to Bangladesh Bank.
- Review by the Audit Committee to ensure compliance and regular updates to the Board.
- Board approval for the rescheduling of loans to any Director or their related entities.
- Ensuring that all related-party transactions are conducted on an arm's length basis and disclosed in accordance with IAS 24.

1.16 Management Committees

As part of a robust corporate governance framework, the management team, led by the Managing Director, operates with a collective mandate to serve the best interests of shareholders. To support effective banking operations, UCB has established several committees alongside its functional units. These committees play a key role in the bank's strategic direction and operational efficiency.

- Senior Management Team (SMT):** The Senior Management Team (SMT) of United Commercial Bank (UCB) comprises all Additional Managing Directors (AMDs), Deputy Managing Directors (DMDs), the Chief

Financial Officer (CFO), the Head of Risk Management Division (RMD), and the Head of Board Operations Division (BOD). The SMT, chaired by the Managing Director, is responsible for guiding the bank's daily operations prudently and effectively. The decision-making process within SMT is open and transparent, fostering a proactive management culture.

- ii) **Supervisory Review Process (SRP) Team:** The SRP Team consists of divisional heads from Internal Division (ID), Internal Risk Management Division (IRMD), Internal Control & Compliance Division (IC&CD), Treasury, Special Asset Management Division (SAMD), Financial Administration Division (FAD), Risk Management Division (RMD), and Anti-Money Laundering Division (AMLD). Led by the Managing Director, the SRP Team is responsible for estimating additional capital requirements in line with Pillar II of BASEL-III.
- iii) **Risk Management Committee (RMC):** The RMC is composed of divisional heads from IRMD, IC&CD, AMLD, ITD, Treasury Division, and FAD. It is led by the Chief Risk Officer and is tasked with identifying, measuring, and managing the bank's current and potential risks through rigorous analysis and mitigation strategies.
- iv) **Credit Committee (CC):** The Credit Committee, headed by the Chief Business Officer (CBO), reviews and discusses critical loan proposals requiring formal evaluation and approval. The committee ensures that lending decisions align with the bank's strategic objectives and risk appetite.
- v) **Asset-Liability Management Committee (ALCO):** ALCO includes the Managing Director, AMDs, DMDs, and divisional heads of strategic importance. The Treasury Division manages market risks, including liquidity risk, interest rate risk, and foreign exchange risk, based on ALCO's recommendations.
- vi) **Anti-Money Laundering (AML):** Committee The AML Committee oversees all anti-money laundering (AML) and combating the financing of terrorism (CFT) initiatives. It ensures that all bank employees receive AML training at least once a year and that the bank complies with relevant regulatory requirements.
- vii) **Sustainable Finance Committee (SFC):** The Sustainable Finance Committee is responsible for implementing and monitoring the bank's green banking initiatives in accordance with regulatory policies. The Sustainable Finance Unit (SFU) keeps the SFC informed about developments in sustainable and environmentally responsible banking practices.
- viii) **Procurement Committee (PC):** The Procurement Committee ensures transparency, efficiency, and cost-effectiveness in the bank's procurement processes. The committee is responsible for maintaining neutrality and fairness in all tender processes, supported by an E-Tender system for unbiased decision-making.

ix) **Central Compliance Committee (CCC):** The Central Compliance Committee reports directly to the Managing Director and ensures adherence to the policies and guidelines of Bangladesh Bank and other regulatory authorities. It also oversees compliance with the bank's internal policy manuals.

x) **Integrity Committee:** The Integrity Committee identifies and recognizes five officers and executives who demonstrate exceptional professional commitment and integrity. Annual integrity rewards are granted in accordance with regulatory instructions from Bangladesh Bank.

1.17 Roles and Responsibilities of Chief Executive Officer (CEO)

Mr. Mohammad Mamdudur Rashid serves as the Managing Director & CEO of UCB. He is responsible for formulating and implementing strategic business plans, overseeing daily operations, and ensuring compliance with legal and regulatory frameworks. His key responsibilities include:

- Achieving financial and operational targets.
- Ensuring adherence to the Bank Company Act 1991 and other regulations.
- Managing recruitment and promotions, except for senior executives directly below his level.
- Authorizing business delegations, staff transfers, and disciplinary actions, except for senior positions directly below his level.

1.18 Role of the Company Secretary

The Company Secretary provides governance advisory services to the Board of Directors and ensures that the Board and its Committees operate efficiently. The Company Secretary is responsible for regulatory compliance and proper documentation of board proceedings.

1.19 Role of the Chief Financial Officer (CFO)

The CFO is responsible for setting financial goals, managing budgets, and maintaining high standards of financial control and reporting. The CFO also oversees accounting, tax, regulatory compliance, and financial reporting functions to support the bank's strategic direction.

1.20 Role of the Head of Internal Control & Compliance (ICCD)

The Head of IC&CD conducts risk assessments and ensures the implementation of risk mitigation strategies. This role includes internal auditing, providing reasonable assurance on risk management, and ensuring adherence to the bank's internal control frameworks.

1.21 Governance of the Board of Directors of Subsidiary Companies

UCB ensures oversight of its subsidiary companies while respecting their independent governance responsibilities. The parent company's Board is actively engaged in monitoring material risks and issues affecting both the bank and its subsidiaries to maintain alignment with strategic goals and regulatory requirements.

2. VISION, MISSION AND STRATEGY

2.1 Vision, Mission Statements of UCB

The vision and mission statements of UCB, as approved by the Board of Directors, are provided in this Annual Report. These statements can also be accessed on the bank's website and other official publications.

2.2 Business Objectives and Areas of Business Focus

UCB's business objectives, areas of business focus, and strategies to achieve these objectives have been updated and detailed in the Integrated Reporting chapter of this Annual Report. A comprehensive overview of the Business Objectives and Areas of Business Focus is available on in this Annual Report.

2.3 General Description of Strategies to Achieve the Bank's Business Objectives

At the beginning of each year, UCB formulates strategies and action plans that align with its mission, vision, and business objectives. The Board of Directors provides strategic priorities that guide these plans. Further details on UCB's sector-specific objectives, strategic plans, priorities, and future business outlooks are elaborated in the "Management Discussion and Analysis" section of this report.

3. AUDIT COMMITTEE

The Audit Committee (AC) is a subcommittee of the Board of Directors and operates under the Terms of Reference (ToR) approved by the Board. The committee is accountable to the Board of Directors and ensures oversight of financial reporting, compliance, and internal control processes. At least one independent director must be present to form the quorum of an AC meeting. The Company Secretary serves as the secretary of the committee.

3.1 Appointment and Composition

The Board Audit Committee is reconstituted periodically by the Board in compliance with Bangladesh Bank's BRPD Circular No. 11 dated October 27, 2013, and the BSEC's Corporate Governance Code dated June 3, 2018. The Audit Committee is responsible for reviewing and overseeing the bank's financial reporting, non-financial corporate disclosures, internal control systems, and compliance with applicable laws and regulations, among other functions.

4. ENVIRONMENTAL AND SOCIAL OBLIGATIONS

4.1 Board Oversight and Bank Policies on Environmental and Social Responsibilities

As a responsible corporate entity, UCB is committed to addressing environmental and social development through sustainable banking practices and Corporate Social Responsibility (CSR) initiatives. Sustainable development is integral to UCB's mission to create long-term value for customers, employees, and the broader community. The bank is continuously striving to embed sustainability into its overall business strategy.

4.1.1 Bank's Policies and Practices Related to the Environment

UCB recognizes that environmental concerns represent key risks that must be proactively managed. The Board of Directors has approved a comprehensive Green Banking Policy and Environmental and Social Risk Management (ESRM) Guidelines to ensure sustainable banking practices. Before sanctioning any loan, the bank conducts thorough Environmental Due Diligence (EDD) to identify and mitigate potential risks. In 2024, UCB refrained from financing high-risk sectors such as ship-breaking and tannery operations.

4.1.2 Bank's Policies and Practices Related to Society and Its Jurisdiction

As an active participant in societal development, UCB focuses its CSR efforts on areas such as education, healthcare, poverty alleviation, and disaster management. In 2024, the bank allocated Tk. 74.46 million towards CSR activities.

4.2 UCB's Disclosure of Specific Activities Pursuant to Environmental and Social Policies

UCB is transitioning towards sustainable lending practices by enhancing its Environmental and Social Risk Management (ESRM) framework. The bank rigorously evaluates environmental and social factors in its lending decisions to promote sustainability and contribute to environmental well-being.

4.2.1 Participation in National Programs and Support for Disadvantaged Groups

- i) **Disaster Response and National Initiatives:** UCB demonstrated its unwavering commitment to national welfare and disaster response by contributing Tk. 5.25 million. This substantial donation was aimed at providing immediate relief and long-term support to communities devastated by severe flooding across Bangladesh. The contribution facilitated essential emergency services, including the provision of food, clean drinking water, medical assistance, and temporary shelter for displaced families. Beyond immediate relief, the funds also supported rehabilitation efforts, helping flood-affected regions rebuild critical infrastructure, restore livelihoods, and enhance resilience against future natural disasters. UCB's proactive role in responding to national emergencies underscores its dedication to social responsibility and its pivotal role in fostering community resilience and sustainable development.
- ii) **Community and Neighborhood Development:** The bank is actively engaged in initiatives aimed at improving neighborhoods and communities, including efforts to address issues like affordable housing, poverty reduction, and ensuring access to education and healthcare for underprivileged populations.
- iii) **Support for Sports, Culture, Research, and Technical Education:** UCB makes substantial annual contributions to the development of sports, cultural activities, research, and technical education in Bangladesh. The Bank has contributed Tk. 5 million in 2024.

iv) Healthcare Initiatives: In 2024, the bank spent Tk. 31.32 million on healthcare services for communities within its operational areas.

v) Educational Support: The bank allocated Tk. 8.84 million to provide scholarships to meritorious, underprivileged students and to support the infrastructure development of educational institutions.

vi) Support for Environmental wellbeing: In 2024, the bank spent Tk. 3.87 million on Environmental wellbeing and Tk. 20.17 million for other purpose.

4.2.2 Activities Promoting Environmental Sustainability

UCB is committed to creating a sustainable business environment by integrating eco-friendly principles into its products and services. The bank prioritizes lending that deliver environmental benefits, reduce ecological harm, and support energy efficiency. Key initiatives include:

- Financing Water Recycling and Waste Management Plants to promote water reuse and effective waste management.
- Funding Effluent Treatment Plants to combat industrial pollution.
- Restricting Financing to High-Emission Projects to reduce toxic emissions.
- Promoting Green Financing, including lending in eco-friendly businesses and technologies.
- Increasing loan in Sustainable Sectors such as agriculture and SMEs.
- Reducing Resource Consumption within the bank, including electricity, fuel, and water.
- Encouraging Digitalization to reduce paper use and promote efficient services.

4.3 UCB's Initiatives for Sustainable Banking

The Board of Directors and Management strictly ensure that no loans are approved unless they meet specific environmental criteria, including:

- Site/Location Clearance Certificate
- Environmental Clearance Certificate
- Environmental Impact Assessment (EIA) Report

Additional measures include:

- Incorporating Environmental Risk Ratings in all loan proposals.
- Prohibiting disbursements for projects posing high environmental risks.
- Allocating environmental CSR donations from the Climate Risk Fund with Board approval.

Further details of these initiatives are available in the Sustainability Report on page no. 293.

4.4 Corporate Social Responsibility (CSR)

CSR is a fundamental component of UCB's business philosophy, reflecting the bank's commitment to balancing profitability with social responsibility. The bank strives to operate in a responsible and sustainable manner, embedding social and environmental considerations into its organizational culture. In 2024, UCB allocated Tk. 74.46 million towards CSR activities, reaffirming its dedication to societal well-being and sustainable development.



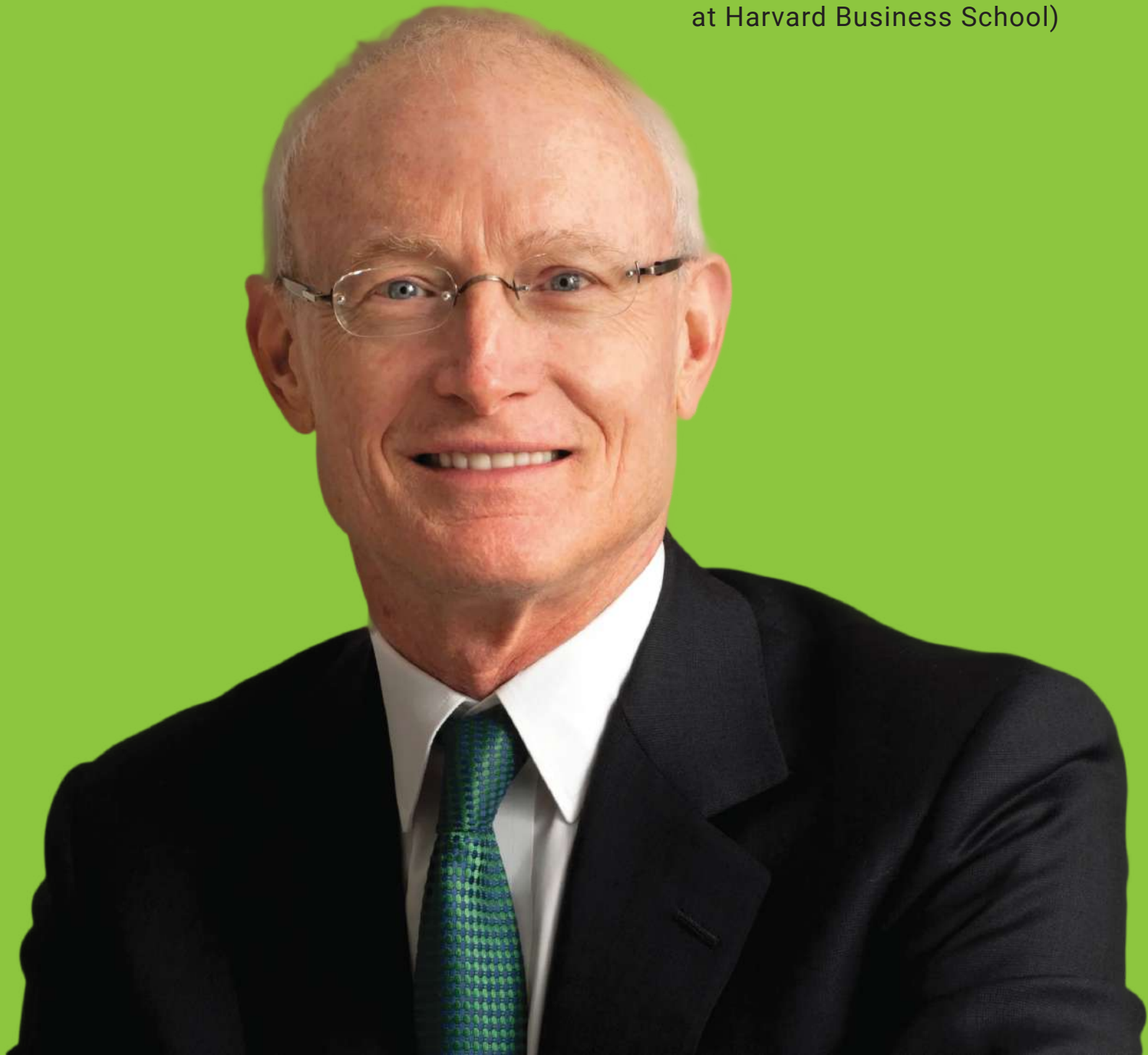


STRATEGY

“ Strategy is about making choices, trade-offs; it's about deliberately choosing to be different. ”

-Michael Porter

(Business Strategist & Professor
at Harvard Business School)



Sustainable Finance



In an era defined by climate urgency and transformative global agendas, sustainable finance has emerged as the cornerstone of resilient economic ecosystems. The repercussions of climate changes are catastrophic and inevitable, and it becomes a planetary imperative to adopt remedial measures in a concerted manner for ensuring sustainability in business and net-zero emission across the globe. UCB is not an exception in this regard and is committed to remodelling the way it does its core business and internal operations to fast-track its convergence toward sustainability. The traditional financing concepts lack the calibration for environmental, social, and governance aspects which are essential in securing the endurance of the projects or businesses being financed in the long run.

As a forward-thinking bank United Commercial Bank (UCB) PLC recognizes that the path to prosperity is inextricably linked to environmental stewardship, social equity, and governance excellence. In 2024, we fortified our commitment to aligning its operations with the United Nation's Sustainable Development Goals (SDGs), leveraging innovative financial instruments and stakeholder-centric frameworks to catalyse Bangladesh's transition toward a net-zero, inclusive future.

By prioritizing sustainable and green financing, impact investing, and sustainable value chains, we are not only mitigating systemic risks but also unlocking opportunities for equitable growth in one of the world's most climate-vulnerable regions. Our approach transcends transactional compliance—it is a holistic reimagining of finance as a force for regenerative development.

Central to our strategy is the deployment of a fusion of cutting-edge frameworks such as the Task Force on Climate-related Financial Disclosures (TCFD), ensuring transparency and accountability in our sustainability journey. In 2024, UCB continued to pioneer SDG-aligned financial solutions, directing capital toward renewable energy, sustainable agriculture, and community-centric green infrastructure. These initiatives reflect our resolve to decarbonize portfolios while empowering communities disproportionately affected by climate volatility.

UCB's leadership extends beyond financial metrics; we have adopted a green-by-design ethos, integrating ESG criteria into credit risk assessments and fostering cross-sector partnerships to mainstream sustainable practices. Our efforts align with Bangladesh's National Adaptation Plan and our aspiration to become a regional beacon for sustainable finance.

As we navigate the complexities of a rapidly evolving regulatory landscape, UCB remains steadfast in its pledge to balance profitability with planetary boundaries. This section delves into our 2024 initiatives, showcasing green and sustainable performance against targets, Sustainable governance, capacity building initiatives, ESD integration, carbon accounting, and in-house innovation redefining our roles for a sustainable future. Together, we are not just financing progress—we are architecting it.

Sustainable Finance & Green Finance

Sustainable finance refers to 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.

On the other hand, Green Finance refers to banks/FIs 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 banks/FIs. 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.

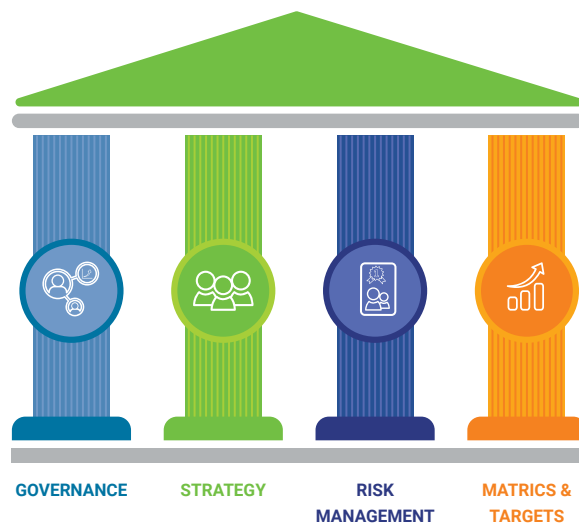
Besides, Sustainable Linked finance encompasses sustainable agriculture sectors, Sustainable MSMEs, Socially Responsible Finance, and Other Sustainable Linked Finance.

Hence, it can be asserted that Sustainable Finance = Green Finance + Sustainable Linked Finance



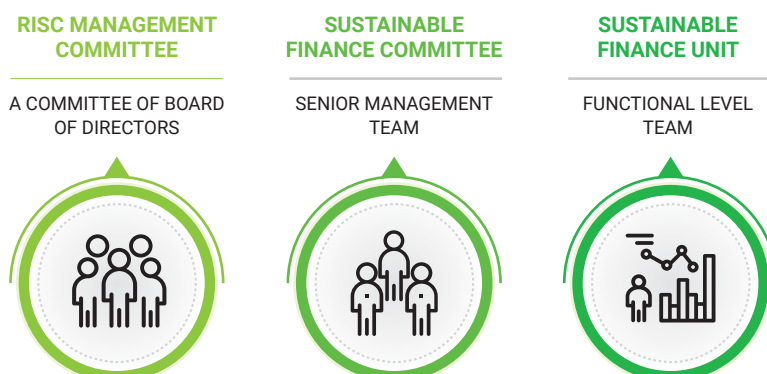
UCB's Pillars of Sustainability

In an evolving financial landscape, climate-related factors are increasingly integral to long-term resilience and stakeholder trust. The IFRS Climate-related Financial Disclosures framework outlines four pillars—Governance, Strategy, Risk Management, and Targets & Matrix—that enable banks to systematically address climate risks and opportunities while aligning with global sustainability goals.



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).



(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	Dignitaries
Chief Risk Officer	Chairman
Head of Business (RMG)	Member
Head of Wholesale Banking	Member
Head of Special Assets Management	Member
Head of Finance Division	Member
Head of Retail Banking	Member
Head of SME & Agri Banking Division	Member
Head of Credit Risk Management (SME & Retail)	Member
Head of Risk Management Division & SFU	Member Secretary
Head of Branch Distribution Channel Unit	Member
Head of Brand Marketing & Corporate Affairs	Member
Head of Human Resources Management	Member
Head of Financial Institution & OBU	Member
Head of Credit Administration Division	Member
Head of Information Technology Division	Member
Head of Credit Monitoring & Sanction-SME	Member
Head of Credit Risk Management (Wholesale Banking)	Member
Head of General Services	Member
Head of Internal Control & Compliance	Member
Risk Management Division	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
Head of Risk Management Division	Unit Head	
VP, Sustainable Finance Unit	Member	Focal Point Official
VP, Brand Marketing & Corporate Affairs	Member	
VP, SME & Agri Banking Division	Member	
FAVP, General Service Division	Member	
SO, Sustainable Finance Unit	Member	Fall-back Person

B. Strategy

The strategy pillar focuses on how a bank incorporates climate-related risks and opportunities into its business model, operational planning, and financial resilience. This involves assessing the short, medium and long-term impacts of climate change on the bank's activities, including shifts in market dynamics, customer behaviour, and regulatory landscapes. A forward-looking strategy aligns with global climate goals, such as the Paris Agreement, and emphasizes sustainable finance initiatives, green lending products, or transition financing. By articulating how climate considerations shape strategic priorities, the bank positions itself to capitalize on emerging opportunities while mitigating risks to its core operations.

C. Risk Management

Climate risk management requires a systematic approach to identifying, assessing, and mitigating climate-related financial risks. UCB is working on to integrate these risks—such as physical risks (e.g., extreme weather events) and transition risks (e.g., policy changes or technological shifts)—into their

enterprise-wide risk frameworks. This involves scenario analysis, stress testing, and adjusting credit risk models to account for climate vulnerabilities. Proactive risk management ensures the bank's portfolio remains resilient, safeguards asset quality, and aligns with prudential standards.

D. Targets and Metrics

A clear target matrix establishes measurable goals and performance indicators to track progress on climate objectives. Banks define metrics such as financed emissions reductions, green asset ratios, or alignment with net-zero pathways. These targets are underpinned by data-driven methodologies and regular reporting to stakeholders, ensuring accountability. By disclosing time-bound milestones, the bank demonstrates its commitment to tangible climate action while enabling investors, regulators, and clients to assess its progress. Transparent metrics also support informed decision-making, helping the bank refine strategies and allocate resources effectively to meet sustainability ambitions.

Sustainability Rating awarded by Bangladesh Bank

For uncompromising commitment to implementing Sustainability in its credit portfolio and overall operations, UCB was awarded the Prestigious Sustainability Rating by Bangladesh Bank for three years. The rating was based on core banking sustainability, sustainable finance indicators, Banking services coverage, CSR activities, and Green Refinance.

