

**Customer Service and its' impact on the satisfaction of Account Holders**  
**A study of General Banking Service of United Commercial Bank PLC**  
**Tejgaon Branch**

By

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ID: 18104294

An internship report submitted to the BRAC Business School in partial fulfillment of the requirements for the degree of Bachelor of Business Administration.

BRAC Business School  
Brac University  
August 25<sup>th</sup>, 2022

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## **Declaration**

It is hereby declared that

1. The internship report submitted is my own original work while completing degree at Brac University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I have acknowledged all main sources of help.

### **Student's Full Name & Signature:**

\_\_\_\_\_ **Shuvojyoti Talukder** \_\_\_\_\_  
18104294

### **Supervisor's Full Name & Signature:**

\_\_\_\_\_ **Dr. Samina Haque** \_\_\_\_\_  
Assistant Professor  
Brac Business School

## **Letter of Transmittal**

Dr. Samina Haque

Assistant Professor

BRAC Business School, BRAC University

66 Mohakhali, Dhaka-1212

**Subject: Submission of internship report on United Commercial Bank PLC.**

Respected Ma'am,

With utmost respect, it is my honor to present my internship report on " Effectiveness of Customer Service with the satisfaction of Account Holders. A study of General Banking Service of United Commercial Bank PLC" as the requirement for completing my internship as a part of finishing my Bachelor of Business Administration.

I have got the opportunity to work in United Commercial Bank, Tejgaon Branch for three months in which period I accrued the data needed to prepare the report and complete it under your supervision.

Therefore, I hope you will accept my internship report and help me in completing my internship.

Sincerely

Shuvojyoti Talukder

ID: 18104294

Brac Business School

Brac University

Date: 25<sup>th</sup> August, 2022

## **Non-Disclosure Agreement**

[This page is for Non-Disclosure Agreement between the Company and The Student]

This agreement is made and entered into by and between United Commercial Bank PLC and the undersigned student at BRAC University Shuvojyoti Talukder, ID: 18104294

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## **Acknowledgement**

I would want to thank the Almighty for keeping me healthy and complete my internship during the most challenging period of working in United Commercial Bank. Without the blessings of the Almighty, all of my efforts would have been in vain. Next, I am very grateful to my parents for their unwavering support and assistance in completing my degree. I also want to thank Mohammad Mostafizur Rahman, SEO & GB In-charge, UCB Tejgaon branch for helping me with everything during my stay in UCB. Along with that I would also like to thank Md. Mushfiq Ahmed for taking care of me during the internship period in UCB.

Next, I am very grateful to my supervisor, Dr. Samina Haque, Assistant Professor, Brac Business School for helping me with every problem regarding internship and also for understanding and giving me extra time in case of my family emergency. Without the help of all of them, it would be impossible for me to complete my internship report.

## **Executive Summary**

United Commercial Bank is one of the prestigious and well-known commercial banks of Bangladesh. They have made a place for themselves amidst the tough and fierce competition of the financial sector. This report is based on the relation between customer service and customer satisfaction of UCB.

United Commercial Bank (UCB) began operations in the middle of 1983 and has since become one of the largest first-generation banks operating in the country. Through personalized service, creative practices, a dynamic approach, and effective management, the Bank has already made its mark in the domain of Private Sector Banking with its extensive network of 204 branches, dynamic approach, and efficient management. In this study I have gathered information from clients of the bank to interpret and analyze their process for customer service management. I have also analyzed the collected data to see whether the process of their customer service system is effective or not. I also explained in this report about the General banking division of United Commercial bank where I was posted for most of my internship. I also analyzed and mentioned their management and marketing strategies and their uses in this report. For the financial analysis I have taken the data from the annual reports of 2017 to 2021. Using those, I have shown different key ratios which shows their organizational capability. I have also discussed about their operation and information management system along with an overall view of the industry using SWOT and Porter's Five Forces model.

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## **List of Acronyms**

UCBL- United Commercial Bank PLC

PO- Pay Order

RTGS- Real Time Gross Settlement

EFT- Electronic Funds Transfer

BEFTN- Bangladesh Electronic Fund Transfer Network

# **Chapter 1: Overview of Internship**

## **1.1 Student Information:**

Name: Shuvojyoti Talukder

ID: 18104294

Program: Bachelor of Business Administration (BBA)

Major: Finance

Minor: Human Resource Management (HRM)

## **1.2 Internship Information**

### **1.2.1 Period, Company name, Department, Address:**

Period: 90 days.

Company Name: United Commercial Bank PLC, Tejgaon Branch

Department: General Banking Department

Address: 191/A Bir Uttam Mir Shawkat Sarak, Dhaka-1208.

### **1.2.2 Internship Company Supervisors:**

Name of my supervisor: Mohammad Mostafizur Rahman

Designation: SEO and GB In-Charge

### **1.2.3 Job Scope & Job Responsibilities:**

The duties that I had to do and responsibilities that were given during my internship are described below:

- Filling out forms of personal and impersonal account opening form and different kinds of deposit account form.
- Conducting NID verification process for forms and completing filling out the form.
- Documenting loan proposals, charge documents and arranging, filing them sequentially.
- Managing different customer issues regarding their account, checking their account balance, giving out statements and solvency certificate and providing guidance regarding different problems.
- Checking the clearing cheques of other banks, pay order and forwarding to authorized officers for further processing.
- Helping and assisting in completing different duties of department officers
- Making calls to clients regarding
- Follow and assist deputy manager and other officers

### **1.2.4 My Contribution to the bank (United Commercial Bank PLC):**

During the internship period at UCB, I firmly believe that I have contributed my very best to the bank through my services. Believing that performance is the main factor, I have worked diligently in the organization by performing every task given to me in a proper way. For the first week, the officers of the General Banking department and my supervisor have helped me in learning the way they complete their works. Though, in banks, the interns are not given that much of difficult tasks, but I was willing to learn. So, I requested my seniors in the bank to teach me different things. They were also very enthusiastic to teach me different tasks like account opening, cheque clearing, receiving pay orders etc.