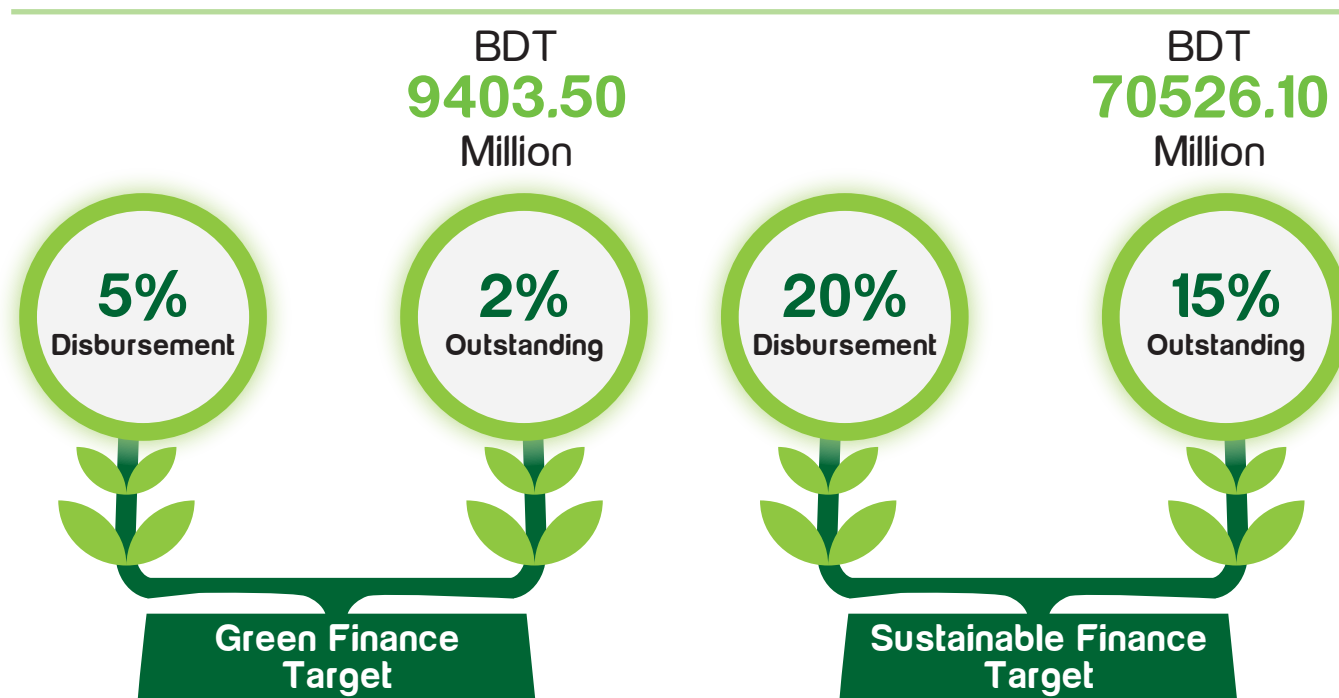


Bank's Annual Sustainable Finance Target for 2024

UCB fixed its annual target in terms of loan outstanding for both Green Financing and Sustainable Financing at minimum 2% and 15% 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.

Achievement of target in terms of disbursement for Green Financing will be based on the disbursement of Total Term Loans (except Staff Loans) and the target threshold is at least 5%.

Achievement of target in terms of disbursement for Sustainable Finance (Green Finance + Sustainable Linked Finance) will be based on Total disbursement (except Staff Loans) and the target threshold is at least 20%.



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 2024

Sustainable finance is a need of time and entails a substantial quantum of investment on a continuous basis. As banks and financial institutions are the key players in our economic system, Bangladesh Bank has initiated the concept of Sustainable Finance aligned with the Sustainable Development Goals (SDGs) encouraging the Banks to promote investment targeting sustainability. Sectors that have been prioritized in the Sustainable Finance Policy of Bangladesh Bank encompass agriculture, cottage, micro, and SME (CMSME), Socially Responsible Finance (SRF), and green finance products/projects.

Sustainable Finance is bisected into broader domains namely (1) Green Finance and (2) Sustainable Linked Finance. A snippet of the performance of Sustainable Finance in 2024 is presented below:

(Fig. in million BDT)

	Sustainable Finance	=	Green Finance	+	Sustainable Linked Finance
Disbursement (During 2024)	212,358.0 (72.47% of Total Disbursement)	=	10,692.30 (41.00% of Total Term Loan Disbursement)	+	201,665.70 (68.82% of Total Disbursement)
Outstanding (As on 31.2.2024)	379,181.00 (77.92% of .Total Net Loans & Advances)	=	38,614.50 (7.93% of Total Net Loans & Advances)	+	340,567.00 (60.21% of Total Net Loans & Advances)

3.1 Sustainable Finance

3.1.a Sustainable Finance Disbursement During 2024

The Bank's disbursement during September Quarter, 2024 in Sustainable Finance (which also includes Green Finance) was 72.47% against the target of 20%.

(Fig. in million BDT)

DISBURSEMENT	Achievement 2023	Target 2024	Achievement 2024				
			Q1	Q2	Q3	Q4	Total
Sustainable Finance	(22.03%) 59,730.40	20%	44.50% (32,742.20)	79.40% (73,482.80)	83.65% (45,358.60)	83.61% (60,774.30)	72.47% (212,358.00)

Note: Disbursement target on Sustainable Finance is determined against the Bank's total disbursement.

3.1.b Sustainable Finance Outstanding in 2024

The Bank's outstanding of Sustainable Finance, at the end of the December 2024, was BDT 37,918.10 crore (77.92% of total Loans & Advances) significantly exceeding the annual target of BDT 7,052.61 crore only.

(Fig. in million BDT)

OUTSTANDING	Achievement 2023	Target 2024	Achievement 2024				
			Q1	Q2	Q3	Q4	Total
Sustainable Finance	(28.71%) 136,523.20	15% (70,526.10)	36.06% (169,317.10)	73.51 % (345,170.20)	68.07% (371,733.00)	77.92% (379,181.00)	77.92% (379,181.00)

Note: Due to an amendment in the latest Sustainable Policy of October, 2023 which allows to include any exposure having "Low" ESDD rating under the categorization of Sustainable Finance, the outstanding of Sustainable Finance of the bank has increased substantially. Previously, a laundry list was followed instead of such criterion.

3.2 Green Finance

3.2.a Green Finance Disbursement During 2024

The Bank's disbursement in Green products and initiatives during the year 2024 turned out to be 41.00% surpassing the regulatory requirement of 5% at a larger margin.

(Fig. in million BDT)

DISBURSEMENT	Achievement 2023	Target 2024	Achievement 2024				
			Q1	Q2	Q3	Q4	Total
Green Finance	(36.21%) 10,491.00	5%	52.41% (3,119.80)	48.26% (4,712.10)	21.98% (1,215.80)	34.03% (1,644.60)	41.00% (10,692.30)

Note: Disbursement target on Green Finance is determined against the Bank's total Term Loan (except Staff) disbursement.

3.2.b Green Finance Outstanding in 2024:

At the end of the December 2024, the Bank's outstanding of Green Finance was BDT 3,861.45 crore (7.93% of total Loans & Advances) significantly exceeding the annual target of BDT 940.35 crore.

(Fig. in million BDT)

OUTSTANDING	Achievement 2023	Target 2024	Achievement 2024				
			Q1	Q2	Q3	Q4	Total
Green Finance	(5.57%) 26,496.10	2% (9,403.50)	52.41% (28,189.80)	48.26% (34,826.40)	21.98% (36,918.60)	34.03% (38,614.50)	41.00% (38,614.50)

Out of 14 categories, the Bank's Green Finance has covered 11 categories so far. The present status is demonstrated below:

(Fig. in million BDT)

Sl.	GREEN FINANCING AREAS	Disbursement 2024					Outstanding 31.12.2024	
		Q1	Q2	Q3	Q4	Total	Amount	In %
1)	Renewable Energy	750.00	411.70	20.00	0	1,181.70	1,429.90	3.70%
2)	Energy & Resource Efficiency	491.90	1,489.10	922.10	1,104.00	4,007.10	7,670.00	19.86%
3)	Alternative Energy	0	0	3.60	0	3.60	3.30	0.01%
4)	Liquid Waste Management	416.80	188.40	134.40	30.60	770.20	10,729.00	27.78%
5)	Circular Economy & Eco-Projects Fin.	1,000.00	0	0	0	1,000.00	1,568.30	4.06%
6)	Environment Friendly Brick Production	7.70	642.50	0	0	650.20	1,767.70	4.58%
7)	Green/Environment Friendly Est.	23.10	369.80	68.60	468.50	930.00	9,445.20	24.46%
8)	Green CMSME	2.00	1.80	2.00	0	5.80	518.10	1.34%
9)	Green Socially Responsible Financing	320.00	79.30	65.10	36.80	501.20	3,703.20	9.59%
10)	Blue Economy Financing	0	1,529.70	0	0	1,529.70	1,646.60	4.26%
11)	Information and Communication Tech.	108.30	0	0	4.60	112.90	133.20	0.34%
TOTAL		3,119.80	4,712.10	1,215.80	1,644.60	10,692.30	38,614.50	100.00%

3.3.1 Sustainable Linked Finance–Outstanding & Disbursement, 2024

(Fig. in million BDT)

Sector	Disbursement 2024					Outstanding 31.12.2024	
	Q1	Q2	Q3	Q4	Total	Amount	In %
Sustainable Agriculture	570.30	618.50	559.50	577.80	2,326.10	2,538.50	0.75%
Sustainable MSME	2,623.10	4,576.00	3,643.00	1,154.50	11,996.60	11,629.40	3.41%
Sustainable Linked Socially Responsible Finance	4,775.40	4,728.20	3,352.00	3,381.50	16,237.10	7,995.10	2.35%
Other Sustainable Linked Finance	21,653.70	58,848.00	36,588.40	54,016.00	171,106.10	318,404.00	93.49%
GRAND TOTAL	29,622.50	68,770.70	44,142.90	59,129.60	201,665.70	340,567.00	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:

- Green Transformation Fund (GTF) in Foreign Currency.
- Green Transformation Fund (GTF) in Local Currency.
- BB Refinancing Schemes for Green Products/Projects/Initiatives.
- Technological Development/Upgradation Fund.

(a) GTF Local Currency

Agreement on GTF in Local Currency was signed on 16 March, 2023 and during 2024, total disbursement of GTF (Local) was BDT 130.66 crore and the total outstanding was BDT 207.57 crore.

(Fig. in million BDT)

Sl.	Customer's Industry	Disbursement 2024					Outstanding (as of 31.12.2024)
		Q1	Q2	Q3	Q4	Total	
1.	Sweater Factory					-	51.60
2.	Spinning Factory					-	120.10
3.	Knit Composite					-	418.80
4.	Knit Factory	306.80				306.80	273.90
5.	Knit & Woven Factory					-	47.90
6.	Knit Factory					-	48.40
7.	Cycle Industry					-	163.50
8.	Sweater Factory	71.00				71.00	62.10
9.	Woven/Knit Factory	31.70				31.70	27.70
10.	Knit Factory	136.50				136.50	119.40
11.	Knit Factory		104.00			104.00	95.30
12.	Knit Factory			78.30		78.30	75.50
13.	Spinning Factory			168.50		168.50	161.50
14.	Woven/Knit Factory				63.50	63.50	63.50
15.	Knit Composite				346.30	346.30	346.30
	Total	546.00	104.00	246.80	409.80	1,306.60	2,075.70

(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 refinance scheme of Bangladesh Bank. The existing outstanding as of 31.12.2024 is presented below:

Sl.	Customer's Industry	Disbursed Date	Limit	Outstanding (in US\$ & Euro) (as of 31.12.2024)	Outstanding (Equivalent BDT)
1	Knit Factory	27.08. 2022	USD 1,217,767.00	USD 6,14,380.36	BDT 75.0 million
2	Knit & Woven	27.08. 2022	USD 1,243,463.00	USD 6,27,344.35	BDT 76.5 million
3	Packaging & Accessories	27.08. 2022	EURO 86,000.00	EURO 43,388.19	BDT 5.70 million
4	Spinning	31.01. 2022	EURO 1,706,596.00	EURO 4,66,118.99	BDT 61.10 million
Note: BC selling rate as of 30.12.2024 was used in conversion.					BDT 218.30 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 is presented below:

(Fig. in million BDT)

Sl.	Name of the Borrower	Disbursed Date	Limit	Outstanding (as of 31.12.2024)
1	Autoclaved Aerated Concrete Block Manufacturer	11.06. 2024	642.5	590.60

Financing in LEED Certified Green Garments Factories



As of December 31, 2024, the Bank has 22 customers certified under the LEED (Leadership in Energy and Environmental Design) program. Among these, 7 customers hold Platinum certification, 12 are categorized as Gold, 2 have Silver certification, and 1 falls under the Certified tier.

These clients are recognized as “Green/Environment-Friendly Establishments” under the Bank’s Green Finance framework. In 2024, the Bank disbursed BDT 930.00 million in this category, with the total outstanding portfolio reaching BDT 9,445.20 million by the year’s end.

Dedicated Sustainable Finance Help Desks (DSFHDs)

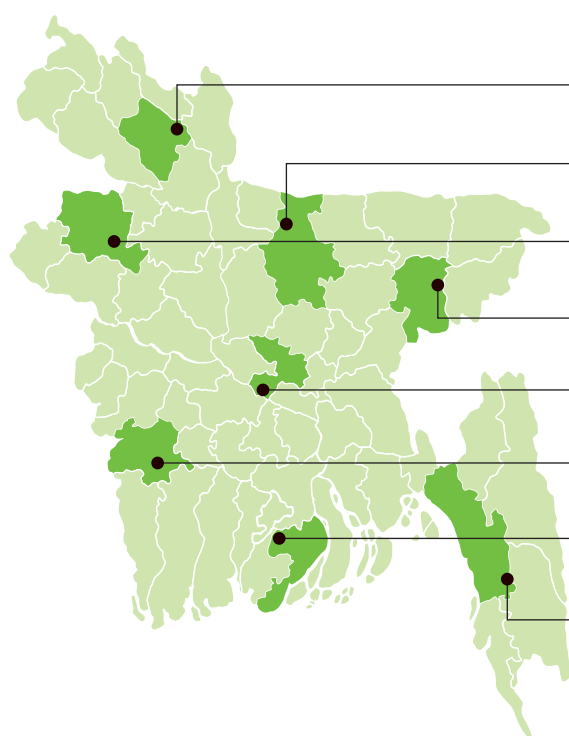
In line with Bangladesh Bank’s requirement, UCB has operationalized Dedicated Sustainable Finance Help Desks (DSFHDs). The performance of the DSHDs is presented below

Activities of Dedicated Sustainable Help Desks (DSHDs) during 2024:

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 in 2024	197	545	363	442	647
Amt. of application from DSFHD in 2024	2,891	7,795	3,374	4,538	18,598

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.

Geographical Footprints of DSFHDs



01 Rangpur

01 Mymensingh

05 Rajshahi

03 Sylhet

22 Dhaka

05 Khulna

01 Barisal

12 Chittagong

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 2024:

(Fig. in million BDT)

	2024								
	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	5,376	35,580.00	6,739	65,170.40	5161	41,298.90	7,103	56,660.10	198,709.40
Medium	59	350.50	54	2,919.30	191	1,364.00	87	208.10	484.1.90
		35,930.50		68,089.70		42,662.90		56,868.20	203,551.30

Training on Sustainable Finance and Green Finance

Two training sessions titled “Necessity of Green Banking” and “ESRM guidelines” are being regularly conducted every quarter. During 2024, the Unit has arranged several sessions on “Revised ESRM guidelines of Bangladesh Bank, 2022”. This year total of 395 personnel participated from various departments/divisions of the Corporate Office and from different branches. Nominated officials of the Dedicated Sustainable Finance Help Desks were also trained on the above issues and Green Finance.

Particulars	2023	2024				
		(Q1)	(Q2)	(Q3)	(Q4)	Total
Training Program organized	14	3	17	1	4	39
Number of Employees trained	395	283	100	50	84	912
Number of Customers trained	01	26	2,747	0	0	2,774



UCB's alignment with Sustainable Development Goals (SDGs)

In 2024, a total disbursement of **Tk. 16,237.10** million was disbursed through Sustainable linked socially responsible Financing

In 2024, total **Tk. 2,326.10** million was disbursed for Sustainable Agriculture.

Total CSR expenditure of **Tk. 31.20** million was incurred (for NICVD).

UCB regularly takes up CSR initiatives for educational domain of the society.

In 2024, the bank's women employees are about 20% of the entire permanent employees.

UCB disbursed **Tk. 770.00** million for installation of Liquide waste Treatment Plants for major hazardous industries.

1 NO POVERTY



2 ZERO HUNGER



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



6 CLEAN WATER AND SANITATION



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



13 CLIMATE ACTION



15 LIFE ON LAND



In 2024, total Tk. **1,181.70** million was disbursed for Renewable Energy

The bank has sound compensation, pension, and other policies including workplace safety. It has created employment through financing in productive sectors.

In 2024, total of Tk. **650.20** million was disbursed under environmentally friendly bricks and Tk. **930.00** million in green and eco-friendly establishments.

Integration of ESDD in credit appraisal 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.

Sustainable Footprint of UCB

Online Branch
Coverage
100%

No. of online
Branches 231



2,80,913

Account
with
Internet
Banking

MFS
Accounts

91,58,128

Solar Power
Branches

Solar Powered
ATMs

Solar Powered
Agent Banking

Rainwater Harvesting
enable Branch

34

04

03

01

Embedding
Renewables

SUB-BRANCH
177

ATM
716

ALTERNATE
DELIVERY

AGENT
BANKING
OUTLET
855

Spirit of Aspiring for a World of Three (03) Zeros

“

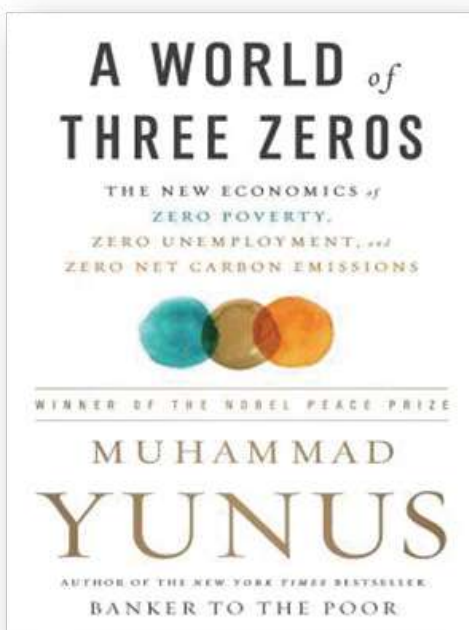
If we imagine something, there is a good chance that it will happen.

If we don't imagine it, there is almost no chance of it happening ”

-Nobel Laureate Professor Muhammad Yunus

In this book **“A World of Three Zeros”**, Muhammad Yunus envisions a radical reimagining of capitalism, “proposing social business”–non-profit enterprises driven by altruism-to eradicate poverty, unemployment, and net carbon emissions. He critiques wealth concentration in traditional systems, advocating microcredit and entrepreneurship to empower marginalized communities, likening financial access to **“Economic Oxygen”**.

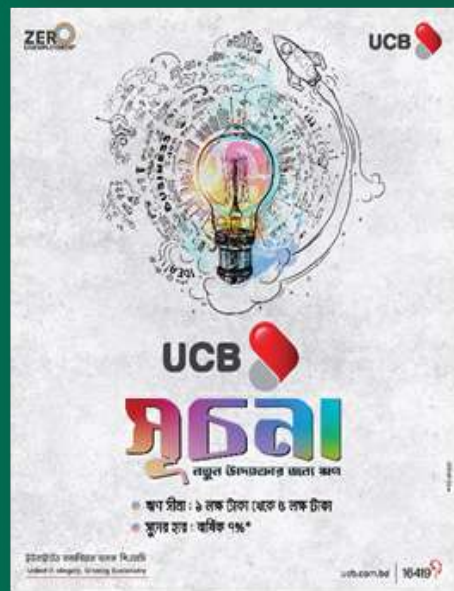
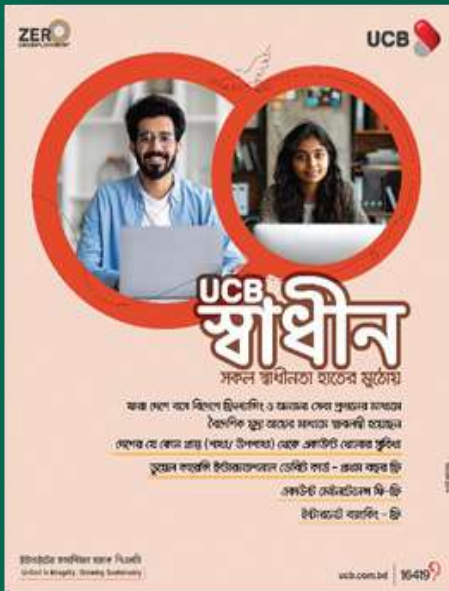
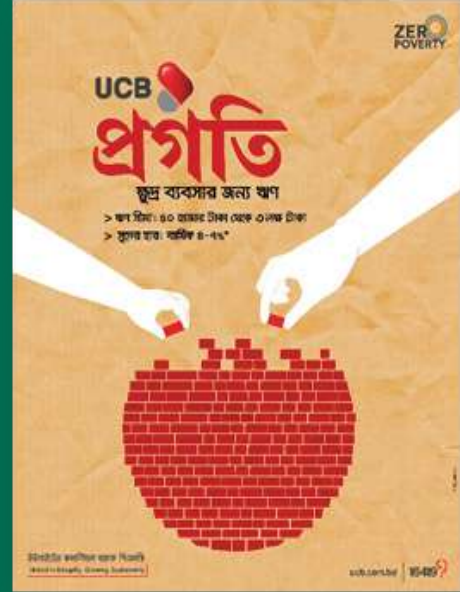
By prioritizing collective welfare over profit, he argues humanity can forge a sustainable, equitable future where creativity and compassion reign.



Though a profiteering financial entity, UCB always care about the community through reengineering its products and services. Being inspired to provide the Economic Oxygen to the society the bank launched six (06) products addressing Zero Poverty, Zero Unemployment, and Zero Net Carbon Emission.

The Products are:

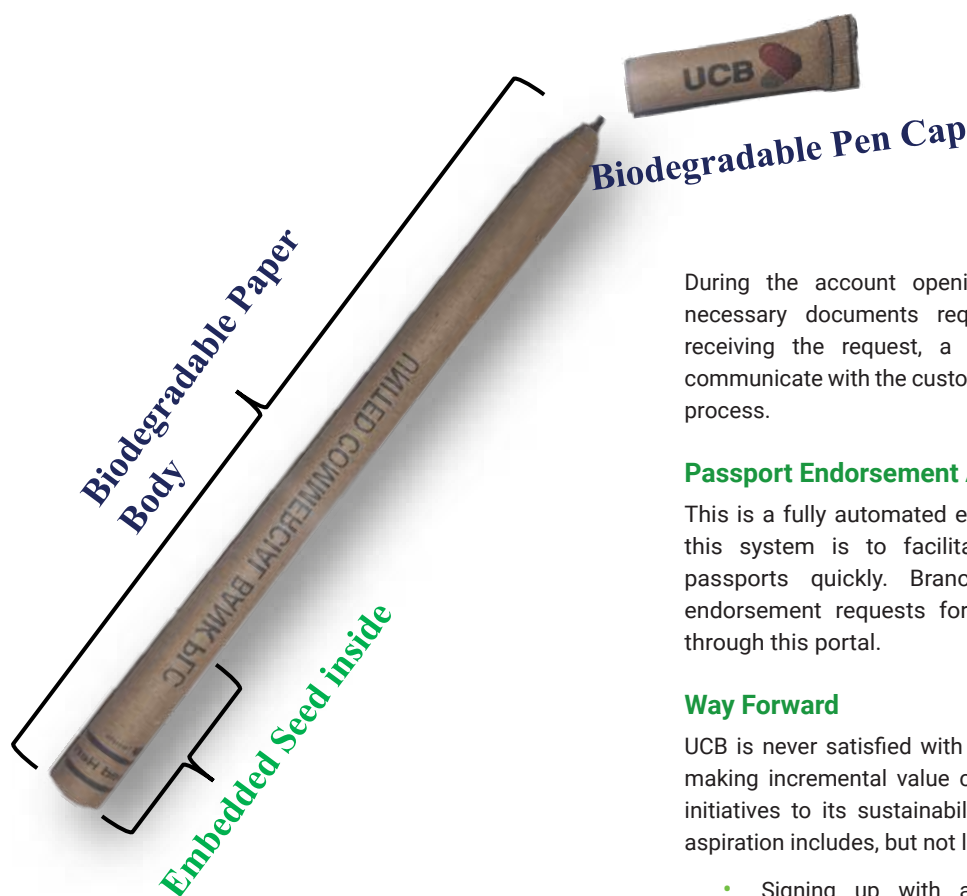
Zero Poverty	Zero Unemployment	Zero Net Carbon Emissions
Deposit Products		
Somota	Swadhin	Sabuj Sonchoy
Loan Products		
UCB Progoti	UCB Shuchona	UCB Shobuj Shomriddhi



In-house Initiatives for the Year 2024

United Commercial Bank PLC is pledged to reduce its carbon footprint and actively spearheads innovative conduits to have a benign impact on the environment by reducing paper consumption, minimizing water wastage, bringing in efficiency in the diurnal operation. In the previous years the bank has introduced Robotic Process Automation, U-click phase 2 deployment, Aggregate access control (Umbrella), Electronic Form C, online collection of income tax return certificate, change management through UCB Home, CIB inquiry work flow system etc. This year the bank has again boarded the scope of such initiatives in the following areas:

Biodegradable Pen with embedded seed



Caring for People, Planet, and Prosperity, UCB has introduced Biodegradable Plantable-Pen for its internal use.

The whole barrel and the cap of the pen are made out of biodegradable paper, and after being used up, the bottom section (where seeds are concealed) can be bisected and planted on earth. We believe such a small but inspiring initiative will motivate others to step forward to reduce the carbon footprint on this ailing planet.

School Management Payment System

We have developed a system that allows students or their guardians to make fee payments from anywhere without visiting the school or bank branches. The system includes the following modules:

- Student Payment Application
- Student Payment Cash Module
- Admin Module for Account Users
- Reconciliation Module for Head Office
- Transaction Inquiry Service (Card, Wallet)

Offshore Banking Account Opening

We have developed a system that enables people residing abroad to request the opening of the following bank accounts:

- Offshore Banking FC Current Account
- Offshore Banking FC Term Deposit Account

During the account opening request, users can upload all necessary documents required for account creation. After receiving the request, a designated officer from UCB will communicate with the customer to complete the account opening process.

Passport Endorsement Automation

This is a fully automated end-to-end process. The objective of this system is to facilitate customers in endorsing their passports quickly. Branch users can process passport endorsement requests for Credit, Debit, and Prepaid Cards through this portal.

Way Forward

UCB is never satisfied with the status quo and with its spirit of making incremental value creation, it thrives to add on various initiatives to its sustainability endeavour. Looking forward, our aspiration includes, but not limited to, the followings:

- Signing up with an international ESG advisory for strengthening the existing carbon accounting framework of the bank and also for a solid capacity building for the in-house executives of the bank.
- Creating an ingrained culture of sensible and sustainable consumption of resources considering the theme of reduce, reuse, and recycle.
- Increasing the financing in renewable and alternative energy alongside other green products.
- Becoming the leading brand of holistic sustainable practice in the financial sector of Bangladesh.

Report on Corporate Social Responsibility



At United Commercial Bank PLC, we firmly believe that our success as a business is deeply connected to the well-being of the communities we serve and the health of the environment we all share. At UCB, we remain committed year after year to embracing and supporting initiatives, programs, and activities that generate meaningful, long-lasting impact. These efforts are not only central to our CSR strategy but are also embedded in our identity as a responsible corporate citizen. We understand that the true measure of our growth lies in how much we contribute back to society.

Our approach to CSR is driven by purpose and guided by the real needs of the communities around us. Each initiative we undertake is designed to be impactful, relevant, and sustainable — forming the foundation for inclusive development and economic progress.

As a financial institution, we recognize the powerful role we play in shaping positive change. Whether it's financing the shift to a low-carbon economy, championing financial inclusion, or upholding the highest standards of ethics and governance, we treat every decision as an opportunity to build a better future.

With that spirit, we are proud to present our Corporate Social Responsibility (CSR) Report for 2024, highlighting the strides we've made and the initiatives that continue to drive us toward a more inclusive, equitable, and sustainable tomorrow.

In the year 2024, our total expenditure in CSR was an amount of BDT 74.46 Million. the detailed of the CSR activities comes as follows:



Education

At UCB, we believe education is the cornerstone of sustainable development and inclusive growth. Our CSR efforts in education focus on bridging the gap in access to quality learning opportunities, especially for underprivileged communities. We aim to empower the next generation with the knowledge and skills needed to thrive in a rapidly changing world. An amount of Taka 8.84 Billion has been donated in the sector of Education. UCB contributed in the areas like financial assistance to Bandarban University, financial assistance to students of Department of Law, Dhaka University on attending Monroe E Price Media Law Moot Court Competition 2024 and many more.



Health

Access to quality healthcare is fundamental to human well-being and economic progress. We are committed to improving healthcare outcomes for underserved communities through



sustained, impactful interventions. Our health-focused CSR initiatives aim to enhance accessibility, awareness, and affordability of medical services for those who need them most. In 2024, an amount of Taka 31.32 Million has been donated in the sector of Health. Some of the major contributions are medical support to various individual patients suffering from lymphoma, leukaemia, cancer, brain stroke etc. Support to Moonflower Autism Center, Assistance to Satarkul Protibondhi, financial support to student protesters admitted at Dhaka Medical College and Hospital, financial support to injured protesters admitted to NITOR.



Environment

Environmental sustainability is an integral part of our CSR vision and long-term strategy. As a responsible corporate citizen, we are committed to mitigating our environmental footprint and supporting community-led initiatives that promote ecological balance, climate resilience, and sustainable resource use. In 2024, an amount of Taka 3.87 Million has been contributed.



Disaster Management

We highly recognize the critical role that timely and coordinated disaster response plays in saving lives and restoring communities. Our CSR strategy incorporates a strong focus on disaster preparedness, response, and recovery to support vulnerable populations affected by natural and man-made calamities. Through strategic partnerships, community engagement, and rapid mobilization of resources, we have worked to build resilience and provide meaningful aid where it's needed

most. In 2024, 5.25 Million has been contributed in Disaster Management Sector. Some interventions in this sector covers donation for flood affected people, blanket distribution etc.



Sports

Sports play a vital role in shaping well-rounded individuals and fostering social inclusion, discipline, teamwork, and leadership. Through our CSR initiatives in sports, we aim to promote grassroots participation, nurture emerging talent, and ensure that people have access to quality sports infrastructure and training. In 2024, our contribution to sports has been an amount of Taka 5.00 Million.



Others

Financial assistance to war torn Palestine, donation to July Shaheed Smriti Foundation are some of the other notable areas, UCB also contributed as part of CSR which is an amount of Taka 20.17 Million.

Looking ahead, we remain steadfast in our mission to integrate sustainability into our core business strategy. We will continue to collaborate with stakeholders, embrace innovation, and expand our reach to address the evolving needs of society. With each initiative, we aim to build not just a stronger bank, but a better future for all.

We thank our partners, employees, and communities for their trust and participation. Together, we are banking on a brighter, more equitable tomorrow.

Service Quality



A Symphony of UCB Customer Experience

UCB always meticulously orchestrates every interaction with a customer, creating a harmonious and memorable experience where all aspects, from marketing to sales to customer service, work together seamlessly to produce a positive overall feeling for the customer. Essentially, it signifies a carefully crafted, multi-faceted customer journey that leaves a lasting positive impression.

VISION of Service Quality Department (SQD)

"To enable customer delivery touch-points and concerned service delivery units to provide outstanding quality of service to our valued customers for making United Commercial Bank PLC a top service exemplary brand in banking industry and also be a catalyst in establishing a customer centric culture across the bank."

Core Functions of Service Quality Department



Complaint Management
(Identify Process & Service gap to Ensure Better Customer Experience)



Bangladesh Bank
Regulator Issues & Meeting Compliances
(Complaint, Compliance & Reports)



Mystery Shopping
3rd Party Physical Visits
(Identify Knowledge Gap, Service Deviation, Administration & Compliance)



NPS (Net Promoter Scores)
3rd Party Survey Calls
(Capture Customer's Voice on Service)



Service & Process Improvement
(From Root Cause Analysis)



Training & Coaching
(Ensure Improvement on Service)

Complaint Management & Resolution

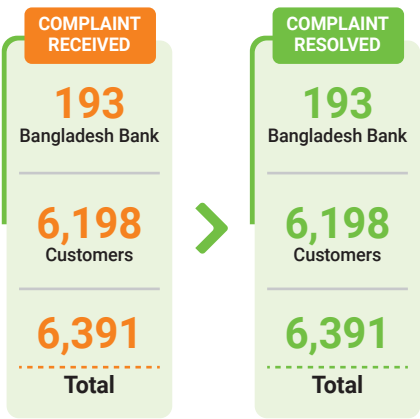
UCB receives complaints generally from the following sources & channels.



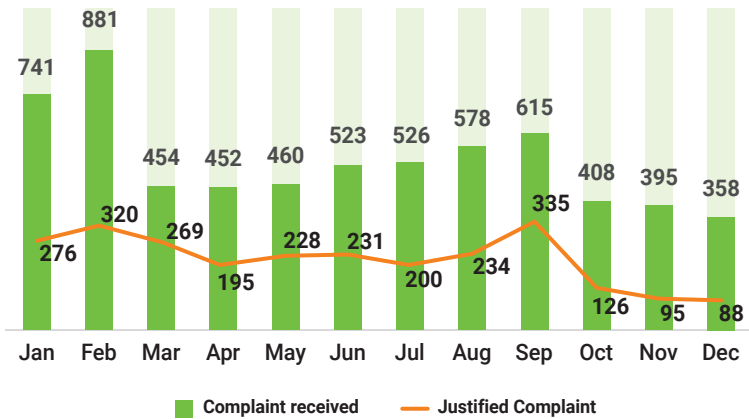
2024 Total Complaints Report

Total 6,391 complaints received from different channels in 2024. Service Quality Department receives majority of complaints registered through UCB Call Center.

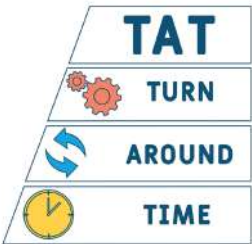
STATUS OF COMPLAINTS

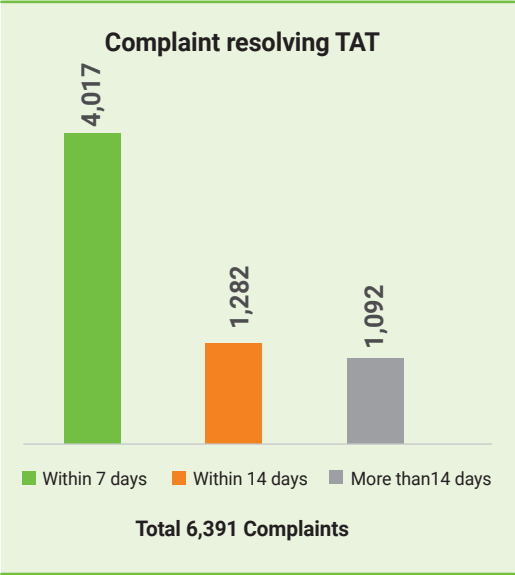


COMPLAINT TREND ANALYSIS IN 2024



Around **62.85% (4,017)** complaints closed within **7** calendar days, around **20.05% (1,282)** complaints closed within **8-14** calendar days and rest **(1,092)** were taken more than **14** calendar days



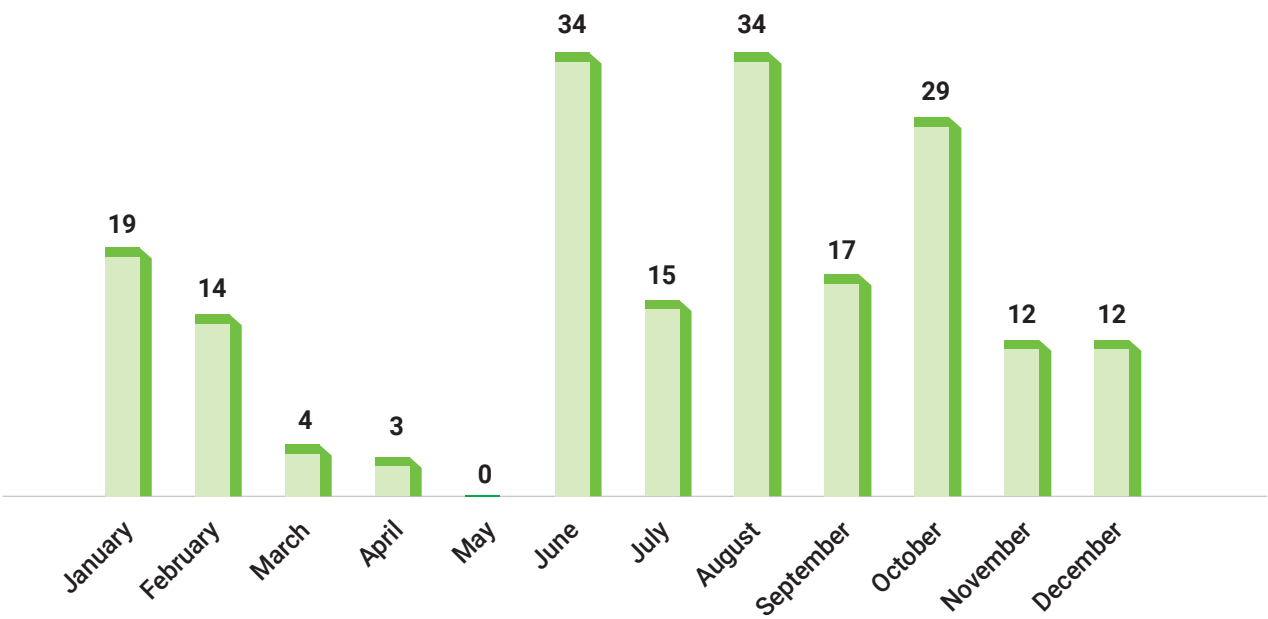


Bangladesh Bank

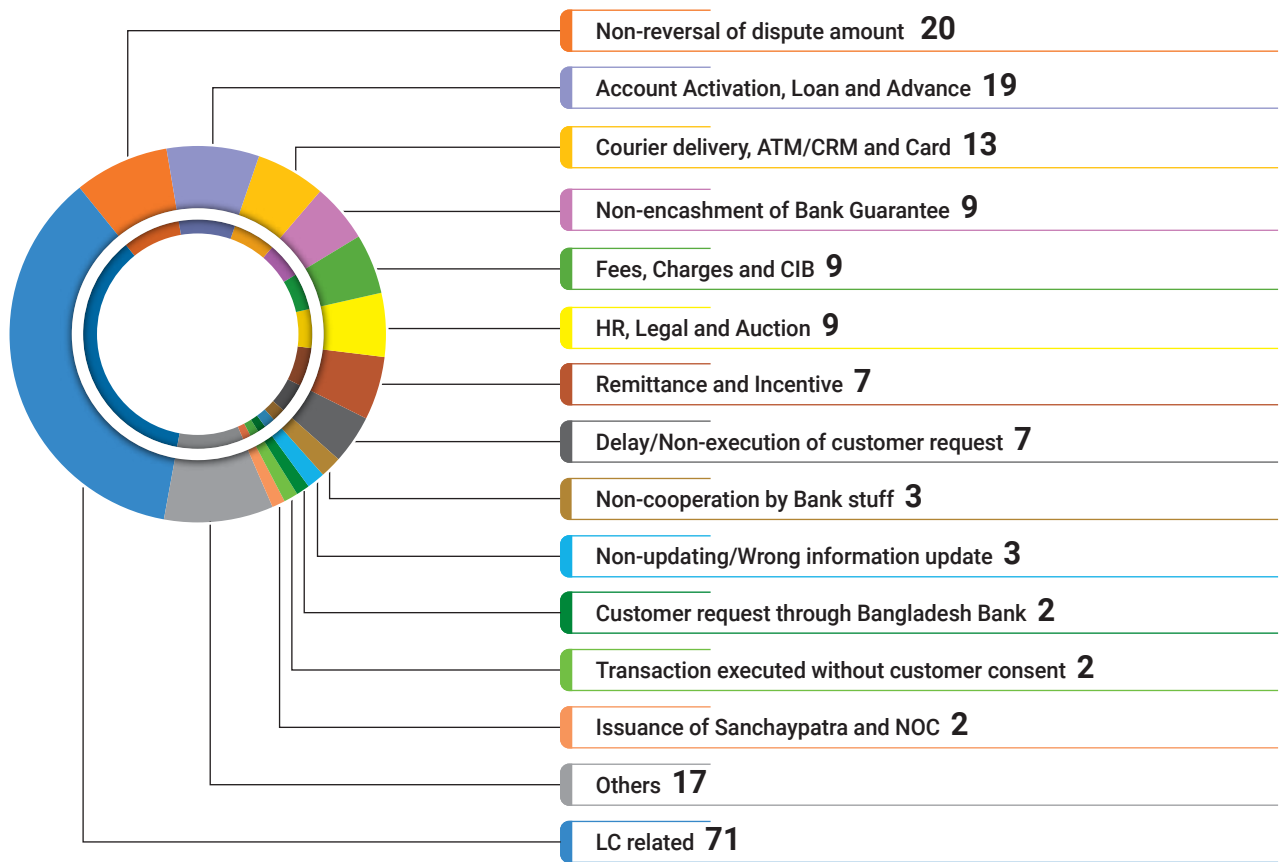
Regulatory Issues & Compliances

A total of 193 issues received from Bangladesh Bank (Regulator) through e-mail & hard copy and accordingly resolved with timely response.

Bangladesh Bank Complaint Trend

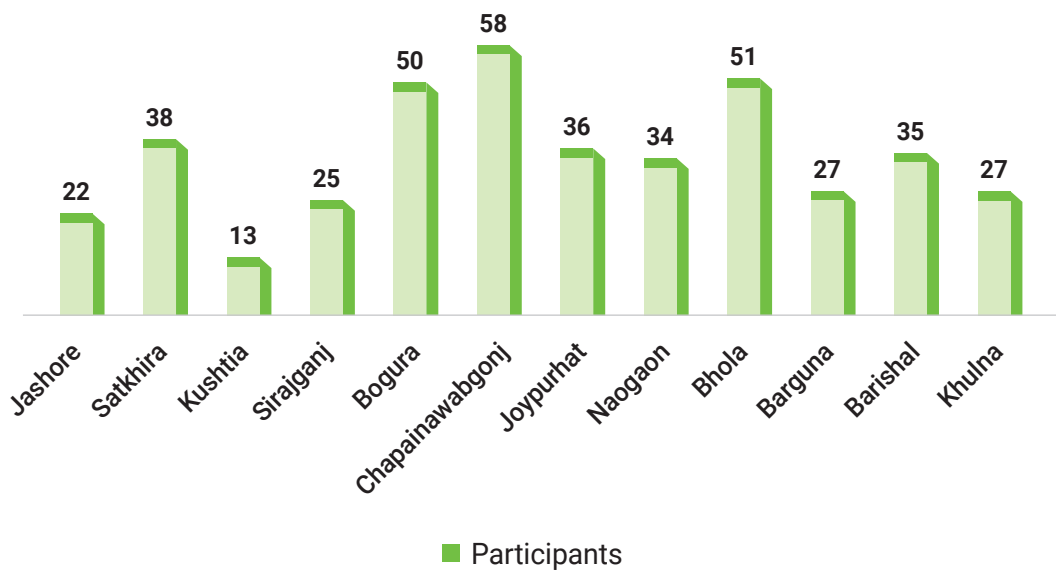


Bangladesh Bank Complaint Category



As per Bangladesh Bank instruction, 61 branches under 5 divisions were conducted “Customer Awareness Week” in 2024 covering banking information at all segments of customers related to loan guarantor, loan defaulter, remittance benefits, agent banking transactions, anti-money laundering issues etc.

Customer Awareness Week

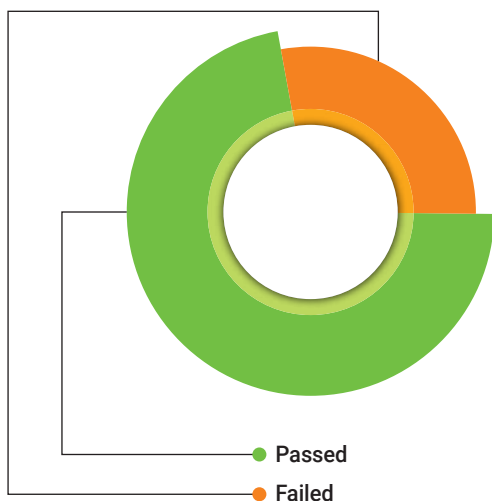




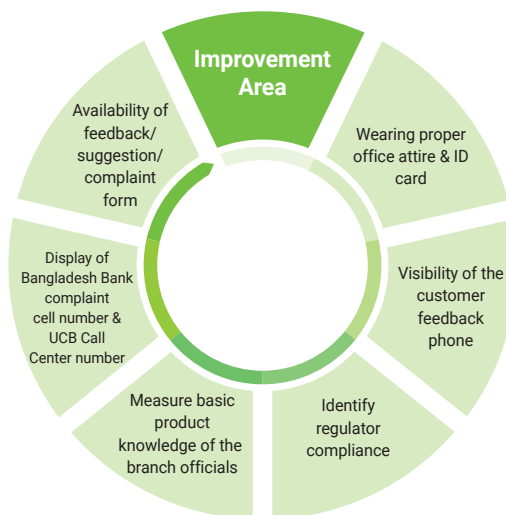
Mystery Shopping Management:

In the year 2024, Service Quality Department conducted Mystery Shopping for 224 Branches through 3rd Party to measure the real service standard of the branch from a third eye. Based on the threshold of 85%, 62 branches scored below the threshold where below improvement areas are required to regain the score.

MYSTERY SHOPPING BY 2024



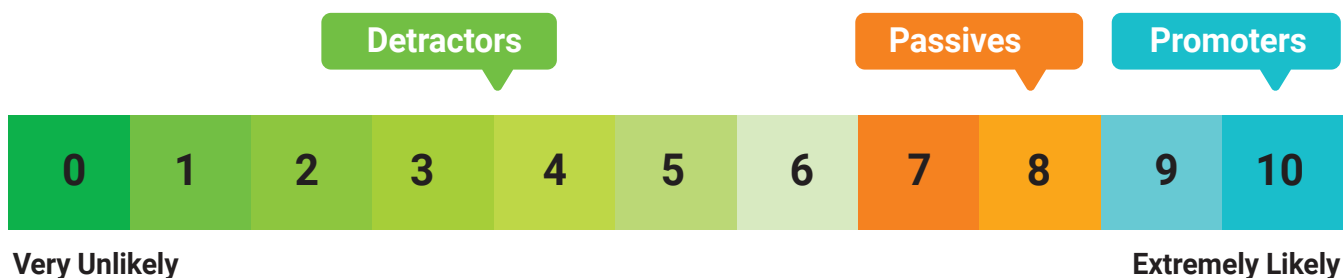
IMPROVEMENT AREAS



Customer Experience & Satisfaction Metrics (NPS):

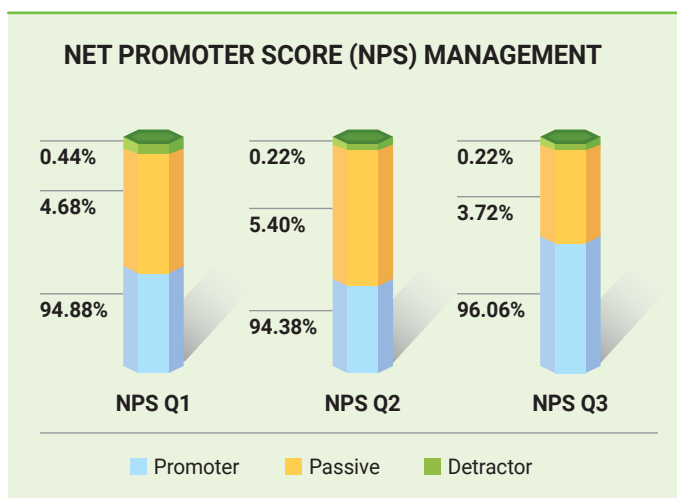
UCB has gathered customer experience through capturing customers' voices by using **Net Promoter Score (NPS)** survey calls through 3rd Party. NPS is a widely used metric for measuring customer loyalty and satisfaction. It is calculated based on responses to the question "On a scale of 0 to 10".