First of all, I worked in the general banking department for first two months. For the working period in general banking department, I have worked hard and completed every task diligently. I did everything timely and didn't leave works for the next day. Firstly, I was given the task of filling out different types of account opening forms. The type of forms I had to fill out are-

1. Savings Account
2. Current Account
3. UCB Youngsters Savings Account
4. UCB Ayma Savings Account
5. UCB Corporate Salary Account (Institutional)
6. FDR and DPS account forms
7. Letter of Credit

Besides that, I have also worked in the Card and Cheque division. Here, I had to organize daily cheques and cards along with informing the customers for receiving their cheque book and debit or credit cards, which I also had to keep records of receive dates. I also worked in the trade division of the bank, though for a short time, I learned to write the letter of credit there. Along with that, I had to provide the customers with information regarding their account, solve any query, giving account statements and making and printing pay order cheques. Among all the tasks, making pay order was the hardest one as I had to be very careful as to not mistake any data input. I also got the opportunity to remain present during the annual audit of the bank too. There I also had to assist the auditors as per their instructions. Here I have seen how the audit system for the banks work and how complicated and important the auditing process is for a bank. The environment is very impactful for any workplace. I observed every work manner and tried to maintain every rule and regulation. I managed to cope up with everyone working in the bank.



### **1.2.5 Benefits to the student:**

Throughout the period of my internship, I have grasped and was able to earn various skills while working in United Commercial Bank. In here, I was treated as a full-time employee of the bank and was given many important tasks to complete. These tasks have helped me understand an employee's responsibility to the organization. As I worked most of my internship period in general banking division, specifically the customer service division and its related departments, I have learned how to communicate with different types of customers, how to patiently listen to every query of customers and provide a solution. It also has taught me about how to convince a customer in case they wanted to receive any service of our bank

Each information in banking is private and sensitive. In such scenario, I developed my ability to be mindful and conscious of my task. Because just one error may ruin the banks' reputation. That is why, cross-checking is crucial for every form of job in the bank. Through working, I saw that every required information and authorization are completed by respective responsible personnel and is processed finally by the core banking solution, also known as Bank Ultimus. It is a fundamental piece of banking software that is both crucial and private. Each employee has their own unique ID and password, preventing unauthorized access to the financial information. All measures are made to protect the privacy and security of the clients' information.

Working people lead quite varied lives. Every person I've met is punctual and enthusiastic about their work. I learned time management and punctuality as I had to go to office daily on time because everyone is prompt and dedicated at work. The friendly and sociable coworkers have taught me everything I needed to do with care and passion. By working with them, I have learned what the office environment is and how to behave in different situations. It also helped me gather experience on how to work in a commercial institution as this was my first time working in an

organization. Lastly, I would like to state that, this internship has taught me how to keep the balance between my personal life along with my work life, how to be patient in different situations and how to be mindful of others.

### **1.2.6 Problems and difficulties faced during the internship**

The Internship program of United Commercial Bank is a well-organized program. Because of that, I didn't face many problems while working there. But as I was new to office work, I had some problem maintaining schedule at first. For the first few days, I had problems in attending office on time but very soon, I coped with that problem. In the workplace, I had some problems working at first as I was learning at that time. So, if any unfamiliar task was given to me, I had to ask different person about how to complete it and sometimes I was not getting any help as others were busy doing their tasks. Other than that, I had no problems in completing any tasks as I was learning things quickly.

### **1.2.7 Suggestions for my bank on future internship**

Every undergraduate student should take advantage of internship opportunities given to them. As I have done my internship, I have witnessed the organizations' internship procedure and based on my observation, I want to provide some recommendations for future internship programs. To begin with, interns should be briefed about what types of works they are going to do beforehand. They should be given challenging and educating tasks so that they can gain something from the work they are doing. There should be no concern in providing intern with sensitive data because all university students are aware of the bank's secrecy. Bank employees should encourage and teach interns to learn new things. Senior officers should motivate and help interns in all aspects of their job. Last and the most important, interns should be given the opportunity to work in all departments

of the bank so that they have a complete understanding of banking for the development of their future.

# **Chapter 02: Organization Part**

## **2.1 Introduction**

### **2.1.1 Objective of the company**

The focus for this section is to comprehend United Commercial Bank's many functions. This chapter will provide readers with a glimpse of UCB Bank's procedures in other divisions. There is much more to banking than borrowing and lending money to individuals, businesses, and the government. In addition to building a corporate culture and working to achieve its goals, the bank's responsibilities also involve functioning in the environment to fulfill the necessities of the customers. This chapter proceeds to perform an all-inclusive audit of United Commercial Bank's operations, and the following will be discussed:

- UCB's management techniques and processes for promoting itself and its output.
- The financial performance of the previous five years, from 2017 to 2021, as well as the accounting methods maintained in compliance with the regulatory authority's requirements.
- The list of different departments which operate within the bank provide customer service using an information system available to United Commercial Bank.
- United Commercial Bank's industry analysis using SWOT and Porter's Five Forces in banking business.

### **2.1.2 Methodology**

The data for this portion of discussion was compiled from both primary data sources and secondary data sources. Observations and interviews were used to acquire data from the field for the management practices and industry analyses. Although United Commercial Bank has a number of divisions, these departments were located in their corporate office; therefore, secondary data, such

as the bank's financial performance and accounting practices, was obtained mostly from the annual report and prior studies on United Commercial Bank.

### **2.1.3 Significance of the study**

The second chapter will provide the readers with the knowledge they need to comprehend the mission of United Commercial Bank as well as the functioning of the bank. Academic readers would be able to utilize the information and know about the practices done by United Commercial Bank in areas such as Marketing, Human Resource Management (HRM), Operation Management, Information Management System, and Finance and Accounting point of view in the same way that it has enabled me to relate the knowledge that I have acquired throughout the course of my undergraduate program. The industry analysis that pertains to United Commercial Bank will also be covered in this chapter. This provides the readers with the opportunity to gain knowledge on the present state of the market.