UCB 2024 NPS Scores:

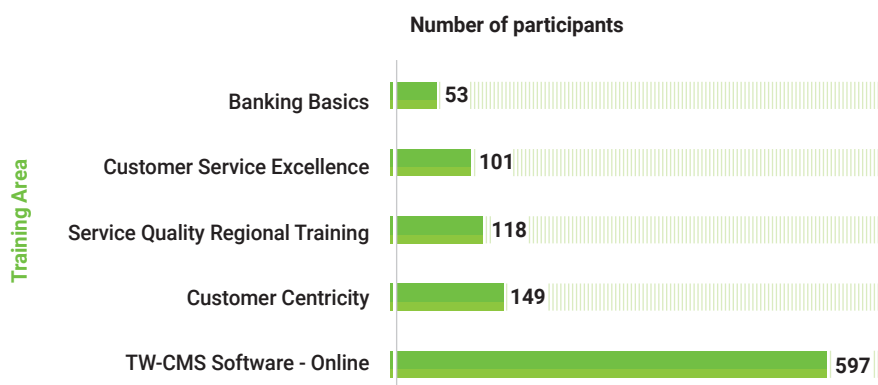
Year 2024	NPS Q1	NPS Q2	NPS Q3
NPS Scores	94.44%	94.16%	95.84%



Employee Training & Service Excellence Programs

To perform the tasks individually, skill set is essential which is a combination of abilities, qualities and experiences that requires training and coaching all through year to provide one stop service which will enhance better customer experience. Below training was conducted by SQD in the year 2024.

TRAINING AND COACHING





The following topics were covered while conducting the above trainings –

Banking Basics/Customer Centricity/Customer Service Excellence:

- Creating an organization wise customer centric or customer focused culture
- Strategies to serve customers better
- Purpose of Service Quality
- Creating customer delight
- Managing customer expectations
- Proper approach of complaint handling

Regional Training (Cumilla, Faridpur & Khulna Region Branches):

- Review Branch Complaint issues.
- Review Mystery Shopping & NPS Survey Results.
- Strategies to improve Service Quality and reduce complaints
- Customer Service Policy Guidelines for Complaint Management at Branches
- Awareness of Zonal Customer Service & Complaints Management Cell

TW-CMS Software Learning:

- Successfully trained the operational activities of Card Management System for all branches customer service employees through online session.

E-Learning on Service Quality:

- Common Complaint Issues & Root Causes
- Strategies to Serve Customer Better
- Service Quality Vs Service Recovery
- Importance of Knowledge on Products, Process and Fees
- Case Studies
- The Purpose of Service Quality

Service & Process Improvement (From Root Cause Analysis)



Below initiatives were taken in the year 2024 by Service Quality Department.

- 1) Established Account regularization TAT for Branch/Sub-Branch/ Liability Operations to minimize account opening complaint and to increase customer satisfaction
- 2) Established MASTER Debit Card refunded transaction process without customer claim
- 3) Implemented a process with collaboration with Retail business so that customer has the options (YES/NO) to apply for Debit Card.
- 4) With involvement of SQD, Youngster account holders are now getting notification prior set the Account Status as No Debit and request to change the Account class while age become 18 years.

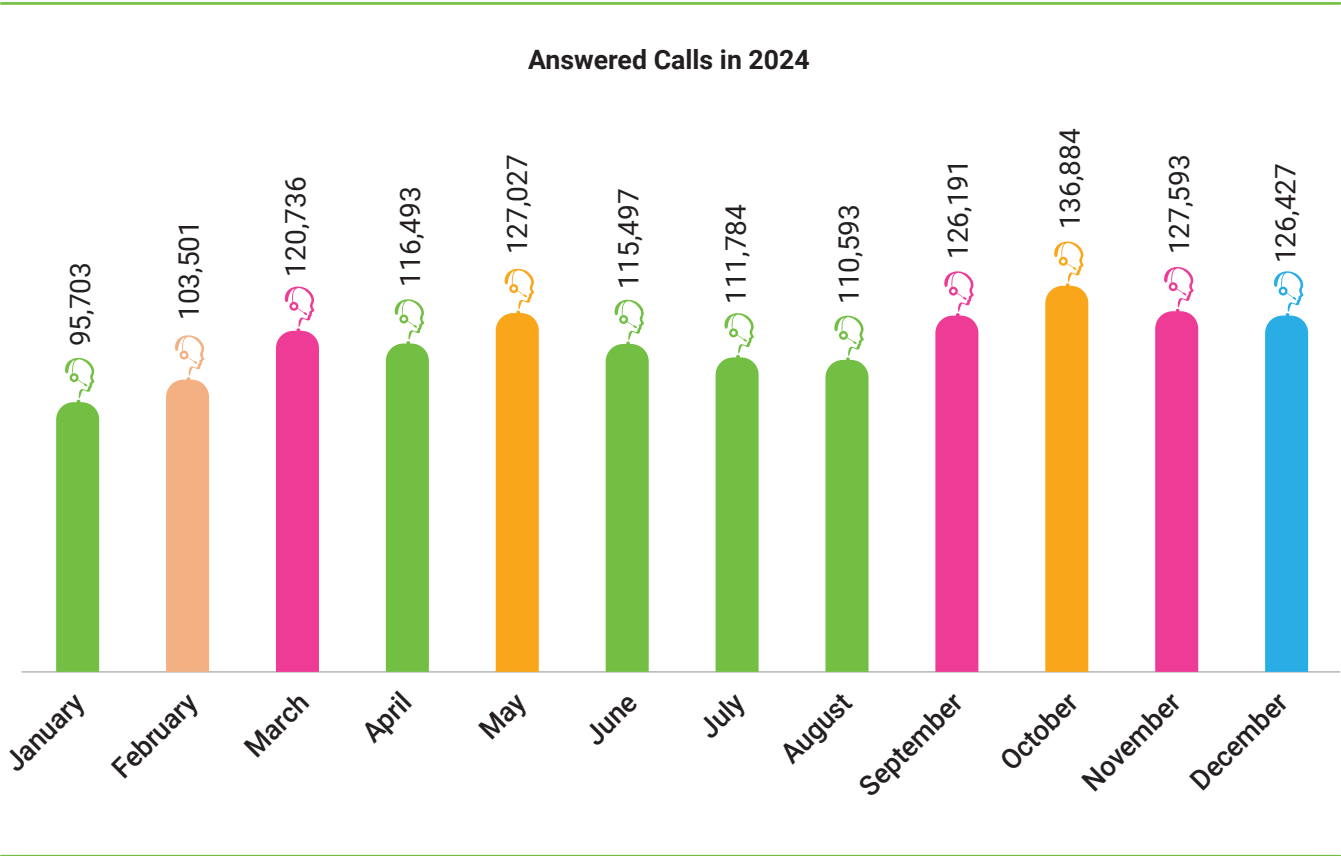
- 5) Conduct online knowledge sharing session on TWCMS among customer service officers of all the Branches/Sub-Branches with collaboration with Card operations and Card Business.
- 6) Conduct regional training on Service Quality in Faridpur, Cumilla and Khulna region.
- 7) Previously Credit Card payment was not accepted through NPSB channel, with involvement of SQD now we are accepting card payment through NPSB channel from other Bank
- 8) Established the process to Disable/Enable Card NFC/Pay wave option due to customer's security concern.
- 9) Establishing to increase the TP limit of E-KYC account (On Process)

UCB Call Center:



One Call, That's All...

UCB Call Center has been an integral part of the Bank and a trusted ally to its customers, since its inauguration in 2016, by providing variety of services, ensuring utmost satisfaction of the customers. Initially the services were limited to Credit & debit Card products only, which with time has expanded its periphery to all other banking products. The introduction to Card PIN generation any time, absolutely free of cost, through the IVR, has reduced the hassle & cost of PIN issuing, replacement & delivery. The Center is dedicated to providing 24 hours' assistance to customers, 7 days a week, 365 days a year and excels in its' endeavor to make UCB's valued customer happy and satisfied. Our state of the art technology, initiatives and innovations, that have driven our commitment to service excellence towards a new height, are as follows:



14,18,429 Calls Answered



27,662 Feedback/Apology Calls

32,786 E-Mails Replied –



257,938 Cards Activated

- Debit Card – 1,96,667
- Credit Card – 33,658
- Pre-Paid Card – 27,613

2,86,126 Nos. of Card PIN Generated through IVR –



1,45,174 Nos. of Service Requests Processed

46,747 Nos. of Complaints Received



250,213,216 (Around 25.2 Crore) Revenue Generated by selling EMI at 11% interest (Flat Rate) on Credit Card Transactions.

Highlights:

- 42% more calls have been received
- Started apology call-back to the abandoned calls (more than 40 Seconds)
- 15% improvement achieved in service levels
- Increased agent licenses from 25 to 75 for higher response rate and better service levels
- Recruited 20 new agents to ensure customer's call to be answered quickly and more efficiently

Moving Forward:

In 2025 and onwards, UCB aims to enhance customer satisfaction, exceeding expectations by consistently delivering unparalleled service. Our focus is to establish a culture of innovation, by offering a variety of digital solutions, ensuring seamless customer interactions and courteous conversations. By making use of our customer feedback and continuously reengineering our processes, we strive to ensure a banking environment where every conversation brings happiness and strengthen our relationships with the customers, as a trusted financial partner in the industry.

Human Resource Management

Human Resource Management Division (HRMD) has played a pivotal role in supporting UCB's growth and transformation by cultivating a resilient, skilled, and inclusive workforce. In 2024, HRMD continued to drive strategic initiatives that aligned employee development with the Bank's long-term objectives.

UCB has consistently focused on attracting and retaining high-caliber talent through structured recruitment campaigns and a strong employer brand. Once on boarded, employees benefit from a comprehensive framework of training, mentorship, and career development programs designed to foster both technical expertise and leadership capability.

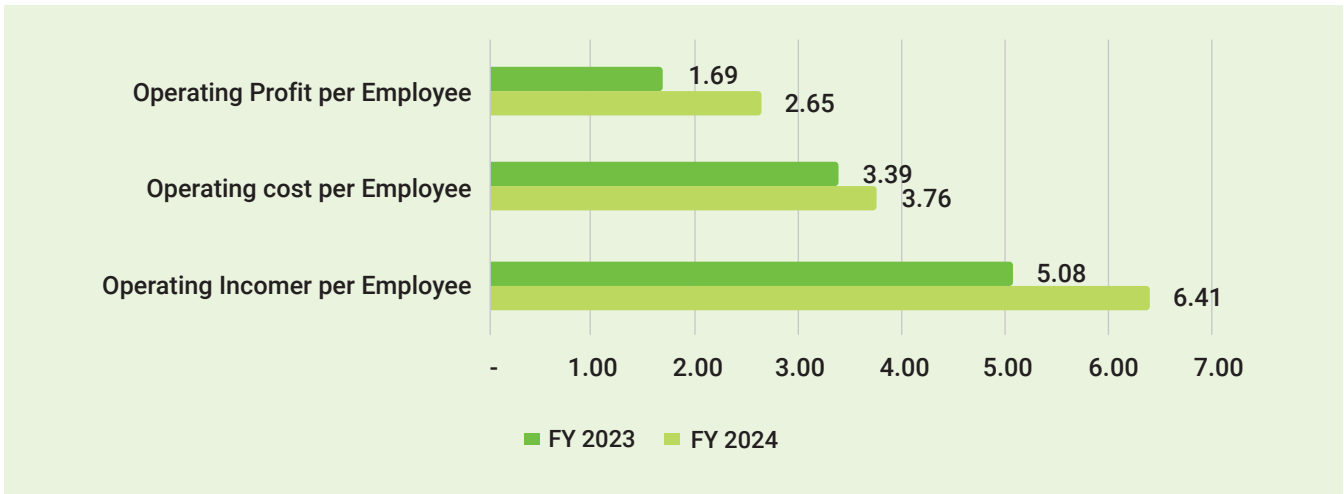
UCB is committed to providing a supportive and rewarding work environment. Competitive compensation packages, health and wellness initiatives, and a culture of recognition and performance-based reward systems have contributed to increased employee morale and engagement across the organization.

The Division has embraced digital HR solutions to streamline administrative processes, enhance employee self-service capabilities, and facilitate data-driven workforce planning. These digital tools have significantly improved efficiency, transparency, and employee experience.

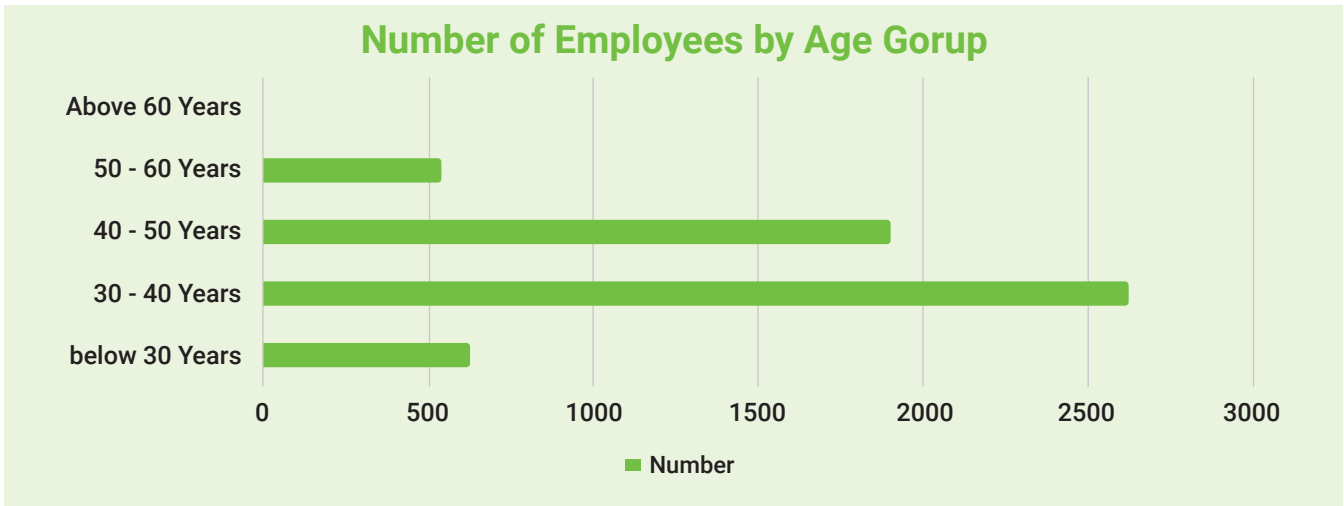
Our people-first philosophy remains at the heart of our success, enabling us to deliver superior customer service and operational excellence.

Human Resource Accounting

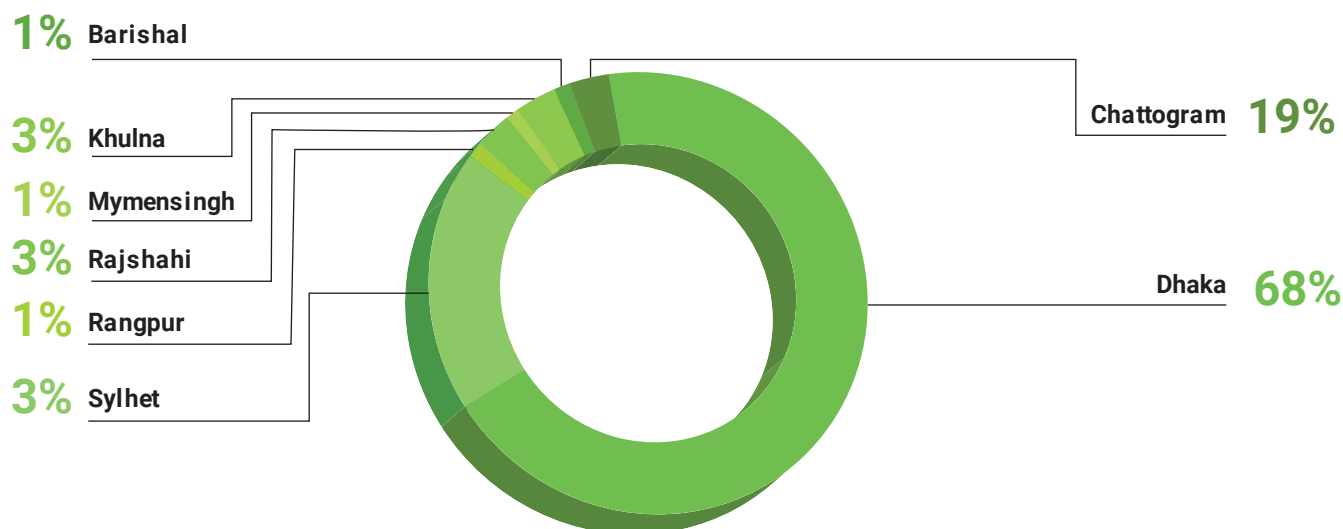
The insights gained from HRA enable senior management of UCB to make informed decisions. Human Resource Accounting assists UCB in allocating, budgeting, and reporting expenses invested in employees, and in turn, assessing their contributions to the UCB's growth, efficiency and profitability.



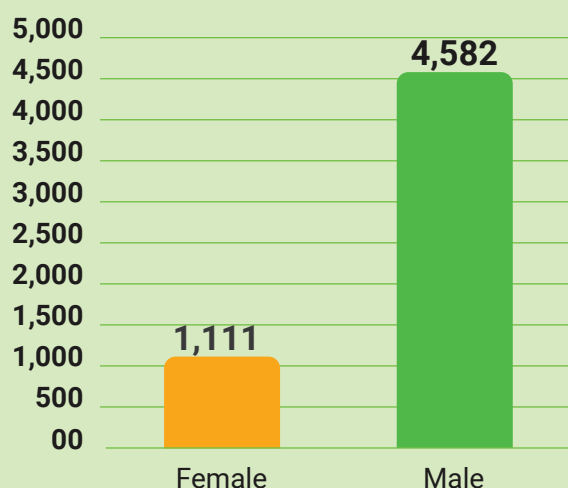
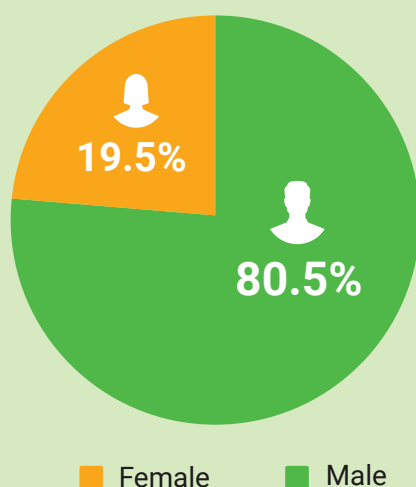
*BDT in Million



UCB Division-Wise Employees (Percentage)



UCB Gender-wise Employee Distribution



Learning & Development Centre (LDC)

At United Commercial Bank PLC (UCB), we place strong emphasis on the continuous development and upskilling of our employees, recognizing that a well-trained workforce is essential to delivering exceptional customer service and achieving operational excellence.

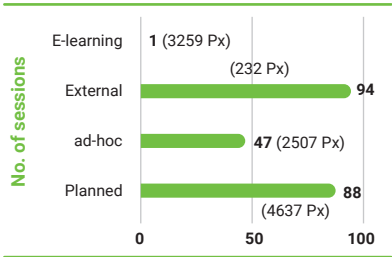
To institutionalize this commitment, UCB operates a dedicated Learning and Development Center, staffed by a team of experienced HR professionals. This center serves as the Bank's in-house training institute, focused on designing, organizing, and delivering structured training programs tailored to the evolving needs of our employees and the banking industry. UCB's training philosophy is anchored in the belief that investing in people leads to superior

service quality and sustainable institutional growth. Accordingly, a wide range of training programs are offered throughout the year.

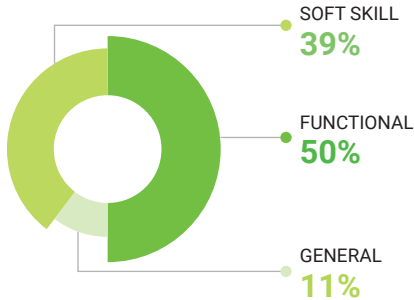
These programs are designed in alignment with regulatory requirements, industry best practices, and the Bank's internal strategic priorities. Training formats include classroom sessions, virtual modules, on-the-job learning, and external certifications—ensuring employees remain current, competent, and confident in their roles. Through this robust training framework, the Human Resources Division continues to build a pool of skilled, service-oriented professionals who not only meet but exceed customer expectations, while also contributing to the long-term success of the Bank.

Learning & Development Center

January – December, 2024

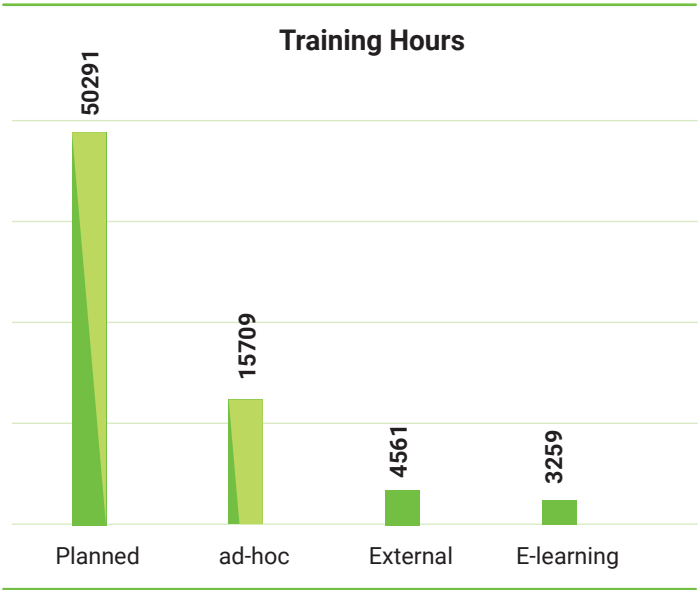


E-Learning: Summary of 2024	
Participation	3259
with 50% or More Marks	3153
Successful Coverage (%)	97%



Major Learning Initiatives

- Leadership Development Program for High Potentials
- Leadership Development Program for Operation Managers
- Internal Customer Experience Management for HO and Branch
- Communication Excellence Program for HO and Branch
- Level Up: Training for Cash Officials
- Credit Risk Management in Banks for Credit Desk
- Credit Appraisal & Management for Credit Desk
- Emotional Intelligence 2.0 for HO and Branch
- Trade & Foreign Exchange Regulation for Forex Desk
- Foundation Training Course & Banking Basics
- Product Knowledge Session for Branches
- 100% Coverage on Branch Knowledge Sharing Sessions
- e - Learning on "Service Excellence" for all Branches



To strengthen the core banking acumen of the comparatively fresh human capital of the institution, LDC organized the training titled 'Foundation Training Course' and 'Banking Basics'. In 2024, these learning intervention took place six times to cover 252 participants.



The exclusive outreach course titled 'Leadership Development Program for Operation Managers' was aimed at improving the skill sets, abilities and confidence of current Operation Managers of Branches across the country, LDC organized 5 batches of the training to cover 214 participants.

3 Batches of "DRIVE: Leadership Development Program" was designed considering the leaders involvement in the growth of the organization.



Diverse training on Credit was facilitated by LDC in this year titled 'Workshop on Credit Appraisal & Management', 'Training on Credit Risk Management in Banks', and 'Financial Analysis for Banks' to strengthen the technical understanding on these crucial area.

To effectively manage and recover NPLs training titled 'Laws and Practices Relating to Loan Recovery Actions in Bangladesh', and 'Training on Non Performing Loans: Case Based Analysis' was organized.



Emotional Intelligence refers to the ability to manage both own emotions and understand the emotions of people around you. The objective of the program titled 'Emotional Intelligence 2.0' is to develop the in-depth knowledge and practices on emotional intelligence which indicates that it can be a better indicator of workplace performance than IQ. 283 participants were covered in eight batches of this program.



A specialized training for Cash Officials was designed titled 'Level Up: Training for Cash Officials' which is an advanced level of learning for the employees working in cash management. An E-Learning Program on "Service Excellence Campaign-Chapter 1" was organized on Q1, 2024.

LDC organized the training titled 'Internal Customer Experience Management' to cover 138 participants.



SME & Agri Banking

Empowering Small and Medium Enterprises (SMEs)

At United Commercial Bank PLC (UCB), we continue to prioritize Small and Medium Enterprises (SMEs) as a cornerstone of our economic development strategy. Recognized as the backbone of Bangladesh's economy, SMEs play a critical role in driving innovation, employment generation, and sustainable growth.

In 2024, UCB reaffirmed its leadership in SME banking by delivering comprehensive financial solutions tailored to the unique needs of this vital sector. Our strategically designed product offerings—including flexible loan structures, expedited credit processing, and specialized advisory services—have supported thousands of SME clients in strengthening their operational capacity and scaling their businesses.

Acknowledging the dynamic needs of modern enterprises, UCB has further advanced its digital capabilities to enhance accessibility and efficiency for SME customers. Through our user-friendly digital platforms, clients can now conduct seamless transactions, monitor their financial activities in real time, and access essential banking tools—enabling them to concentrate on growth and value creation.

Our commitment to SMEs goes beyond financial services. It reflects UCB's broader mission to foster inclusive and equitable economic development across Bangladesh. By championing entrepreneurship and supporting small business resilience, we continue to contribute meaningfully to national progress and prosperity.

Key Performance



2nd position Industry Market share

Among all private banks (excluding Islami Banks) in terms of SME outstanding



3.75% growth Deposit Customers

SME Deposit Customers in 2024: 1,21,602
SME Deposit Customers in 2023: 1,17,202



-0.8% growth Loan Customers

SME Loan Customers in 2024: 18,204
SME Loan Customers in 2023: 18,344



BDT 2,100 million Agri Loan Disbursement

Disbursed a total Tk. 210 cr against a target of Tk. 1,284 cr in FY 2024-25, i.e., 16.35% achieved



BDT 2,673.80 million Refinance Received

Tk. 267.38 cr received in Y-2024 as Refinance from Bangladesh Bank under various SME & Agri refinance Schemes



BDT 6,442.40 million WE Loan Outstanding

Direct lending to Women Entrepreneur increased by 40.36% in comparison to previous year. Number of total Women Entrepreneur loan customers at present is nos. 780



-6% growth Unsecured Loan (USIL)

Total of Tk. 233.47 cr has been disbursed during the year of 2024 to 419 no. of customers



70% Credit Rating

Successfully completed 70% Credit rating for SME eligible customers

SOURCE: INTERNAL MIS

PROBABLE CHALLENGES AHEAD

SOCIAL, POLITICAL & TECHNOLOGICAL ASPECTS

- Pre election year and interim governance -structure.
- Unstable Law and order.
- Lack of public trust in the banking sector due to the continuous deterioration of the health of this sector and some irregularities over the years.
- Coping with the new technological adoption.

ECONOMIC ASPECTS

- Lowest ADP Implementation 17.97% (H1FY 24-25), which is the lowest in over a decade.
- Private Credit growth lowest in the history 7.66% against BB target 9.80% (2024)
- Contractionary Monetary Policy.
- Fiscal Policy of GOB (i.e: Proposed Tax/VAT hike).
- Inflation as of December 2024 is 10.89% (Source BB).
- 2024-25 World bank revised prediction growth of Country economy is 4.10% (against initial prediction of 5.70%).

OUR STRATEGY

Business Strategy

Journey towards self-funded SME Banking
Existing portfolio expansion
Geographical expansion
Risk diversification

Internal Capacity Building

Provide training on SME Credit Assessment and relationship management
Encouraging SME specific National & International certification
Upgrade efficiency in client servicing and loan processing
Create awareness and training program

Focus Areas:

Journey towards self-funded SME Banking
New to bank Customers
Non funded business
Refinance

Process Enhancement & Streamlining

Three-way coordination aiming for faster loan disbursement by coordinating among customer, branch, and HO Divisions.

Accelerate Digital Transformation

AI driven chatbot for SME financing
Use AI-power tools for early warning signals to reduce NPL's
Digital Credit Scoring
End to end digital onboarding
Paperless banking

Promote Sustainable and Inclusive Growth

Green Financing
Small agro entrepreneurs
Women and rural entrepreneurs
Capacity Building

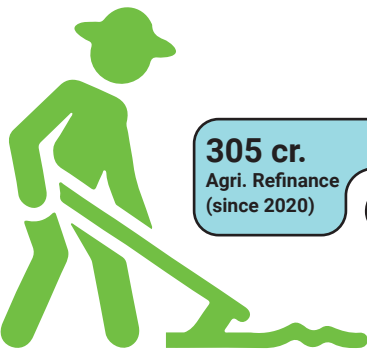
Regional Footprint



Agri Credit

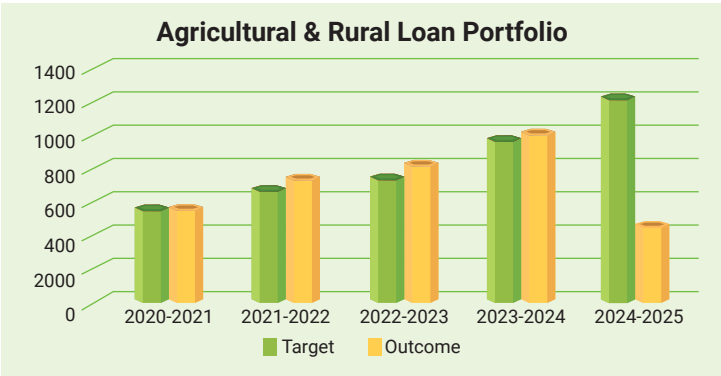
(Taka in Crore)

Agricultural & Rural Loan Disbursement activities (FY)	Target	Disburse	Total Achievement %
2021-2022	702	780	111%
2022-2023	776	860	111%
2023-2024	1,019	1064	104%
2024-2025	1,284	538.87	42%



305 cr.
Agri. Refinance
(since 2020)

94,836
Beneficiaries
(Direct & MFI)



WHERE WE ARE NOW: UCB PERSPECTIVE

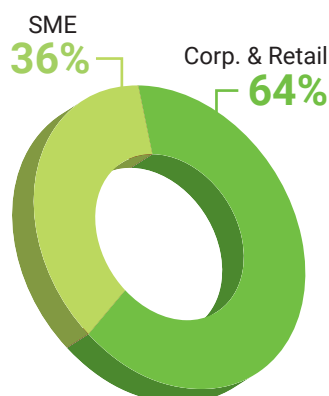
Figure in Crore (Tk.)

Particulars	UCB	SME	% of total
Loan	57,283	13,856	24%
Deposit	55,422	6,005	11%
Export	40,605	1,332	3%
Import	40,868	2,799	7%

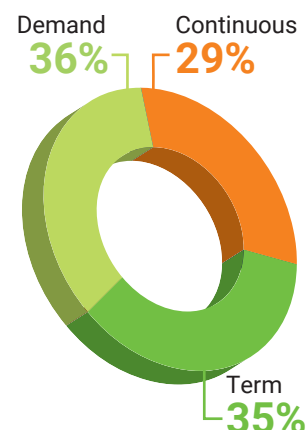
Particulars	UCB	SME	% of total
Loan Customers	53,248	19,392	36%
Deposit Customers	1,791,463	125,938	7%

(Data as on 31 December, 2024)

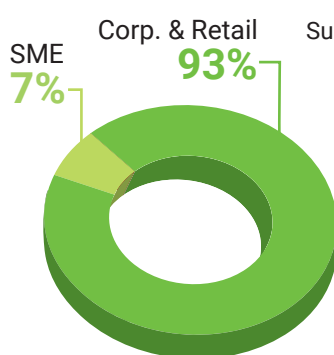
Loan Customers



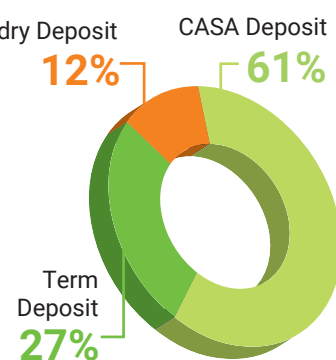
SME Loan Type



Deposit Customers



SME Deposit Type



Action plan for the year 2025:

Collaboration

- Micro-Irrigation Projects
- Boost up Contract Farming through large conglomerate

Meeting & Conference

- Meeting with Upazila Agriculture Officer (UAO)
- Continuation of Agri CSR Program (Voroshar Notun Janala)

Agri program

- Strongly participated in Agri
- Programs & project of BB
- Open Credit Disbursement

Cluster & Network

- Cluster Financing to increase own Network
- Utilize Uposhakha & Agent Banking Network

Retail Banking

The retail banking sector has shown impressive growth in 2024, with an overall positive trend in both deposits and loan portfolios, reflecting a healthy financial environment. This year, there has been a notable increase in key areas such as total deposits, home loans, and credit card portfolios, indicating a strong market performance and increasing customer confidence. Furthermore, the deployment of POS terminals and the expansion of debit and credit card portfolios have enhanced the sector's reach.

Total Deposits grew to 31,686 Crore, marking a 27% YoY growth and a 4-year CAGR of 11%.

Key Performance Highlights

1. Deposits

Total Deposits: 31,686 Crore (27% YoY growth).

CEP Deposits: ₹437 Crore (34% YoY growth), driven by targeted customer acquisition.

2. Loans

Retail Loans: 1,975 Crore (13% YoY growth).

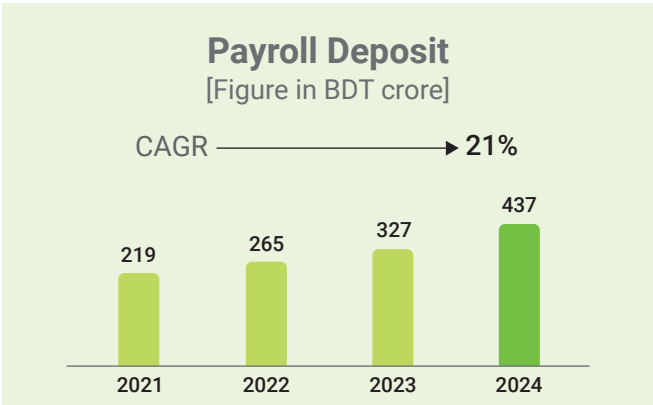
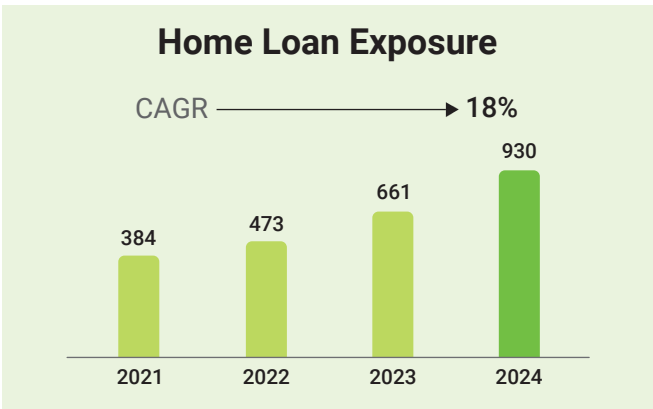
Home Loans: 930 Crore (41% YoY growth), now representing 47% of the retail loan portfolio.



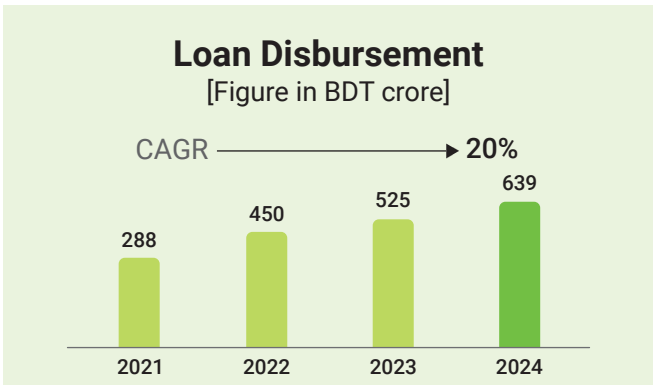
Retail Loans reached 1,975 Crore without staff loan, where Home Loan contributing 47% of the portfolio.



Digital banking services, including POS transactions and card issuances, saw robust growth, reflecting the bank's commitment to innovation and customer convenience.

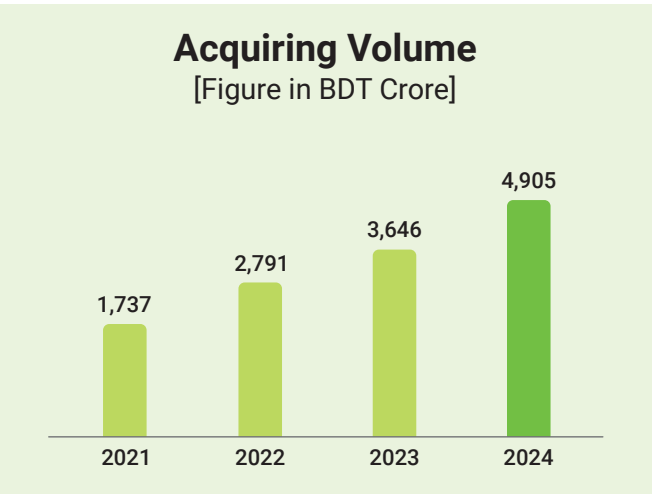


Loan Disbursements: BDT 639 Crore (22% YoY growth), with Home Loans accounting for 63% of disbursements.

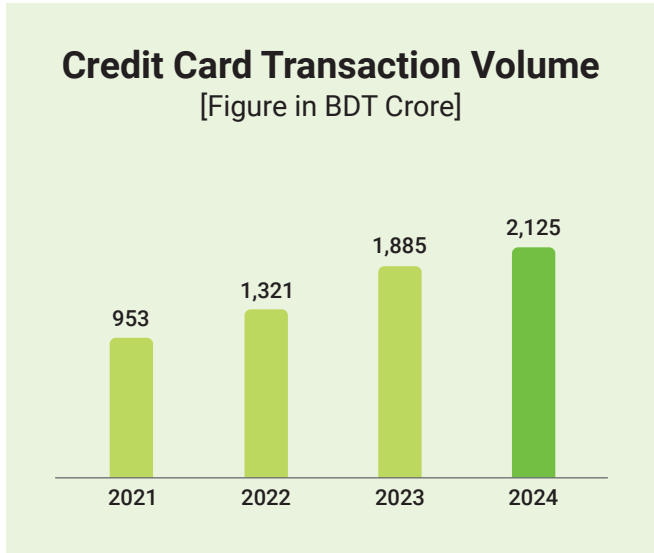


3. Digital Banking

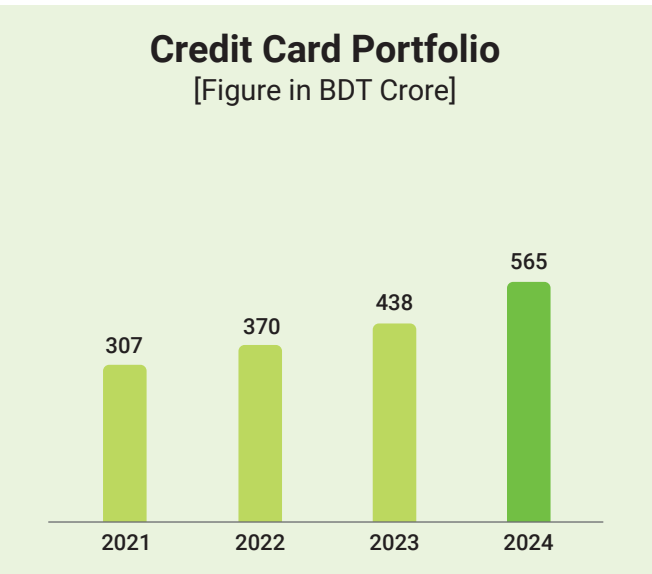
POS Transactions: 4,905 Crore (35% YoY growth).



Debit Cards Issued: 809,375 (33% YoY growth).



Credit Cards Issued: 104,000 (21% YoY growth), with transaction volumes of BDT 2,125 Crore (13% YoY growth).



Major Alliance in 2024:

- 1. Transcom Electronics
- 2. Gadget & Gear
- 3. Haier Bangladesh
- 4. Excel Telecom
- 5. Rangs E-Mart
- 6. Ibn Sina Trust
- 7. Popular Diagnostics
- 8. AMZ Hospital
- 9. Universal Medical College & Hospital
- 10. Anowar Khan Modern Hospital & College
- 11. Ramada by Wyndham
- 12. Multiband Workshop

Key Achievements in 2024:

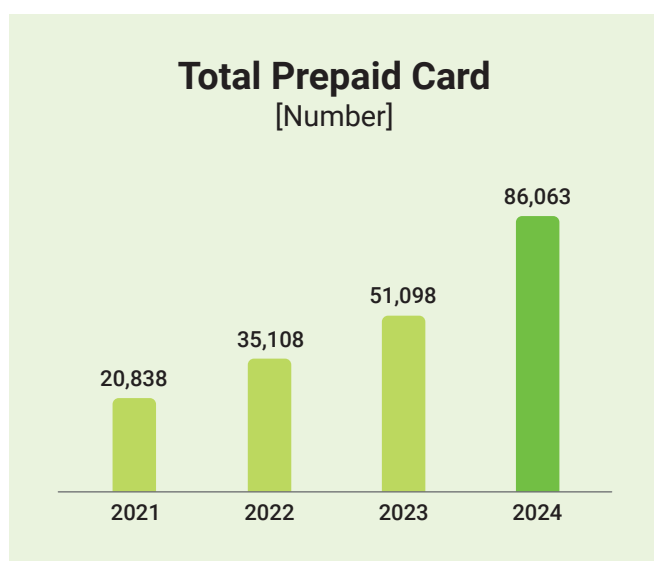
- 1. Launched Mastercard World Credit first time in UCB
- 2. Launched Mastercard Prepaid Card in UCB for the first time

3. Launched Bangladesh Air Force Co-Brand Debit Card for Air Force Officials as CEP Customer
4. Launched Takapay Debit Card – Country's first ever local Scheme Card
5. Launched BUET Club Co-Brand Credit Card for BUET Graduates Club Members
6. Launched Co-Branded Prepaid Card for Khamari through 3rd Party Agent called iFarmer
7. Visa Excellence Award in 2024:
 - a. Excellence in Contactless Payments (Acquirer)
 - b. Excellence in Consumer Cards- Prepaid
 - c. Excellence in Commercial Cards- Credit
8. Mastercard Excellence Award in 2024:
 - a. Excellence in Mastercard Contactless (Acquiring)
 - b. Excellence in Mastercard Credit Business (International)
 - c. Excellence in Mastercard POS Acquiring Business

Way forward in 2025:

1. Visa Incentive Deal with UCB for next 5 years
2. MasterCard Deal Arrangement for upay Co-Branded Prepaid Card with upay
3. Launch Co-Branded Credit Card with Air Force Officials
4. Launch Co-Branded Credit Card in Grocery Segment - Visa/Mastercard
5. Launch Co-Branded Credit Card in Travel Segment - Visa/Mastercard
6. Launch Co0Brand Prepaid Card in Health Sector (Local + International) – Visa/Mastercard
7. Launch Fuel Card (Credit/Prepaid) – Visa/Mastercard
8. Single Limit/Global Limit Implementation for Credit Card

Prepaid/Payroll Cards: 86,063 (68% YoY growth).



4. Customer Acquisition

Payroll Account Acquisition: 54,698 (77% YoY growth)



Top Company On-boarded Retail Payroll Account in 2024:

1. Bangladesh Air Force
2. Titas Gas Transmission and Distribution PLC
3. Paramount Group
4. Green University
5. PHP Group
6. Universal Denim Ltd.
7. Thermax Group
8. East West Industrial Park

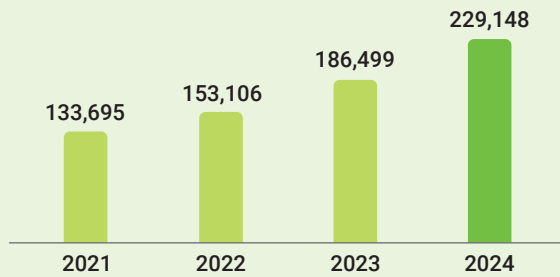
Retail Customers: 1,496,233 (25% YoY growth).



New CASA Account Acquisition: 229,148 (22% YoY growth).

The bank added 229,148 New CASA Accounts in 2024, reflecting a 22% YoY growth. The focus on Imperial Banking also yielded positive results, with the portfolio growing to BDT 3,170 Crore.

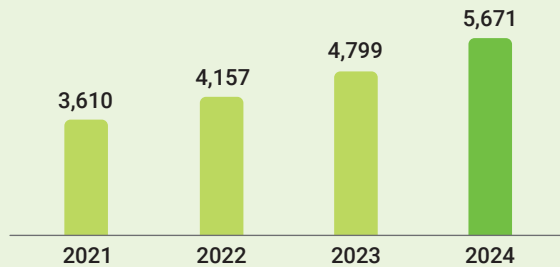
New CASA Account Acquisition [Number]



5. Imperial Banking

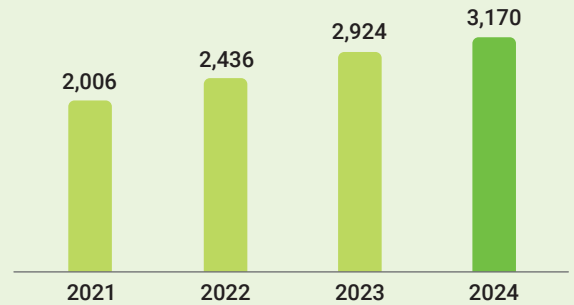
Imperial Customers: 5,671 (15% YoY growth).

Imperial Customer [Number]



Imperial Portfolio: 3,170 Crore (20% YoY growth)

Imperial Portfolio [Figure in BDT Crore]



Retail launching deposit product aligning with the spirit of 03 zeros

This year has been a significant milestone in United Commercial Bank PLC's journey towards creating not only a sustainable and profitable business but also one that contributes to the greater good of society. We have remained committed to our mission of serving our customers with integrity and innovation, while also advancing our role as a responsible corporate citizen.



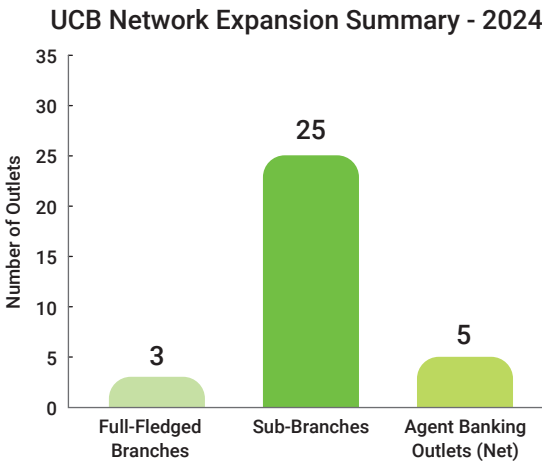
Distribution & Strategy

Branch Network & Expansion

United Commercial Bank PLC operated a widespread and inclusive network comprising:

- **231** Full-fledged Branches (including 2 SME and 1 Islamic branch)
- **177** Sub-branches
- **855** Agent Banking Outlets

This extensive network reflects UCB's strategic focus on accessibility, financial inclusion, and customer-centric service delivery nationwide.