### **2.1.4 Limitations of the study**

Throughout the entirety of this internship study, there were a number of obstacles that needed to be overcome, which ultimately created some limitations in the research data collection. The following are the constraints that were faced throughout the research:

- In order to continue the investigation, certain data were collected from previous studies; nevertheless, it is possible that these findings do not fully apply to United Commercial Bank.
- According to some employees, some of the calculations in the practical conditions were different from interpretations, which could not be provided in the report. This is despite the fact that the financial information was computed using data from the yearly reports.

- Because the time allotted for this study was only three months, it was impossible to carry out an in-depth investigation of the subject matter that was being investigated.
- Certain pieces of information were kept hidden from the general public in accordance with the stringent policy of secrecy that the bank adheres to.

## **2.2 Overview of the Company**

### **2.2.1 About the Organization**

The United Commercial Bank is widely regarded as one of the most renowned private commercial banks in all of Bangladesh. United Commercial Bank PLC (UCB) commenced operations in the middle of 1983 with a strong commitment to Bangladesh's economic and social development. Since then, it has grown over the years to become one of the most important first-generation banks in the country. Through customized services, innovative approaches, dynamic attitude, and effective administration, within the realm of banking for the private sector, the organization has already established a strong reputation for itself with 204 branches. Without these extraordinary individuals (entrepreneurs), Bangladesh would not be as economically robust as it is now. UCB is registered on both the Dhaka Stock Exchange Limited and the Chittagong Stock Exchange Limited, and it is regarded as one of the most prominent publicly traded firms in Bangladesh. With a strong commitment to fostering the SME sector, the Bank reviews and monitors business loans, manages company financing risks, sets prices for goods, and works for SME development.

Its Corporate Banking service ranges from simple loan issuance to more complex matters such as assisting overseas subsidiaries in minimizing taxes paid, managing fluctuations in the foreign exchange rates and working out the specifics of the financing solutions required for the development of a new workplace, plant, or other facility are two of the most significant challenges.

Its area of expertise is comprehensive financial analysis with analytical capabilities for funding enormous projects such as RMG and infrastructure development. Customers can also use the bank's incoming and outgoing remittance services. Consequently, expatriates discover a straightforward method for transmitting funds through the proper channels.

The bank has developed into numerous financial sectors, including SME banking, corporate banking, retail banking, offshore banking, and remittance. In addition to their different deposit and loan products offered by retail banking, the bank offers export and import loans to qualifying applicants, which benefits the economy as a whole by increasing foreign exchange revenues. Other goods and services, for example their different types of card services, have had tremendous growth and success from the time of their introduction in 2006, and have swiftly gone to one of the tops of the domestic market with over 40,000 cardholders. To obtain a competitive edge and assume a leadership role in the nation's economic operations, the Bank invests heavily in network expansion and new technology adoption to promote the expansion of trade, commerce, and industry.

### **2.2.2 Vision**

Our vision is to enhance public trust in private institutions while also developing Bangladesh's economy through successful and profitable public investment. We work to guarantee the highest level of client services through the process of the finest application of pioneering information and technology system, a significant and positive contribution to the economic development, and thoroughly establishing ourselves at both domestically and overseas as a leading bank of the nation. (UCBL, 2022)

### **2.2.3 Mission**

The mission of Unitec Commercial Bank is to

- Create an environment where they can be the “Employer of choice”.
- Establishing a positive and quality client care system.
- Placing the utmost importance on assuring openness, accountability, and enhanced customer services.
- Serving the society, through which it hopes to get more and more intimately familiar with its customers.
- Continually improving system updates and professional growth to meet challenges and pursue excellence.
- Help in the implementation and digitization of banking systems with the aim of ensuring and enhancing the quality of support.

### **2.2.4 Values**

The core values of UCBL are

- Driven by outcomes
- Accountable and transparent
- Brave and courteous
- Inspiring and engaging
- Focused on customer happiness and joy

### **2.2.5 Organizational Objective**



- The primary objective of UCB is to establish a solid capital basis, to gain a competitive advantage, and to generate a profit that is digestible to excellent shareholders.
- The bank focuses on advancing the nature of the bank's assets by anticipating impressive borrowers.
- Putting emphasis on maximizing our profits and effort into satisfying the requirements of our clientele in order to ensure their satisfaction
- Establishing a unique culture among the workforce in order to foster outstanding examples of teamwork and coordination in order to get a significant competitive edge in the market
- Instilling conservatism and discipline throughout the company with regard to issues of working capital, liquidity management, and risk management

#### **2.2.6 Corporate Social Responsibility (CSR)**

United Commercial Bank Limited has been adhering to ethical business practices according with its ideals. Their moral principles indicate that they have a duty to contribute to society. Their ideals are infused with environmental, social, and economic considerations. Therefore, UCB has goals to aid and contribute to Bangladesh's growth. They are undoubtedly a commercial entity. They engage in various financial operations to give our clients with the most suitable financial goods and services. In the end, their actions create money to fulfill their responsibilities to all stakeholders. However, UCB is adamant that its actions are carried out in society and that it owes society for whatever tasks it performs. UCB has an obligation to ensure that its products and services do not harm the interests of society. UCB seeks to achieve sustainable growth. To do this, UCB has always prioritized People, Profit, and the Environment. They have gradually integrated Corporate Social Responsibility into one of their primary objectives. Consequently, it has become an integral part of the fundamental strategy. UCB's CSR actions are consistent with its corporate

vision. UCB participates in CSR by investing in numerous community-related programs. In 2021, their entire CSR expenditures amounted to 261.39 million Bangladeshi Taka.

## **2.3 Management Practices**

### **2.3.1 Leadership Style**

Every firm should incorporate consideration of various leadership styles into its management procedures. The manner in which an individual typically leads, motivates, directs, and oversees the activities of others in a group setting is referred to as their leadership style. Any person who possesses strong leadership qualities has the ability to motivate people to produce, invent, and provide performances. (Cherry, 2021)

The management system at United Commercial Bank is not specifically required to adhere to a predetermined leadership style, the management style may differ from branch to branch. In most situations, the managers are the individuals who are responsible for managing both the main branch and any sub-branches that may exist. The managers of United Commercial Bank are required to rigorously adhere to the regulations of Bangladesh Bank and the management policy of the bank, despite the fact that the managers' methods of leadership may differ depending on their personalities. The majority of the time, managers adopt a style of leadership that falls somewhere in the middle of authoritarian and participative leadership. Before making any decisions, managers may opt to discuss the matter with the operational manager, respective division's in-charge officers.

On the other hand, managers may choose to make decisions in accordance with the policies of the firm when it is in the best interest of the company.

### **2.3.2 Human Resource Planning Process**

The Human Resource Department, located in the United Commercial Bank's Gulshan headquarters, is responsible for the planning process. The HR team examines and forecasts the need for manpower across the whole bank as part of the planning procedure. The results demonstrate the demand for personnel in various positions or their many branches, customer service centers, IT department, etc. It may influence a number of variables, including bank vacancies and turnover rate. The HR staff creates job descriptions and job specifications based on its findings. The job description includes the nature of the position as well as its duties and responsibilities, whereas the job specification outlines the qualifications that United Commercial Bank seeks in applicants, such as educational qualification and employment history. The HR staff must report the findings to the Head of HR, who confirms the data and authorizes the process.

### **2.3.3 Recruitment and Selection Process**

The subsequent step in the HR planning process is the selection and recruitment procedure. Following clearance from the head of human resources, United Commercial Bank relies on advertisements to conduct its recruitment process. United Commercial Bank's entry-level employment include Probationary Officer, Trainee Assistant Officer, Cash Officer, Junior Officer, and Credit Management Officer. The HR teams seek out graduates from prestigious colleges in Bangladesh and advertise them in publications, on their career website, and on employment-focused networks – for example LinkedIn and BdJobs. Their recruitment process includes internal recruitment methods like job position, employee referrals and skill inventories. On the other hand

they also recruit through external sources. For that, they advertise their job description and qualification through different media, takes help of different employment agencies, campus recruitment, internship program and many more ways.

The employment opportunities at United Commercial Bank Limited are incredibly competitive. Candidates are expected to seek out the job posting and apply for different job openings. After that, a shortlist is generated based on the job description's qualifications and requirements. Then, candidates must sit for written examinations, which are administered entirely by the IBA department of Dhaka University. This is the most equitable method for selecting applicants. The selected candidates then deliver their viva and are subsequently accepted into the organization.

#### **2.3.4 Compensation System**

United Commercial Bank is constantly concerned for its employees. Their remuneration and incentives system has always been tailored to the specific needs of each employee.

- Monetary and non-monetary Compensation
- Incentives
- Bonuses Insurance
- Transportation
- Retirement account
- Profit-sharing
- Annual increment

On every festival, UCBL receives the festival bonus. The most important holidays are Eid-UI-Fitr and Eid-Al-Adha, during which each employee receives 20% of their base income. Employees of UCBL also receive the Boishakhi Bonus on April 14 each year. Employees who are on probation

are not eligible for the festival bonus. Upon confirmation of their membership date, they will be able to utilize such amenities.

#### **Paid Leaves:**

- Maternity leave: According to Bangladeshi law, all female employees are permitted to take a six-month maternity leave. According to Bangladesh Bank regulations, every bank is responsible for ensuring that every female employee receives all benefits during maternity leave. Banks also offer maternity bonuses to staff. UCBL assures that all of this is relevant.
- Sick leave: Each employee receives 20 days of sick leave each year. It is a government regulation. This leave does not count against an employee's leave.
- Weekly holidays: UCBL staff and security guards receive time off for all federal holidays.
- Situation-based leave: UCBL takes into account all situations for its employees. In addition to providing the greatest service to their employees, they take every accident case carefully and with care. If an employee's family member is injured in any way, he or she may also take leave with the manager's approval. In general, the authority provides 30 days of paid leave without wage deductions.

#### **Benefits**

- Gratuity: a gratuity fund is provided when an employee retires or departs the organization. Gratuity is granted to employees who have served the business for at least five to ten years.
- Provident Fund: Provident funds are made available to all UCBL workers. 10% of the basic pay is contributed directly to the provident fund. This money can be withdrawn at any time and is also handed to employees upon retirement.

### **2.3.5 Training and Development Process**

United Commercial Bank PLC consistently places great value on employee training and development. Therefore, UCB has its own training center known as the 'Learning and Development Center of UCB,' which is overseen by Mr. Ahmed and staffed by a small number of HR professionals who organize training programs for UCB employees. United Commercial Bank PLC thinks that properly trained workers will give superior customer service. The department of human resources desires to assure a team of committed, well-trained personnel who can assist both clients and the bank with their skills. In accordance with bank policy, many sorts of training are provided to workers. The majority of trainings are focused on banking activities and are well-structured. After the orientation program, UCB provides both management trainee officers and probationary officers with a foundation course covering the bank's general and specialized training. This training pertains to the task the business must complete. This program lasts approximately 30-45 days. After receiving training, both probationary officers and management trainee officers are assigned specific tasks to accomplish. And the duties allocated are primarily based on their performance, which is monitored by their supervisor through daily interviews at the end of the day, and trainees are also required to submit a weekly or monthly report. UCB also offers BIBM (Bangladesh Institute of Bank Management) training to management trainee officers and probationary officers, which is conducted by BIBM itself. (UCB, 2022)

Their training sessions include both on the job and off the job training sessions. There are normally two categories of training consisting of both on-site and off-site job training. They are General training session and Specific training session.