Branch Network Expansion & Operational Highlights – 2024

In 2024, United Commercial Bank PLC continued its commitment to nationwide financial inclusion and service outreach through a strategic expansion and rationalization of its physical and agent banking network.

New Outlets Opened During the Year

- New Full-Fledged Branches: 3
- New Sub-Branches: 25
- New Agent Banking Outlets: 256

Operational Optimization:

- Agent Banking Outlets Closed: 251

This expansion underscores UCB's customer-first approach, ensuring deeper penetration into underserved areas and increased access to banking services. The net increase in agent outlets strengthens our last-mile connectivity, particularly in remote and rural regions.

As part of its strategic priorities for 2025, United Commercial Bank PLC aims to further deepen its footprint across the country by enhancing accessibility and extending financial services to underserved areas. The proposed expansion plan includes:

Planned New Openings:

- Full-Fledged Branches: 5
- Sub-Branches: 33
- Agent Banking Outlets: 256 to be opened

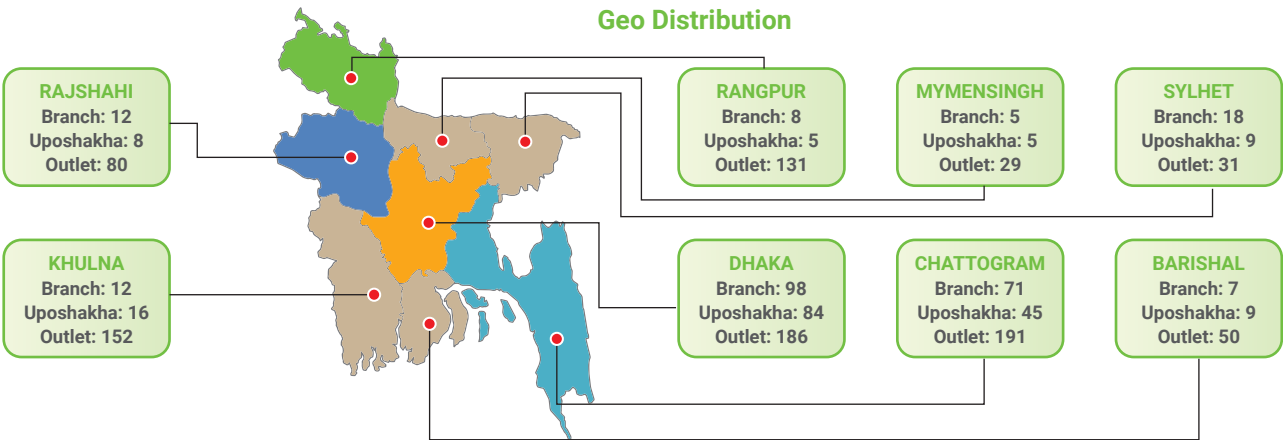
Operational Optimization:

- Agent Banking Outlets Planned for Closure: 251
- Net Agent Outlet Addition (Projected): 5

This expansion strategy is aligned with UCB's long-term vision of inclusive growth, digital enablement, and sustainable banking outreach.

Year	Outlet	No of Account	Amount of Deposit in crore	No of Debit Card	Count of Transaction
2022	314	131,750	456.96	48,565	1,786.61
2023	850	186,025	668.86	69,880	3,042.64
2024	855	244,729	1153.98	92,809	3,994.05

Geo Distribution



Channel/Division	DHK	CTG	KHL	RAJ	RANG	MYN	BSL	SYL	Total
Branch	98	71	12	12	8	5	7	18	231
Uposhakha	84	45	16	8	5	5	9	9	181
Agent Outlet	186	191	152	80	131	29	50	31	850

Transaction Banking

Transaction Banking Division of United Commercial Bank PLC (UCB) continued to solidify its position as a leader in providing innovative and efficient financial solutions to businesses of all sizes. We are proud to deliver a suite of services that help our clients manage their financial operations with ease, speed and security. Our goal remains focused on providing seamless cash management experiences, cash flow management, payment process & liquidity solution while empowering businesses to thrive in the fast-evolving market.

We believe that the key to success lies in building strong relationships with our clients. Our Transaction

Banking Division continues to provide personalized solutions designed to meet the unique needs of our valued clients. We have dedicated relationship managers to offer tailored service and support for each client.

Transaction Banking Committed to Serve

Transaction Banking Division always committed to offer the clients advanced cash management service with a view to empowering clients with real-time access to manage their banking operations. We are always promised to offer smooth and sound diversified cash management solution to our client by our tailored products, service and technological integration. Services we promisingly offer:

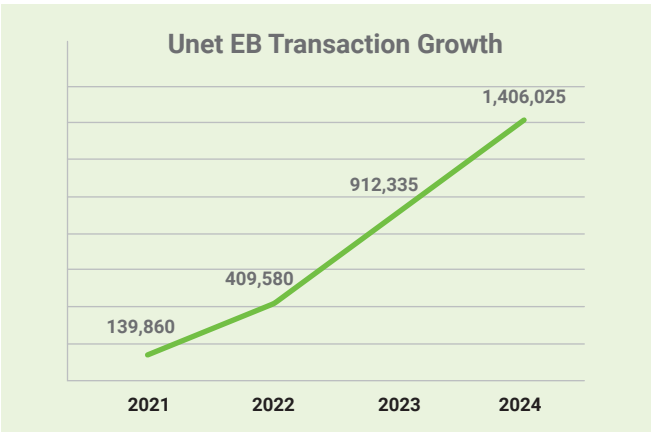
- Cash Management Solution
- Liquidity Management
- Corporate Payment transfer Solution (CPTS)
- Nationwide Over the counter collection service
- Collection booth service for corporate clients
- Providing real time Management Information (MI) to our clients
- 24/7/365 Internet Banking service for corporate clients
- Diversified product array
- Academic cash management solution
- Custodian Service (Security)-Ensures safekeeping of customer assets
- Automated Challan Service through all Branch & Sub-Branch network
- Nationwide Utility Bill Collection
- IPO service
- Pick up & drop service
- Tailored System Integration
- Customised MIS for clients
- Virtual Account solution

- H2H Connectivity
- Customised Deposit slip
- School Banking Service
- Spreading Financial Literacy nationwide

Digital Banking Solution

UCB Transaction banking offers the state-of-the art online banking solution for the corporate clients serving all sorts of transactional requirements. Over 40% of our transaction banking clients are now utilizing our online Unet Enterprise Banking platforms, up from 30% in the previous year.

Service provided by Unet Enterprise Banking		
Online Fund Transfer	Payroll Disbursement	Cheques Request
RTGS (Single & Bulk)	BFTEN (Single & Bulk)	Real Time MIS
Payroll Disbursement	Utility Bill Payment	ACS Payment (In process)



Highlights of the Year

The year 2024 was marked by significant milestones, transformative changes and a commitment to customer satisfaction and operational excellence. Some of the key highlights include:

- **Growth in Transaction Volume:** Our transaction banking business saw a remarkable increase in transaction

volumes, reflecting the growing demand for our services. We processed a record number of payments and collections, demonstrating our capacity to handle high volumes efficiently and securely.

- **Expansion of Digital Offerings:** UCB Digital Payments and the upgraded Unet banking application provided a convenient, secure and user-friendly experience for our corporate clients, enabling them to manage their transactions on-the-go.
- **Remarkable achievement in ACS:** Transaction Banking has ensured remarkable growth in commission income by providing smooth ACS service nationwide. UCB ensured position in Top-10 ACS Commission earning banks in 2024.

- **New School banking software solution:** A customer oriented new school banking software has been launched to provide academic complete cash management solution to the clients.
- **Growth in Number of customer:** Transaction Banking Division has ensured a remarkable growth in number of clients with mix public & private organizations.
- **Achievement in IPO service:** In 2024, Transaction Banking Division has achieved remarkable growth in IPO service. We have gained highest ever IPO collection from a single client in the year 2024.

School Banking & Financial Literacy Wing			
Actively providing school banking service nationwide	Spreading Financial awareness nationwide through various programs	Conducted 144 Financial Literacy Program	Trained Around 9000 People to spread financial awareness

Digital Banking & Transformation

A Year of Innovation & Growth

Reflecting on 2024, our journey in digital banking has been transformative, defined by innovation, customer-centric solutions, and strategic expansion. With record-breaking digital adoption, we have strengthened our position in the industry by enhancing service offerings, expanding customer engagement, and driving financial inclusion.

The Digital Banking & Transformation Division (DBTD) remains committed to delivering seamless, secure, and sustainable digital banking solutions.

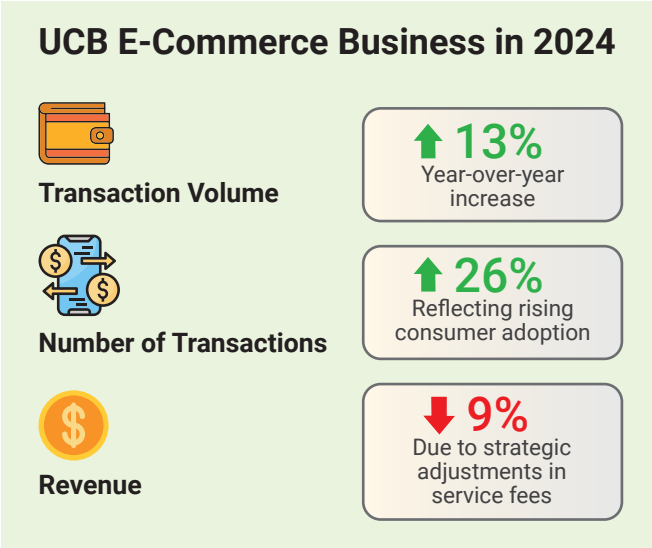
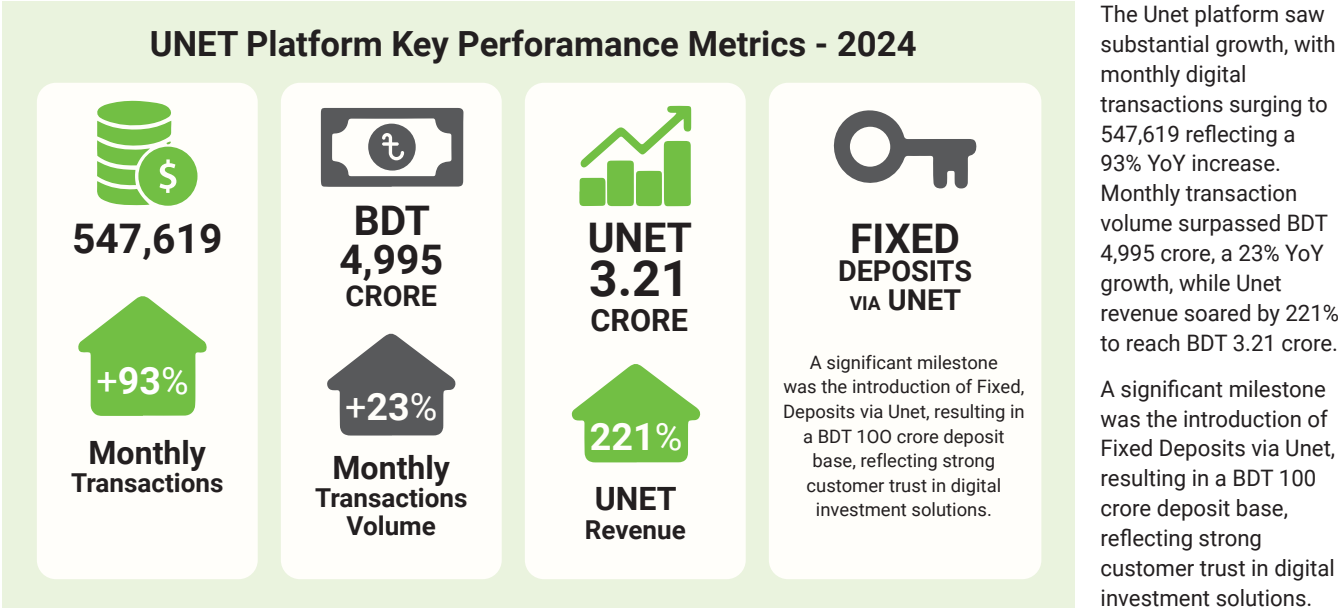
We extend our sincere gratitude to our customers, partners, and stakeholders for their trust and collaboration. Looking ahead, we remain steadfast in our mission to redefine digital excellence in banking.

Key Achievements in 2024

Our commitment to digital transformation has led to remarkable milestones throughout the year:

- **Unet Acquisition:** The Unet platform witnessed unprecedented growth, welcoming 105,943 new customers, a 70% increase in acquisitions.
- **Digital Nano Lending Pilot:** Successfully launched a fully digital lending solution, completing the pilot phase.
- **E-commerce Growth:** Achieved a 26% YoY increase in transaction volume, reinforcing our leadership in digital payments.

- **QR Payment Expansion:** A focused QR campaign led to 36% growth in merchant-based transactions.
- **Branch Digital Officers (BDOs):** Nationwide deployment to strengthen branch-led digital banking adoption.
- **Super App Rollout:** Initiated a phased launch with seamless digital onboarding and an enhanced UI/UX experience.
- **Foreign Currency Fixed Deposits (FCFD):** Introduced via Offshore Banking Unit (OBU) for international customers.
- **Cybersecurity Enhancements:** Implemented TCS Dispute Resolution for secure digital transactions.
- **MFS Platform Integration:** Expanded partnerships with Nagad, Pocket, Meghnabay, and Tap for seamless transactions.
- **New Digital Payment Features:** Enabled fund transfers to UCB Stock Brokerage, promoting digital investment opportunities.
- **Strategic Collaborations:** Active participation in Bangladesh Bank's Cashless Initiatives, including the Kurbari Hat project.
- **Awards & Recognition:**
 - Global Islamic Finance Award 2024
 - VISA Leadership Conclave Bangladesh 2024



In 2024, UCB's e-commerce business remained a significant contributor to digital revenue streams, showcasing growth in transaction activity and market reach.

- Transaction Volume: Increased by 13% year-over-year
- Number of Transactions: Rose by 26%, reflecting rising consumer adoption
- Revenue: Declined by 9%, primarily due to strategic adjustments in service fee structures

Despite the decline in revenue, the Bank successfully offset the impact through higher transaction volumes and expanded customer engagement, reinforcing our long-term strategy to grow scale, loyalty, and digital relevance in the e-commerce space.

Operational Performance

- OBDX Gap Analysis: Identified and addressed key customer experience gaps in the Omni channel Digital Banking Experience (OBDX).

- Customer Engagement Enhancement: Revamped strategies, including targeted SMS campaigns and a monthly engagement calendar.
- Digital Account Services: Expanded self-service banking with digital onboarding, account opening, and financial transactions.
- Cross-Selling of Digital Products: Leveraged data analytics to target potential customers for digital credit cards, deposits, and nano loans.
- CyberSource Integration: Strengthened digital payment security, reinforcing UCB's commitment to safe transactions.

Risk Factors & Compliance Updates

- Cybersecurity & Fraud Risk: Strengthened multi-layered authentication and TCS Dispute Resolution.
- Regulatory Compliance: Aligned with Bangladesh Bank's guidelines on digital lending, data security, and cashless initiatives.
- Transaction Monitoring Enhancements: Improved fraud detection with AI-powered tracking systems.
- Financial Crime Compliance (FCC): Strengthened AML/CFT measures to ensure safe and compliant digital banking operations.

Sustainability Initiatives

- Cashless Bangladesh Movement: Partnered with Bangladesh Bank to promote digital transactions in public markets and government services.
- Green Banking Initiatives: Increased digital transaction adoption from 48% to 59%, significantly reducing paper usage and contributing to environmental sustainability.

General Service Division

The General Services Division (GSD) has remained instrumental in ensuring the smooth, secure, and efficient functioning of United Commercial Bank PLC’s operations. In 2024, the division continued to support the Bank’s strategic and operational goals through proactive management of procurement, facility services, and logistics infrastructure.

Procurement Division

Procurement division enhanced the procurement framework by introducing standardized, transparent, and cost-effective procurement practices. These improvements led to notable cost savings, improved vendor management, and optimized resource allocation, all while ensuring compliance with regulatory and internal standards.

Procurement Overview & Key Highlights



Value-Focused Sourcing:
Procurement ensures delivery of quality goods/services at the right cost, time, and place.



Quarterly Spend Planning aligns with Finance for budgetary control and cost optimization.



Transparent & Centralized Process under strict Delegation of Authority (DOA).

Procurement Division Landscape (2024)



Total Work Orders Issued-1153

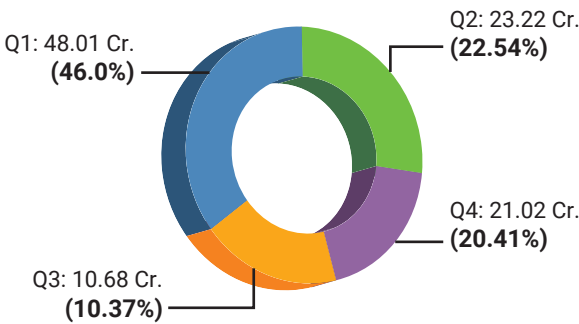


Total Spent Throughout 2024- 103Cr.



Total Cost Savings Throughout 2024- 7.90 Cr.

Distribution of Procurement Spend by Quarter (2024, BDT)



Vendor Management & Sourcing Strategy

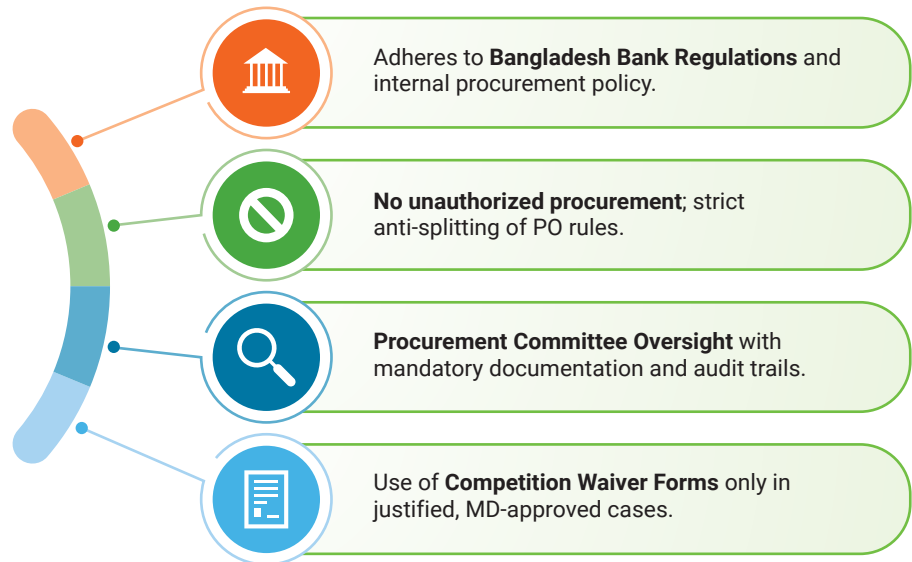
Multi-skilled Procurement Teams (MPTs) assess technical, commercial, and legal aspects.

Frame Contracts & Repeat Orders streamline frequently procured items.

Supplier Evaluation tracks performance and risk mitigation.

Tendering & RFQ/RFP Systems ensure open competition and cost efficiency.

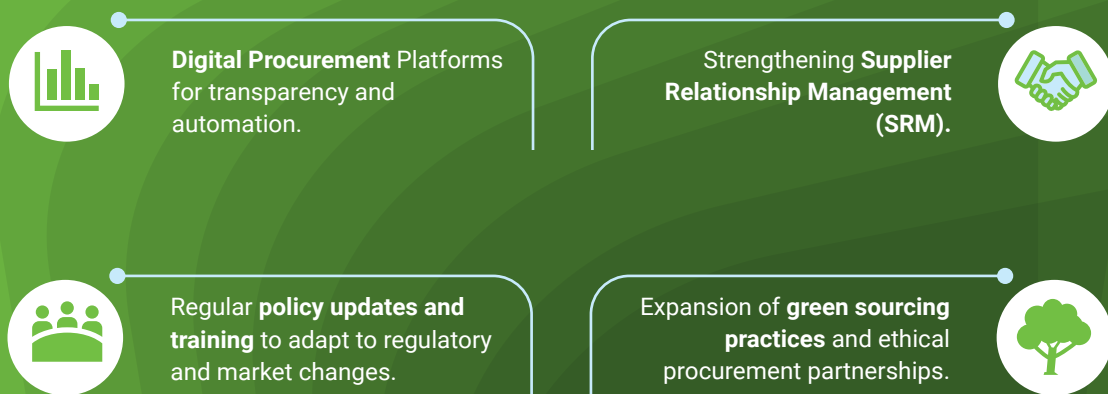
Compliance & Governance



Sustainable & Green Procurement

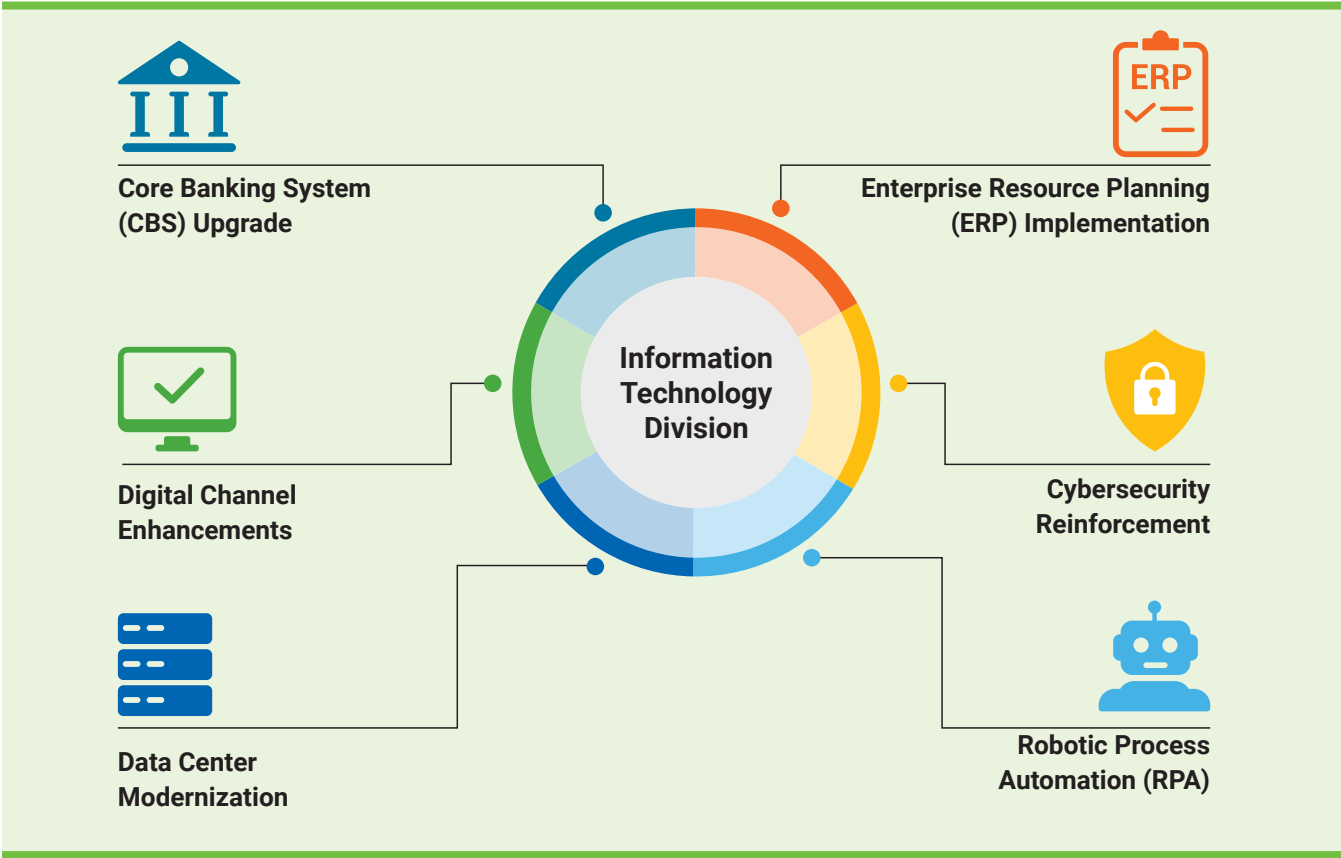


Future Outlook & Strategic Initiatives



Information Technology Division

In 2024, the Information Technology (IT) Division of United Commercial Bank PLC (UCB) continued to serve as a strategic enabler of the Bank’s digital transformation journey. Guided by a vision of innovation, agility, and security, the Division implemented several key initiatives to enhance operational efficiency, customer experience, and cyber resilience.