The General training includes the following training sessions

1. Foundation Course
2. General Banking
3. Banking Laws and Regulations
4. BASEL-II implementation
5. IT securities and information systems in Bank
6. Customer Service Intelligence
7. SBS I, II, III
8. Cash Management
9. SWIFT
10. Workshop on problem solving as per department requirement
11. Internal Control Risk Management
12. Foreign Exchange Regulatory Act- 1947
13. Basic Accounting Concept for Bankers
14. Assets, liabilities Risk Management (UCB, 2022)

Also, the Specific Training includes the following training sessions

1. Foreign Trade Payment and Finance
2. HR Management of UCB
3. Credit Management
4. SME Banking
5. Anti-money Laundering Policies and Implementation
6. CIB reporting
7. Credit Risk Grading
8. CRM Manual

9. UCPDC- 600

10. Prevention in Malpractices in Bank

11. Retail Banking

12. Treasury Operation

13. Housekeeping

(UCB, 2022)

### **2.3.6 Performance Appraisal System**

The definition of performance appraisal is the evaluation of an employee's current or previous performance in comparison to his or her specific standard. The evaluation procedure consequently comprises establishing work standards, assessing the employee's actual performance according to these standards and providing feedback with the goal of inspiring the individual to eliminate performance flaws or to continue performing above standard. Given the strategic importance of performance evaluation in rewarding employees, the preceding appraisal system has been revised, and the BARS system, in conjunction with KPI and MBO, has been deployed, with recognition closely related to performance result. The revised system would evaluate workers' work throughout the reporting year in a transparent manner and facilitate communication between appraiser and appraisee regarding performance and development comments.

### **2.3.7 Organizational Hierarchy and Designation**

Banking decisions are heavily influenced by board committee decisions. The board of directors are extremely devoted to ensure the strategies that would yield the greatest profitability of the bank.



<b>Chairman</b>		
<b>Board Secretary</b>		
<b>Board of Directors</b>	<b>Independent Director</b>	<b>Chief Advisor</b>
<b>Managing Director &amp; CEO</b>		
<b>Assistant Managing Director (AMD)</b>		<b>Deputy Managing Director (DMD)</b>
<b>Vice President (VP)</b>		
<b>Senior Executive Vice President (SEVP)</b>		
<b>Executive Vice President (EVP)</b>		
<b>Senior Vice President (SVP)</b>		
<b>Vice President (VP)</b>		
<b>Senior Assistant Vice President (SAVP)</b>		
<b>Assistant Vice President (AVP)</b>		
<b>First Assistant Vice President (FAVP)</b>		
<b>Junior Assistant Vice President (JAVP)</b>		
<b>Senior Executive Officer (SEO)</b>		
<b>Executive Officer (EO)</b>		
<b>First Executive Officer (FEO)</b>		
<b>Officer</b>		
<b>Probationary Officer (PO)</b>		
<b>Junior Officer</b>		

Table 01: UCB Organogram (UCB, 2022)

## **2.4 Marketing Practices**

Marketing is a crucial component for every business. Marketing is a strategy used by businesses to connect with their target audience and deliver products and services. In order to attract consumers, make a profit, and stay competitive, Bangladeshi banks employ a variety of marketing strategies. Because of their marketing expertise, UCBL is well-known and regarded by the general public.

### **2.4.1 Segmentation, Targeting and Positioning**

UCB Bank PLC. classified its financial services and products into several categories to better serve its customers, and these categories are based on the following criteria:

1. Customer characteristics
2. Geographic locations/areas
3. Financial conditions
4. The Business Model They Use

The Marketing groups at UCB are segmented according to the factors listed above.

Since UCB is a commercial banking institution in Bangladesh, it serves clients of all sizes, including individuals such as small businesses and large corporations. Because of this, the bank caters to a diverse range of potential customers. Recently, United Commercial Bank PLC. has been targeting people from upper classes with their "United Commercial Bank Limited Deposit Program." Additionally, they have been targeting every group of clients who are interested in digital mobile banking services by developing their mobile banking applications "Upay Digital Financial Service" and "Unet."

When it comes to banking services, UCB differentiates itself from the competition by offering a lower-cost mobile banking solution that contains capabilities that no other bank offers. The following are their positional strategies:

- a) Positioning By Characteristic: Some examples of product traits include the product's nature, characteristics, and color. The digital financial services offered by Upay were launched by United Commercial Bank Limited as an attribute based on the bank's positioning strategy. Customers view these services as being more advantageous to their lifestyles. Meaningful Innovation, Ease and Convenience, Availability, Best Experience, and Complete Security are the characteristics that make up these attributes.



(UCB, 2022)

- b) Positioning by Use: In consideration of consumers' needs, UCB offers a variety of products and services. Additionally, UCB Deposit Programmed can acquire credit or a loan for saving purposes. Moreover, Upay's digital financial services enable instantaneous business or personal money transfers from one region to another in the entirety of Bangladesh. By taking advantage of the deposit program, customers have the ability to extend the amount of time until they receive a substantial amount of money from the UCB. There is not another company that provides these particular services.

### 2.4.2 Marketing Channels

With the advent of contemporary technology, the modern banking industry has undergone significant transformation.

1. Mobile Banking through Android App Service and Message Alert (Unet)
2. Internet Banking for Balance Check and Remote Transfer
3. Agent Banking service
4. ATM and CRM booth for money withdraw, deposit and transfer
5. Mobile Wallet service (Upay). (UCBL, 2022)

The banking operations have been significantly altered by these services. However, UCBL is attempting to adapt to the ever-changing nature of technology. Their banking software is updated on a daily basis, and it provides consumers with a vast array of features.

### 2.4.3 Products and Services

The products and services of United Commercial Bank are categorized into different sections. They are divided based on the type of services they provide and based on different divisions of the bank.