Core Banking System (CBS) Upgrade

The Bank successfully completed a major upgrade of its Core Banking System, enhancing scalability, performance, and integration capabilities. The new platform facilitates real-time processing, robust compliance reporting, and seamless digital service delivery across all channels.

Enterprise Resource Planning (ERP) Implementation

UCB launched the implementation of a cloud-enabled ERP system to automate and integrate critical back-office functions including finance, procurement, HR, and inventory. This initiative aims to improve internal control, reporting accuracy, and data-driven decision-making.

Digital Channel Enhancements

- The UNET Digital Banking Platform experienced exponential growth, supported by backend optimizations for improved stability and transaction speed.
- Fixed Deposit Module and Bill Payment Services were integrated into UNET, providing greater convenience for retail customers.

Cybersecurity Reinforcement

Significant investment was made in cybersecurity infrastructure:

- Next-generation firewalls and threat intelligence systems were deployed.
- Regular Vulnerability Assessment & Penetration Testing (VAPT) and Cyber Drills ensured compliance with global standards and Bangladesh Bank directives.
- A Security Operations Center (SOC) was strengthened to provide 24/7 monitoring.

Data Center Modernization

UCB’s Primary and Disaster Recovery (DR) Data Centers were upgraded with high-availability configurations, increased storage, and faster processing capabilities, ensuring business continuity and minimal downtime.

Robotic Process Automation (RPA)

Several routine operational tasks in trade, treasury, and reconciliation were automated using RPA bots, resulting in improved accuracy and turnaround time.

IT Governance & Compliance

IT Division continued to uphold industry best practices through:

- Alignment with COBIT, ITIL, and ISO/IEC 27001 frameworks.
- Regular IT audits, policy updates, and mandatory staff training.

Future Roadmap

- Rollout of AI-powered analytics and customer insights engines.
- Implementation of blockchain pilot projects in trade finance.
- Expansion of AI-driven chatbot services across all digital channels.
- Exploration of cloud-native banking applications and banking-as-a-service (BaaS) platforms.

Through continuous investment in technology and innovation, the IT Division is propelling UCB towards becoming a future-ready, digitally empowered bank that prioritizes efficiency, customer-centricity, and security.

Information Security Division

Cybersecurity is vital for protecting networks, devices, and data from threats like cyber-attacks and unauthorized access. The Information Security Division (ISD) of United Commercial Bank PLC (UCB) is committed to strengthening its cybersecurity coverage for the bank to safeguard customers, bank information as well as digital assets. Key initiatives revolve around implementation of strategies for combatting the current and emerging threats, maintaining internal policies for sensitive data protection, and communicating cybersecurity risks with regulatory authorities as well as the banking community at large.

UCB aims to create a secure business environment and improve resilience against cyber threats. UCB ISD runs a comprehensive information security program to protect its operations, assets, and sensitive financial information. Therefore, UCB has formed a

fully-functional Information Security Division comprising of qualified and certified resources in order to ensure high levels of quality, security of IT systems and compliance with regulatory requirements.

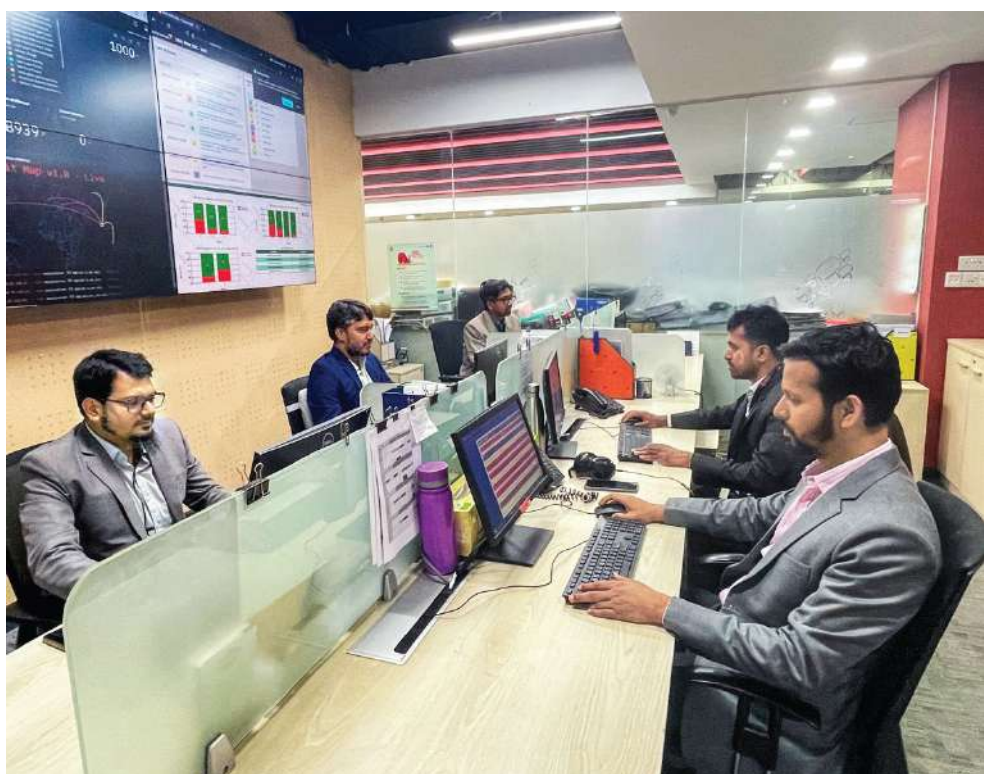
ISD Key Components

Dedicated Governance, Risk & Compliance Unit

Governance, Risk & Compliance (GRC) unit at UCB has successfully implemented GRC framework and global standards for information security. Consequently, UCB has been able to achieve some noteworthy certifications that reflect its commitment to robust security practices. UCB has developed an ICT security policy and risk management framework focused on ensuring confidentiality, integrity, and availability of information. To foster a culture of risk awareness, UCB established ICT Steering, Security and Risk Management Committees. UCB's comprehensive ICT security strategy is aligned with regulatory guidelines and adheres to international standards on enhancing cyber security and mitigating ICT risks. Some of the notable certifications achieved by UCB include ISO 27001:2022 for Information Security Management Systems (awarded three times), ISO 22301:2019 for Business Continuity Management Systems (awarded twice), PCI-DSS accreditation (awarded seven times) and compliance with the SWIFT customer security program (awarded nine times). GRC team plays a crucial role in maintaining compliance documentation and facilitating audits thereby safeguarding the bank's integrity. Overall, UCB's governance and cyber-security program is continuously updated to address the evolving business needs, regulatory guidance, and emerging cyber threats.

24x7 Security Operations Center (SOC)

UCB has implemented a 24x7 Security Operations Center (SOC) dedicated to continuous monitoring of its enterprise systems for cyber threats. This facility not only detects and analyzes threats in real time but also employs proactive threat-hunting strategies to enhance its cyber threat intelligence database facilitating quicker future detections. Automated alerts help streamline operations among resources ensuring efficiency. The SOC's constant surveillance aids UCB in maintaining compliance with regulatory standards while promoting a proactive security posture that reduces the risks of data breaches and other cyber incidents. Additionally, the SOC is vital in incident management. Upon identifying a potential threat, the SOC team coordinates and maintains collaboration across all the teams involved in cybersecurity resulting in better intelligence, faster response times, reduced costs, and increased productivity.



Dedicated Application, System Security and Responsive Incident Handling Team:

The dedicated Application, System Security and Responsive Incident Handling team protects UCB's digital assets while promoting a culture of security awareness across the organization. These efforts help to defend against cyber threats and maintain customer trust. By prioritizing these initiatives, our bank can better defend against cyber threats and thereby ensure customer confidence in their services while complying with regulatory requirements. The Responsive Incident Handling Team is a dedicated unit tasked with managing and mitigating incidents that may affect the operations as well as uphold commitment to maintain its operational resilience and security.

In-house Cyber Security LAB for Synthetic and Emerging Cyber Threats Testing

The bank has established a dedicated cyber security laboratory designed to address the challenges posed by synthetic and emerging cyber threats. This facility is



staffed with certified information security professionals who are actively engaged in R&D and conducting comprehensive Vulnerability Assessments and Penetration Testing for the UCB IT infrastructures.

National Recognition: UCB has ranked first (champion) in National Cyber Drill 2023.

Building Cyber Aware Culture

Awareness is crucial for having effective cybersecurity. The bank educates employees and customers about cyber risks through phishing simulations, training sessions, seminars, and campaigns during an annual Cyber Awareness month. Communication channels via email and SMS to keep the customers informed about emerging threats.

Annually, UCB dedicates a month for Cyber Security Awareness featuring various engaging activities such as distributing educational materials, emails, stickers, booklets, e-books, and posters to promote vigilance among its employees and customers.



Bangladesh e-Government
Computer Incident Response Team

বিজিটি ই-গভ সার্ভ
বাংলাদেশ ই-গভ সার্ভ
৩৩ ও বোম্বায়েন প্রুটি দিল্ল
আইসিটি টাওয়ার, ৪৪ ই-১৪/এক্স, ঢাকা-১২০৭
Site: www.cirt.gov.bd

প্রেস বিজ্ঞপ্তি

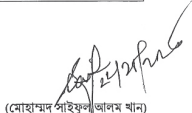
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BGD e-GOV CIRT এর আয়োজনে আর্থিক প্রতিষ্ঠান ও CII সমূহের সাইবার ড্রিল ২০২৩ চূড়ান্ত পরীক্ষা

বাংলাদেশ সরকারের আর্থিক কম্পিউটার ইনসিডেন্ট রেসপন্স টিম BGD e-GOV CIRT এর সার্বিক তত্ত্বাবধানে ২১ অক্টোবর ২০২৩ তারিখ (শনিবার) পুনঃপরীক্ষা তত্ত্বাবধানে পরিচালিত এবং আর্থিক প্রতিষ্ঠানসমূহের কর্মকর্তাদের অংশগ্রহণে Financial Institute & CIs Cyber Drill 2023 এর চূড়ান্ত পরীক্ষা Military Institute of Science and Technology (MIST) প্রাঙ্গণে অনুষ্ঠিত হয়েছে। দুইটি খণ্ডে আয়োজিত এই সাইবার ড্রিল এর প্রাথমিক বাছাই পরীক্ষা ০৭ অক্টোবর ২০২৩ তারিখ অনলাইনে অনুষ্ঠিত হয়। প্রথম ধাপে ৬৪টি দল প্রতিযোগিতায় অংশগ্রহণ করে এবং এর মধ্য হতে শীর্ষস্থানীয় ৩০টি দল চূড়ান্ত পরীক্ষায় উত্তীর্ণ হয়। BGD e-GOV CIRT এর নিয়মিত কার্যক্রমের অংশ হিসেবে পুনঃপরীক্ষা তত্ত্বাবধানে পরিচালিত (CII) এবং আর্থিক প্রতিষ্ঠানসমূহের সাইবার সিকিউরিটির দায়িত্বে নিয়োজিত কর্মকর্তাদের সাইবার ইনসিডেন্ট হ্যান্ডলিং বিষয়ে দক্ষতা বৃদ্ধির লক্ষ্যে এই সাইবার ড্রিল আয়োজিত হয়।

উক্ত সাইবার ড্রিলে প্রাপ্ত নম্বরের ভিত্তিতে ১ম, ২য় ও ৩য় স্থান অধিকার করে যথাক্রমে ইউনাইটেড কমার্শিয়াল ব্যাংক লিমিটেড, ফার্স্ট সিকিউরিটি ইসলামী ব্যাংক লিমিটেড এবং প্রাইম ব্যাংক লিমিটেড। শীর্ষস্থান অর্জনকারী ৩টি প্রতিষ্ঠান ও টিমের নামের তালিকা নিম্নরূপ:

SL	Name of the Team	Name of the Organization
1	UCB	United Commercial Bank PLC
2	Team m0rtis	First Security Islami Bank PLC
3	PBL Cyber Sentinel	Prime Bank Limited



(মোহাম্মদ মাসুদ আলম খান)
প্রকল্প পরিচালক
BGD e-GOV CIRT



Key Initiatives

- a. Leveraging the momentum of AI
Initiative will be taken for on-boarding AI based Threat Detection, Security Assessment, Quality Control, Source Code Review, Compliance Tracker, etc. to process enhancement and gaining optimum value.
- b. Contributes toward ECO friendly Banking
In line with its commitment towards promoting green banking, UCB introduced automation of paperless review report generation for different applications. This shift improves efficiency while reducing deforestation and carbon footprints. Paperless reports reduce the paper usages, landfill waste, etc. Digital reports enhance data management by making storage and access easier for both employees and customers.
- c. Proactive cybersecurity initiatives for both Bank and Customers
 - Our Bank is going to implement dark web and external attack surface monitoring solutions. By leveraging on these tools, bank will be able to promptly detect cyber issues as well as be equipped to identify stolen credentials & other personal data on dark web networks. This allows access to compromised credentials quickly so that bank can proactively take necessary actions and prevent unauthorized accesses.

- Monitoring tools also offer Attack Surface Management (ASM) detection capabilities that help to identify and monitor internet-connected or publicly exposed digital assets for potential vulnerabilities.
- Harnessing AI/ML Tools - Expanding the Visibility: Building customer reliability and trustworthiness together; these initiatives mark an exciting step forward in our journey toward a safer digital world!

d. **People's Development—Creating Contemporary Human Capital**
Self-paced learning modules are designed to assess and develop end users' basic cybersecurity awareness. UCB

launched a professional skill development learning platform tailored for UCB employees to enhance cybersecurity competencies. Cybersecurity awareness initiatives, including both in-person and online training sessions, are going on across all levels of UCB employees.

Through the synergistic integration of its personnel, operational processes, and technological infrastructure, UCB not only bolsters its cybersecurity framework but also nurtures a pervasive culture of security awareness, uniting its employees in the proactive defence against cyber threats.

UNITED COMMERCIAL BANK PLC Information Security Division

GOVERNANCE, RISK & COMPLIANCE (GRC) UN



- Unit. adopted steel standards and frameworks, established IOT steering: security, and risk committees

24x7 SECURITY OPERATIONS CENTER (SOC)



- Utilizes threat-hunting and anigeated security incidents quick threats

RESPONSIVE INCIDENT HANDLING TEAM



- Dedicated unit manages, aligd mitigates security

BUILDING CYBER AWARE CULTURE



Regular education for employees and customers through simulations, tral- ing sessions, campaignings

CYBER SECURITY LAB



Synthetic and emerging cyber threats testing with vuhar

AI-BASED THREAT DETECTION



Plans to onboard At for threat detection, security aualt and compliance tracking

ECO-FRIENDLY DIGITAL REPORTING



PEOPLE'S DEVELOPMENT





RISK MANAGEMENT

“

**What gets measured,
Gets managed**

”

Peter Drucker

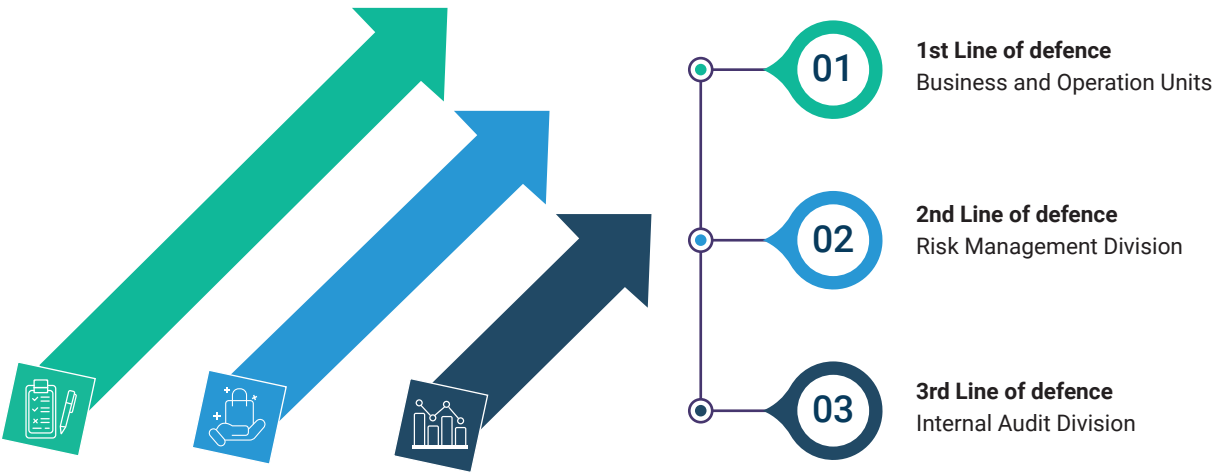
(Management guru)



United Commercial Bank PLC (UCBPLC) integrates sustainability and risk management deeply into its business, operations, and decision-making. To ensure optimal returns within a robust and sustainable business environment, UCB's risk management teams are involved early in the risk-taking process. They provide independent insights, including valuations, investment and new product assessments, and capital quantification. These inputs empower business units to evaluate the risk-versus-reward of their proposals, ensuring risks, including those related to environmental, social, and governance (ESG) factors, are appropriately priced relative to the anticipated return. Overall, the bank's risk management aims to protect UCBPLC from diverse risks and achieve its strategic and sustainable goals.

UCB adopts Three Lines of Defence approach:

UCB's risk management philosophy is embodied in the "Three Lines of Defence approach", whereby risks are managed at the point of risk-taking activity.



01 1st Line of defence
Business and Operation Units

- Establish effective processes to identify, assess, measure, monitor, mitigate, and report on risks.
- Adhere to risk policies and delegated authorities.
- Ensure they have the necessary skills, operating procedures, systems, and controls in place.

02 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.

03

3rd Line of defence Internal Audit Division

- Independently review the first and second lines of defence periodically.
- Assure and inform on the strengths and weaknesses of these two lines.
- Add value by helping achieve operational effectiveness and efficiency goals.
- Provide objective, independent advice to the governing body and senior management to improve risk management, control, compliance, and governance.

Risk Culture

The sound risk culture of UCB 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.

Compensation

Programs are designed to discourage and punish behaviour that is inconsistent with the bank's values, policies and Code of Conduct

Reporting

Risk register for reputational and operational risk, as well as other crucial variables, are tracked and reported.

01

Accountability

All IJCB employees in every business function are held accountable for risk ownership and their actions in accordance with the three lines of defence model.

02

Training

UCB maintains a risk culture by offering all employees with effective and informative risk management training modules, as well as presentations and other training media on a variety of risk management issues.

03

04

Centralized Decision-making

The member of Executive Risk Management Committee and senior management team responsible for the review

05

06

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. UCB 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 & Grade 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.

Environmental, Social & Governance (ESG) Risk Management at United Commercial Bank PLC.

United Commercial Bank PLC. (UCB) recognizes its integral role in fostering sustainable development within Bangladesh. As a leading private commercial bank, UCB is committed to integrating environmental and social considerations into its core business operations, particularly its credit activities. This commitment is underpinned by the "Guidelines on Environmental & Social Risk Management (ESRM) for Banks and Financial Institutions in Bangladesh" issued by Bangladesh Bank (SFD Circular No-03, June 2022), which serves as the foundational policy for our Environmental and Social Risk Management framework.

ESG Integration in 2024:

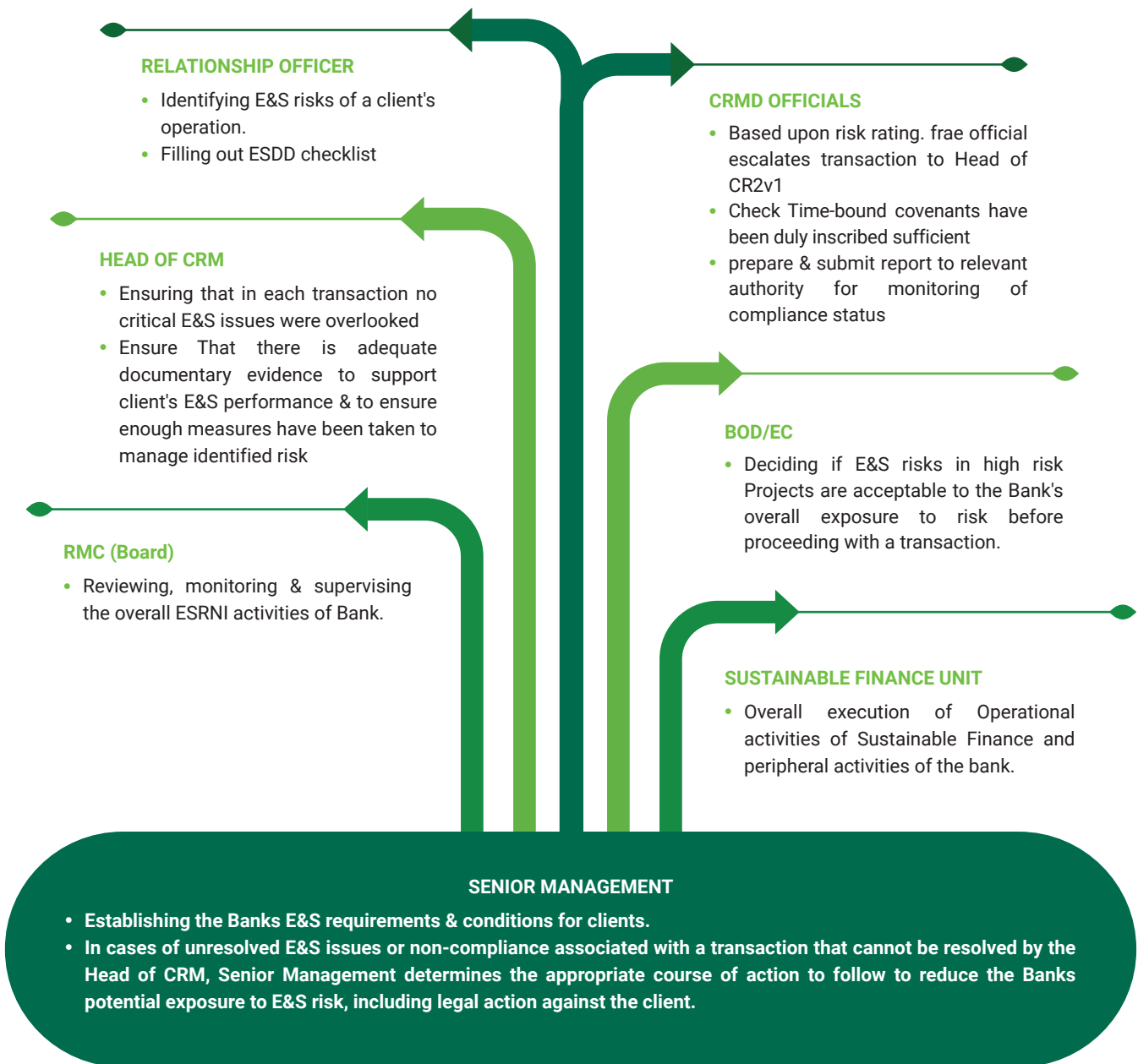
As per the guidelines, Environmental and Social Due Diligence (ESDD) checklist has to be conducted for the eligible customers of the Bank generating an Environmental and Social Risk Rating (ESRR) to facilitate the competent approval authority for approval decision based on the Environmental and Social (E&S) risk assessment and applicable mitigation measures of the customers.