<b>Accounts</b>	
Savings Account	Dynamic Benefits Savings
Current Account	UCB NRB Savings
UCB Youngsters Savings	Savings Deposit Non-Interest
UCB Prothom Account	NFCD & RFCD

Table 02: UCB user accounts (UCBL, 2022)

<b>Deposit Schemes</b>	
<b>Fixed Deposit</b>	<b>DPS</b>
UCB Earnings Plus FD	UCB Super Flex DPS
UCB Money Maximizer	UCB Youngsters DPS
Retail Fixed Deposit	UCB NRB DPS Plus
	UCB Multi-millionaire

Table 03: UCB Deposit Schemes (UCBL, 2022)

<b>Loans</b>	<b>Services</b>
Personal Loan	Locker Service
Auto Loan	SMS Banking
Home Loan	24x7 Customer Service

Table 04: Different UCB Loans and Services (UCBL, 2022)

<b>Card Service</b>
Credit Card (Classic, Platinum, Gold, Signature)
Debit Card (Regular, Salary, Imperial)
Prepaid Card
Business Card (Debit, Credit)

Table 05: UCB Card Services (UCBL, 2022)

Their other services include:

<b>OTHER BANKING SERVICES</b>
UCB Taqwa Banking
ATM Services

CRM Service
Locker Services
Remittance Services
Online Banking
Internet Banking Services (Unet, Uclick)
Bill Payment Services
Priority based Banking Services
Mobile Agent Banking (Upay)

Table 06: Different Services of UCB (UCBL, 2022)

#### 2.4.4 Advertisement and Promotional Strategies



(UCBL, 2022)

United Commercial Bank PLC often places different kinds of product announcements and advertisements in daily newspapers. For instance, information regarding branch openings, latest products, creative schemes, and new services. The billboards and signposts of United Commercial Bank PLC. are not highly visible from the road. In addition to billboards, tv advertisements, and newspaper adverts, prominent kinds of advertising include CSR initiatives, branding, and sponsorship. Recently, United Commercial Bank Limited has added a significant number of commercials to attract more important clients. They achieve this by distributing Victory Day ads, Traveling Ads, premium cards, and other forms of advertising. As an additional incentive, UCB provides its employees with a higher wage, additional incentives, and access to credit facilities.

This method is used to encourage people to work more effectively. Consequently, their job has become lot more responsive and effective.

## **2.5 Financial Performance Analysis**

### **2.5.1 Financial Performance of UCBL**

#### **2.5.1.1 Liquidity Ratio**

A company's ability to meet its short-term credit obligations can be measured by the liquidity ratio. This metric is useful for determining whether a corporation has enough liquid assets to meet its short-term obligations. Liquidity metrics are used by investors and creditors to assess a company's ability to cover its immediate debts and expenses. Though not ideal, a ratio of 1 is better than any ratio below it. Liquidity ratios of 3 or higher are preferred by creditors and investors. If a company has a high quick ratio, it means it can probably cover its short-term bills. With a ratio below 1, working capital is in the red and liquidity is an issue. When deciding whether or not to extend credit, creditors look at a company's liquidity ratios. When lending money, they want to make sure the company they're lending to can pay them back. A company's inability to secure loans may be the result of any number of financial problems. The liquidity ratio has an effect on the creditworthiness as well as the trustworthiness of the organization. Short-term loans can be paid off more easily if a company has access to a large amount of liquid assets. However, bankruptcy can result from chronic delays in repaying a short-term commitment. Hence, this ratio plays vital function in determining the financial and health stability of the organization.

Year	2017	2018	2019	2020	2021
Liquidity Ratio	1.16	1.15	1.13	1.15	1.05

Table 07: 5-years Liquidity ratio of UCB

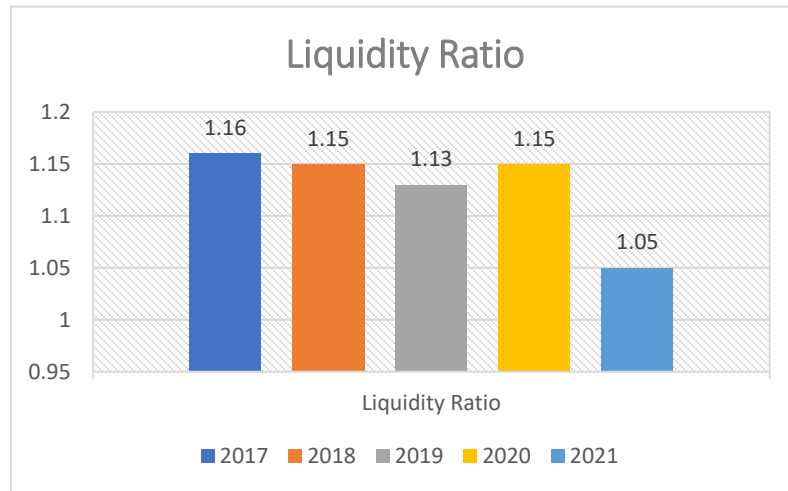


Figure 01: Liquidity Ratio

Here, we can see a negative trend on the liquidity ratio of United Commercial Bank. We can see that the ratio has decreased over the year with the exception of 2020, where it rose up than the previous year. This means that, for the bank, it has the ability to pay off their short-term debt but, it is decreasing every year.

### 2.5.1.2 Capital Adequacy Ratio (CAR)

For the Capital Adequacy Ratio (CAR), it demonstrates the bank's resiliency during times of crisis and protects depositors against intrinsic loss. The capital adequacy ratio, which is also known as the capital to risk weighted asset ratio, is utilized to safeguard bank depositors and to maintain the stability and efficiency of global financial institutions (Investopedia, 2022). According to the Bangladesh Bank, financial institutions are expected to maintain a minimum CAR ratio of 10 percent. United Commercial Bank met this requirement despite fluctuations over a five-year period. Despite a positive trend, the CAR ratio dropped in 2021, as seen in Figure 02. This demonstrates that United Commercial Bank maintained its capacity to safeguard depositors'



funds. For banks in Bangladesh, it is ideal to keep a CAR ratio of 10% of Risk Weighted asset, as stated by the policy of Bangladesh Bank. For UCB, we can find from the annual report that from 2017 to 2021, the CAR to RWA is 12.07%, 12.90%, 14.68%, 14.92% and 13.64%. We can see that UCB has kept an ideal CAR ratio throughout the last five years.

Year	2017	2018	2019	2020	2021
CAR	12.07%	12.90%	14.68%	14.92%	13.64%

Table 08: 5-years Capital Adequacy Ratio of UCB

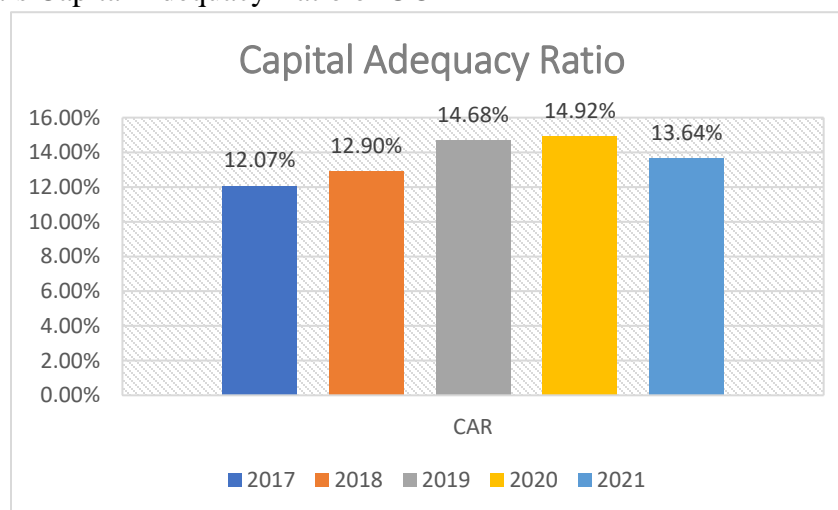


Figure 02: Capital Adequacy Ratio

### 2.5.1.3 Return on Asset (ROA)

Return on assets is one of the most popular methods of gauging business success (ROA). It evaluates a business's success by contrasting its net income to the sum it has put into its capital-intensive assets. When managers see a higher rate of return on their financial investments, they are more motivated to work hard and achieve their goals. For investors, the ROA formula is a crucial variable for assessing a company's profitability. A company's performance can be compared over time, or different firms of similar size might be compared in the same sector. From figure 03, we can observe that there is a downward trend in the ROA for UCB.

Year	2017	2018	2019	2020	2021
ROA	0.70%	0.62%	0.65%	0.61%	0.60%

Table 09: 5-years Return on Asset (ROA) of UCB

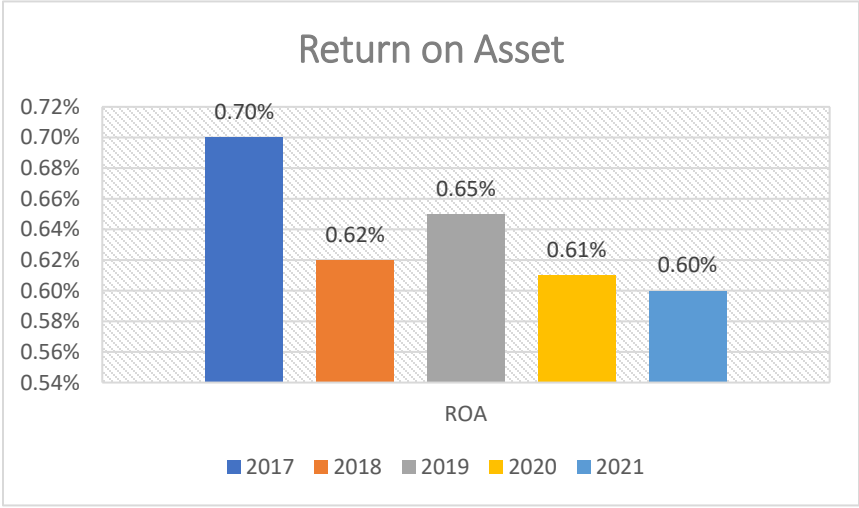


Figure 03: Return on Asset (ROA)

**2.5.1.4 Return on Equity (ROE)**

ROE evaluates to how much profit our equity investment is making. It tells you how much profit you received for every unit of equity you put into the company. Calculated by dividing net income by equity book value. ROE is a way for investors to measure how profitable a company is compared to its value of equity, or the amount of equity held by shareholders. ROE will rise if net income grows at a quicker pace than book value over a period of time, such as five years. Net income is declining at a slower rate than book value, but the pattern is the same. However, ROE will be lower if net income goes up more slowly than book value or if net income drops more rapidly than book value. For UCB, we can see a downward trend in case of ROE,

Year	2017	2018	2019	2020	2021
ROE	9.31%	9.45%	8.94%	8.42%	8.76%

Table 10: 5-years Return on Equity (ROE) of UCB

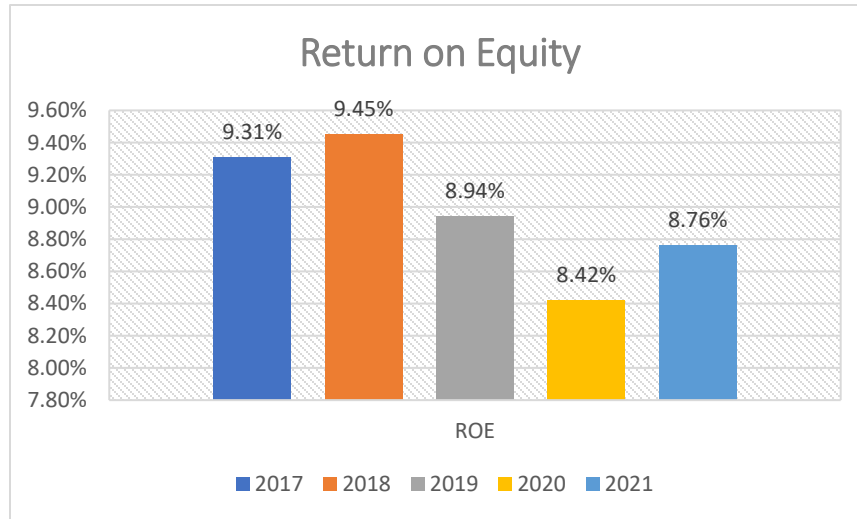


Figure 04: Return on Equity (ROE)