Disbursement for customer having ESDD during 2024:

(Fig. in million BDT)

Risk Category	2024								Total Disbursement
	Q1		Q2		Q3		Q4		
	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	5,376	35,580.00	6,739	65,170.40	5161	41,298.90	7,103	56,660.10	198,709.40
Medium	59	350.50	54	2,919.30	191	1,364.00	87	208.10	4,841.90
		35,930.50		68,089.70		42,662.90		56,868.20	203,551.30

Functional Role in ESG Risk Management



Applicability of ESG Risk Management

UCB applies the Environment and Social Due Diligence for the following criteria:

- All agriculture activities (Not Organic) [farming having loan/investment proposal **amounting to MORE than BDT 2.5 million (25.00 Lakh)**
- Retail & Trading enterprises [includes chemical or chemical ingredients, highly fire absorbent products, electronic appliances, combustible oil, paper & dry materials, plastic items
- SMALL (M&S) & the loan/investment proposal amounting to MORE than BDT 3.00 million (30.00 Lakh)
- MEDIUM (M&S) amounting to more than BDT 5.00 million (50.00 Lakh)
- SMALL / MEDIUM Enterprises (Manufacturing & Services) IRRESPECTIVE of the loan/investment amount (Washin, Dying, Finishing, small steel re-rolling, Brick Klin, Leather, Pesticide, agrochemical, chemical, chemical products, rubber and plastics, Batteries and accumulators)
- Any other industry or business falls under RED Category of Environmental Conservation Rule (ECR) 1997.

UCB's ESG Risk Management Process:

Step1: Screening:

UCB Screens projects against a list of excluded activities. UCB, exclusion list contains:

1. Production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions & agreements, or subject to international bans, such as pharmaceuticals, pesticides/herbicides, ozone depleting substances, PCB's, wildlife or products regulated under the Convention on International Trade in Endangered Species (CITES).
2. Ship breaking/ trading activities which include:
 - a. Ships with prevalent asbestos use (for e.g. passenger cruise);
 - b. Ships not certified "gas free" for hot work
3. Drift net fishing, deep sea bottom trawling, or fishing using explosives or cyanide
4. Hydraulic horn & >75 decibel horns, polypropylene & polythene bags, two stroke engines
5. Operations impacting UNESCO World Heritage Site and/or Ramsar site
6. Illegal logging, & logging operations or conversion of land for plantation use in primary tropical moist forests
7. Production or activities involving forced labor/ child labor
8. Production or trade in:
 - a. Weapons & munitions
 - b. TOBACCO in any form
 - c. Gambling, casinos,
 - d. Pornography (goods/stores/web-based)
9. BRICK production through Fixed Chimney Kiln (FCK)
9. Production or activities that impinge on the lands owned, or claimed under adjudication, by Indigenous Peoples, without full documented consent of such peoples

Step 2: DoE Categorization:

UCB reviews industrial sectors for environmental, social and governance issues that are typically associated with this type of operation. The loan applications do not fall into any category (Red/Orange A/Orange B/Green) defined by DoE, will be categorised as 'others' under this guideline.

Category	Examples	Requirements
Green (32 nos.)	Production of artificial leather goods; Assembling of motorcycles, bicycles and toy cycles; Tea packaging (excluding processing); Medical and surgical instrument (excluding production); Laundry (excluding washing)	1. General information of unit/project 2. Descriptions of manufactured products 3. No Objection Certificate from local authority
Yellow (37 nos.)	Weaving and handloom; Printing Press, Production of shoes and leather goods; Cartoon/box manufacturing/printing packaging; Production of salt; Agricultural machinery and equipment; Factory for production of biscuit and bread	1 – 3 of the above 4. Process flow diagram 5. Layout Plan (showing location of Effluent Treatment Plant) 6. Effluent discharge arrangement 7. Outlines of plan for relocation, rehabilitation 8. Other necessary information
Orange (113 nos.)	Hotel, multi-storied commercial & apartment building; Bricks/Tiles; Plastic products; Clinic and pathological lab; Automatic rice mill; Spinning mill; Garments and sweater production; Ship-breaking	1. Feasibility Report (<i>applicable only for Project</i>) 2. Initial Environmental Examination Report
Red (72 nos.)	Tannery; Power Plant; Cement; Fabric dying & chemical processing; Hospital; Water treatment plant	1. Feasibility Report 2. Initial Environmental Examination Report (incl. Process Flow Diagram) 3. Report on Environmental Management Plan (EMP) 4. NOC of local authority 5. Outline of relocation, rehabilitation plan

Step 3: Completing ESDD Checklist:

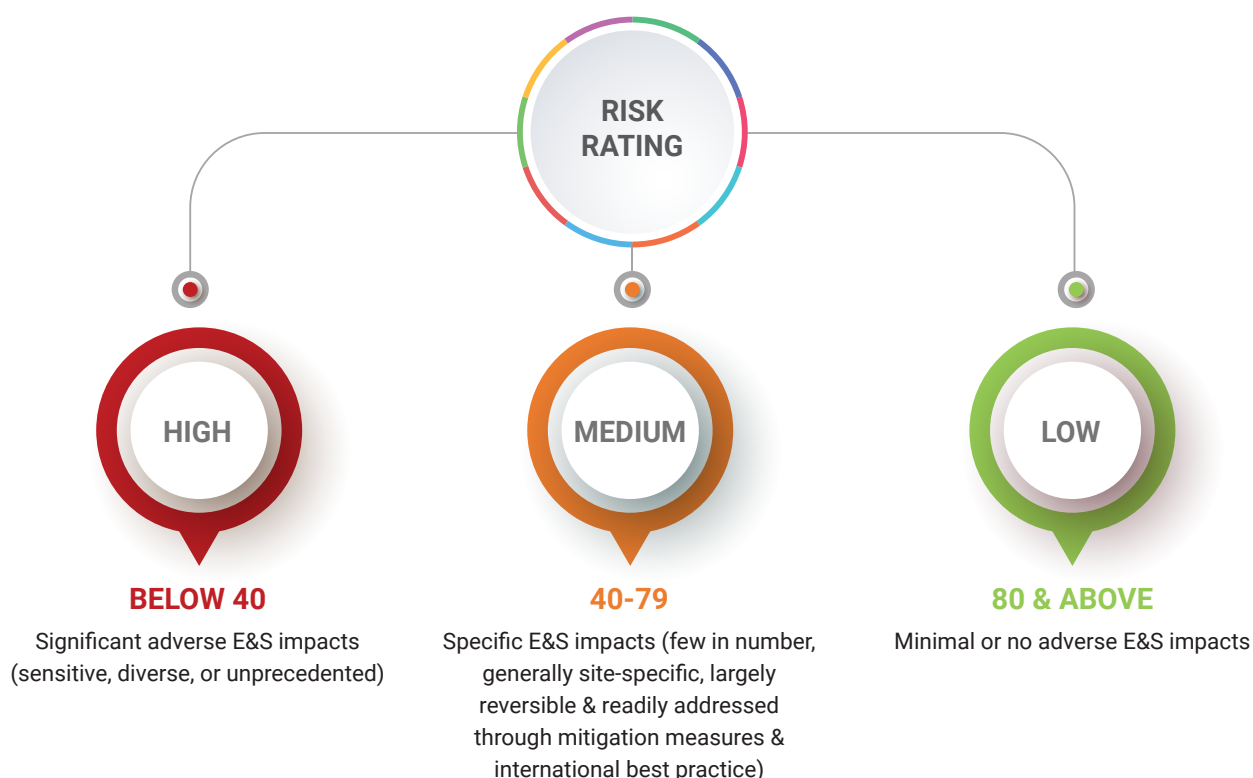
The bank, at this stage, complete the ESDD checklist after reviewing benchmarks like the project's compliance with applicable national environmental and social regulations; the project sponsor's track record on environmental and social issues, in terms of potential non-compliance with national regulations or negative publicity; the project's compliance against international standards or industry best practice regarding environmental and social issues; and Documenting all required information.

Every loan file has a fully completed E&S checklist, copies of all permits, clearances (DoE clearance certificate, fire license, buyer 's financial audit report by external auditors), ESAP, E&S Covenants in loan agreement and after disbursement subsequent supervision reports.

Step 4: Generate Risk Rating:

Upon completion of the relevant checklist a risk rating (High, Medium, or Low) are generated automatically.

Risk Rating Categorization & Interpretation



Step 5: ESAP:

For High and Medium Risk transaction, a time bound action plan and relevant covenants are included in the loan documentation.

Step 6: Escalation:

Depending upon the risk rating, the transaction is escalated to the relevant authority. All High risk accounts are escalated to the Board of the Bank for decision. Please refer to the escalation matrix for the process to be followed.

Step 7- Monitoring:

It is ensured that proposed actions are reviewed to mitigate potential environmental and social issues associated with the project throughout all phases of the project life cycle.

Step 8- Reporting:

The bank reports both internally to senior management and also externally to Bangladesh Bank, shareholders on their sustainability performance.



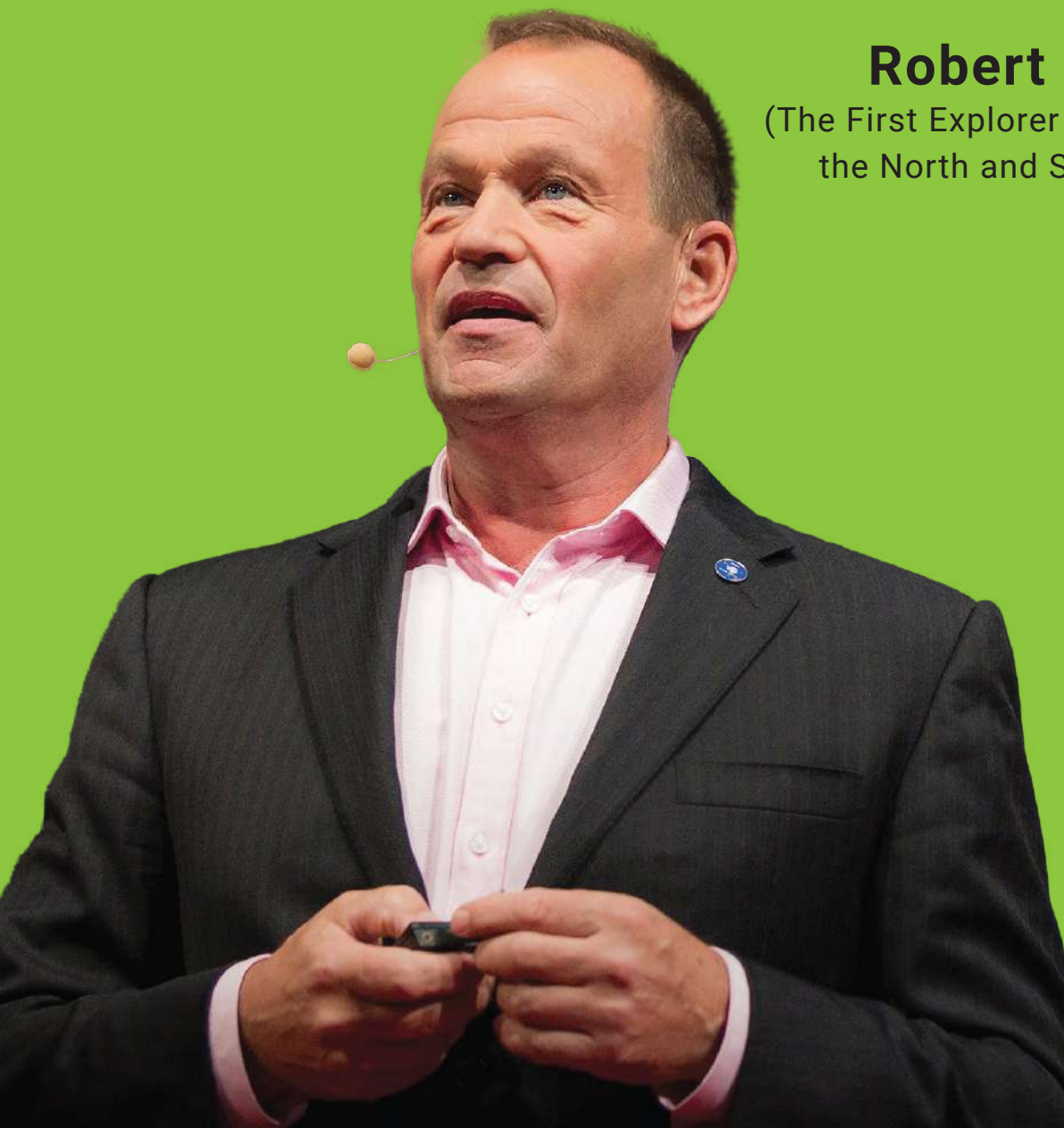
MATRIX & TARGETS

“

**The greatest threat to
our planet is the belief
that someone else will
save it. ”**

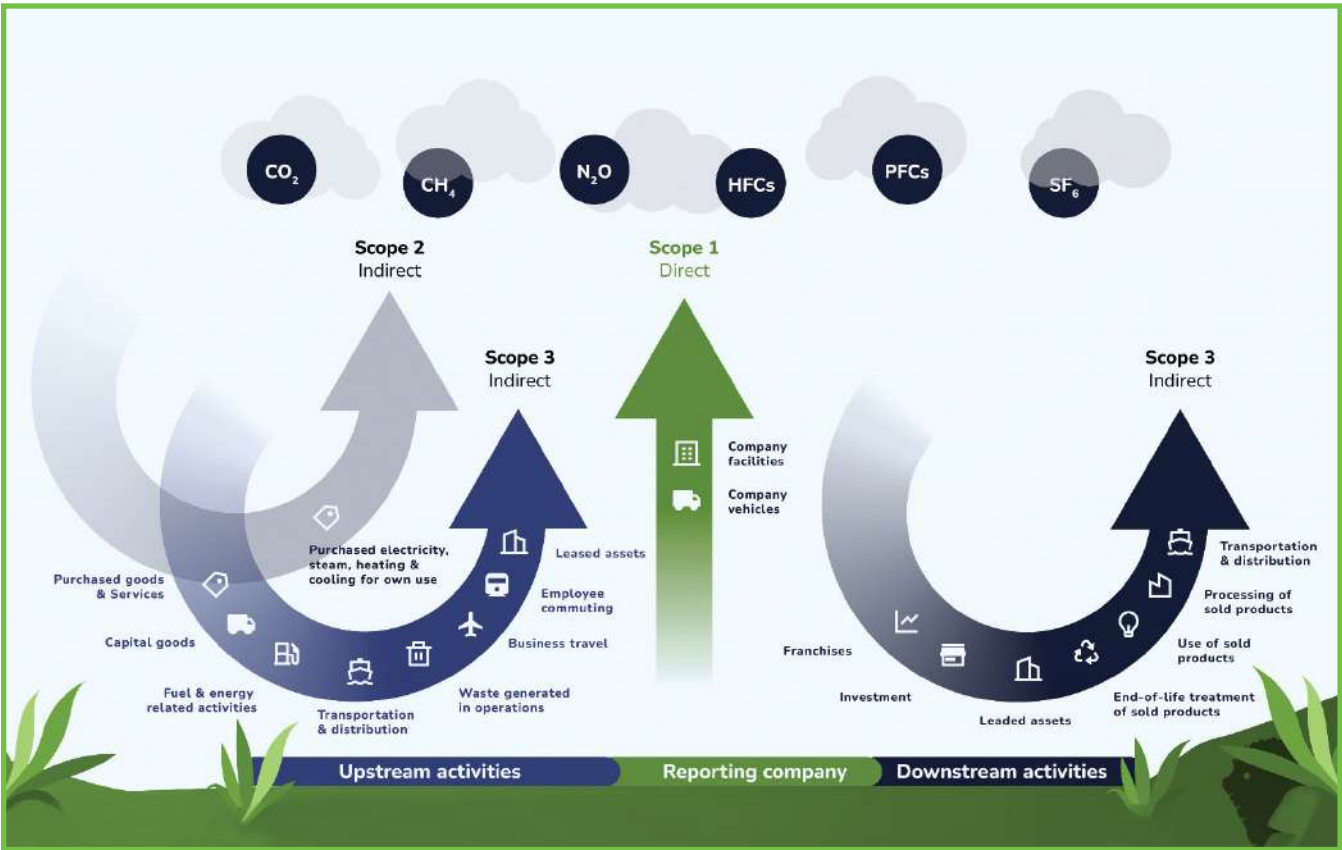
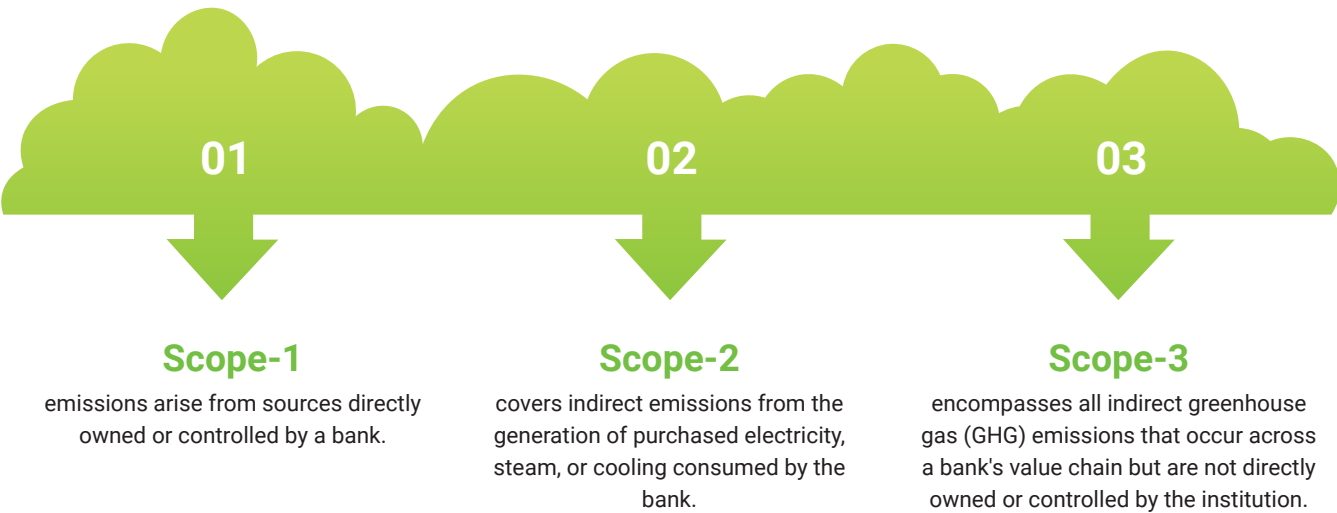
Robert Swan

(The First Explorer to walk to both
the North and South Poles)



Carbon Emission of UCB

UCB, as financial institutions, play a critical role in the economy, but its operations also contribute to greenhouse gas (GHG) emissions. Understanding and managing Scope 1 and Scope 2 emissions is a foundational step in its climate action strategies.



Scope 1, 2, and 3 emissions collectively define UCB’s climate footprint. While Scope 1 and 2 focus on operational control, Scope 3 underscores the systemic role the bank play in enabling—or hindering—global climate goals. Transparent reporting and ambitious action across all scopes are essential to mitigate climate risks, meet regulatory requirements, and align with the Paris Agreement’s 1.5°C target.

UCB is committed to understanding and reducing its greenhouse gas (GHG) emissions. We have implemented estimated measurement and reporting processes in a limited manner to track our emissions across different scopes. Estimated data is used for attribution and emission factors because, so far, specific Bangladesh data are unavailable.

Scope 1 & 2 GHG Emission*:

Sl.	Particulars	Unit	Total Consumption	GHG Emission (tCO ₂ e)
1	Electricity	Kwh	16,668	11,203
2	Diesel	Litre	150,755	378
3	Octane	Litre	1,109,475	2,313

*Notes:

- Estimated data is used for attribution and emission factors because, so far, specific Bangladesh data are unavailable.
- Scope-1 covers only the fossil fuel (Diesel and Octane) consumption by company vehicles.
- For Scope-1 Grid emission factor of Bangladesh is used; while for Scope-2, UK Government GHG conversion factors are used.

Data Quality Score of Scope 1 & 2 emissions:

Referring to the (Partnership for Carbon Accounting Financials) PCAF classification methodology, we consider the data quality to be Score 5 because specific Bangladesh data are unavailable. Estimated data is used for attribution and emission factors

Scope 3 GHG Financed Emission:

While Scope 1 and 2 emissions represent a smaller portion of UCB's total carbon footprint, Scope-3 holds the largest slice of the carbon pie which is associated with financed emissions and supply chains.

Financed Amount (as on 31.12.2024)	Financed Emission (tCO ₂ e) in 2024*		
	Scope-1	Scope-2	Scope-3
	BDT 572,828.9 million	514,174	221,315
		910,420	
	Total Financed Emission: 1,645,909		

Note: JIM (Joint Impact Model) Foundation's financed emission model is used which uses the PCAF model in the back end. It is an economic activities-based calculation.

Financed Emission per Crore:

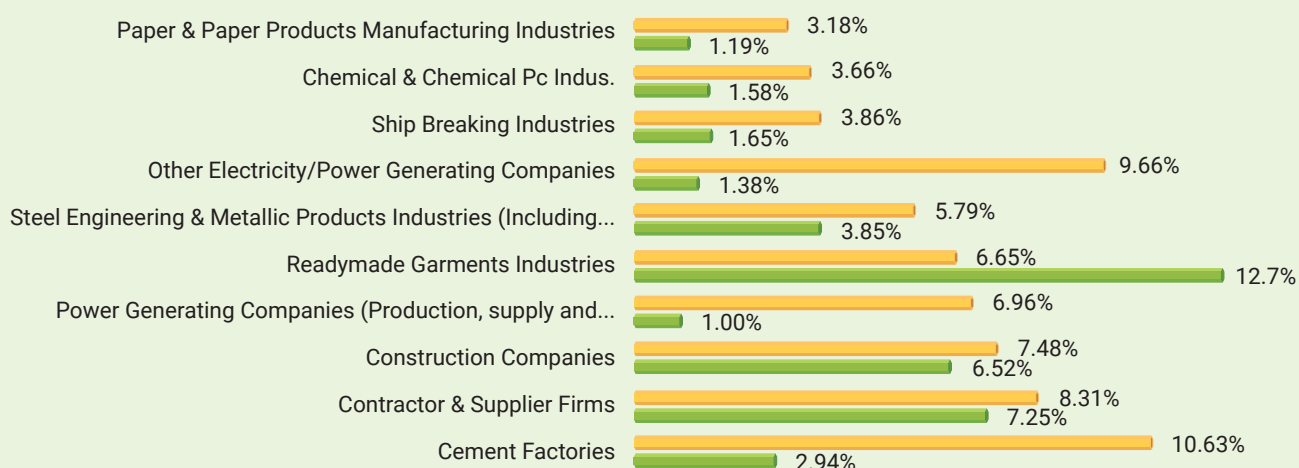
SCOPE	Emission per Crore Exposure in tCO ₂ eq
1	8.76
2	7.86
3	27.94
Aggregate	44.56

Top 10 Sectors' Financed Emission

Sectors	Exposure	Emission CO ₂ eq	Exposure (%)	Emission (%)
Cement Factories	16,850	1,74,887	2.94%	10.63%
Contractor & Supplier Firms	41,510	1,36,784	7.25%	8.31%
Construction Companies	37,360	1,23,105	6.52%	7.48%
Power Generating Companies (Production, supply and distribution)	5,700	1,14,549	1.00%	6.96%
Readymade Garments Industries	69,140	1,09,486	12.07%	6.65%
Steel Engineering & Metallic Products Industries (Including Rerolling Mills)	22,040	95,322	3.85%	5.79%
Other Electricity/Power Generating Companies	7,910	1,59,077	1.38%	9.66%
Ship Breaking Industries	9,430	63,586	1.65%	3.86%
Agricultural Farms	--	--	--	--
Chemical & Chemical Products Indus.	9,040	60,260	1.58%	3.66%
Paper & Paper Products Manufacturing Industries	6,810.90	52,370	1.19%	3.18%
Total of Top 10 Sectors	225,810	10,89,426	39.42%	66.19%
Total Exposure/Emission	572,828.90	16,45,909		

Top 10 Sectors' Financed Emission

■ Emission (%) ■ Exposure (%)





UNITED COMMERCIAL
BANK PLC



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