### 2.5.1.5 Net Interest Margin

When expressed as a proportion of total investment assets, the Net Interest Margin ratio shows how much money a corporation makes when it invests. This ratio is often used by financial institutions and other businesses to assess their investment options and keep track of the money they make from their credit operations. So, they'll be able to change their lending policies to maximize profit. Divide the difference between investment income and interest expenses by average generating assets to get the net interest margin percentage. A negative number shows that the business or company has not made wise investment decisions. However, a positive number indicates that the portfolio manager or corporation made money on their investments. From the visual representation, we can see that the net interest margin of UCB fluctuates in every year, on average showing a downward slope. But, in every year, they have made profit from their investment.

Year	2017	2018	2019	2020	2021
NIM	1.74%	1.04%	1.21%	0.49%	1.07%

Table 11: 5-years Net Interest Margin (NIM) of UCB

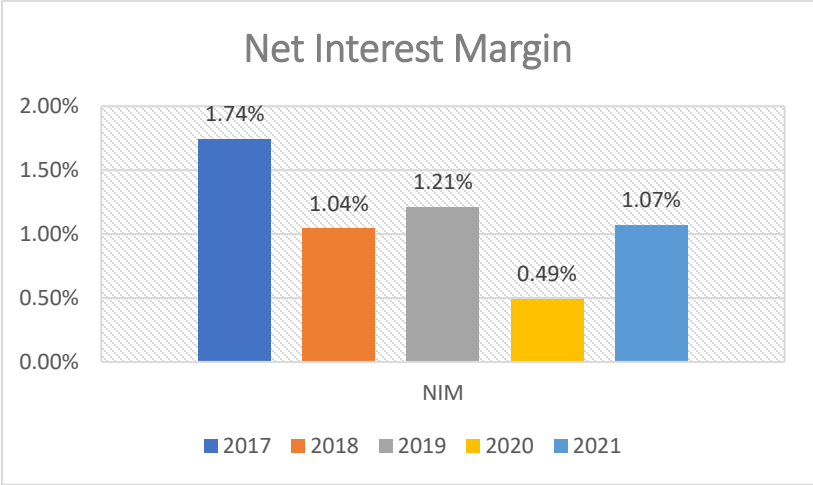


Figure 05: Net Interest Margin (NIM)

**2.5.1.6 Earnings Per Share**

In the financial world, earnings per share (EPS) is a measure of how much money a firm makes for each share of stock it owns. Calculating the basic EPS of a corporation is simple. A corporation's earnings per share (EPS) are calculated by dividing its quarterly or yearly net income by the number of outstanding shares of the company. Earnings per share (EPS) is a key indicator of a business's profitability, and investors use it to determine if the company is a good investment. For an investor primarily interested in a continuous income stream, the EPS ratio can indicate the room a firm has to increase its current dividend. If a corporation earns \$10,000 and has 1,000 shares outstanding, its earnings per share is \$10. Before calculating a company's net income or profit, dividends are removed from the profit. There is no definitive answer as to what a good EPS is. When comparing firms, it is beneficial to examine the EPS trend and how it compares to

competition earnings. It should also be remembered that a greater EPS can indicate profitability and stock price rises.

Year	2017	2018	2019	2020	2021
EPS	2.31%	2.04%	2.28%	2.23%	2.49%

Table 12: 5-years Earnings per Share of UCB

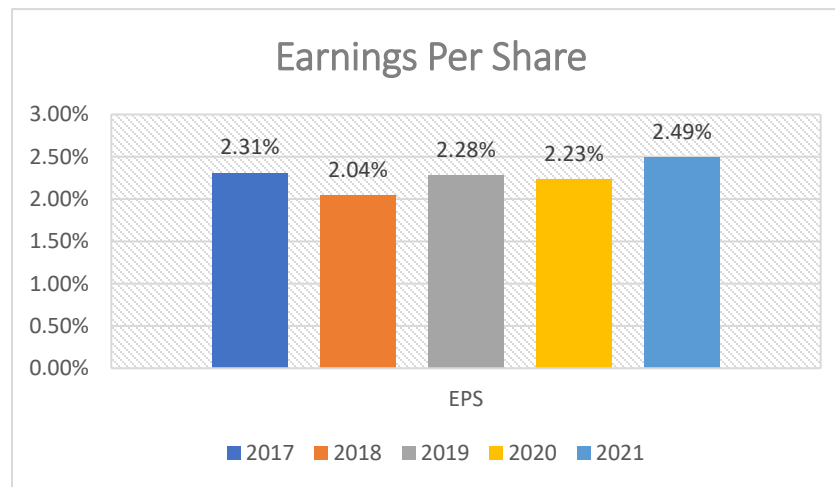


Figure 06: Earnings Per Share

### 2.5.1.7 Efficiency Ratio:

The efficiency ratio is a measure that demonstrates the profitability of a bank. The efficiency ratio of a bank helps them to calculate their profitability. This gives information about the financial soundness of the institution. To get a bank's efficiency ratio, divide its expenses by its net revenues.

Year	2017	2018	2019	2020	2021
Efficiency Ratio	32.00%	31.77%	30.42%	35.60%	37.77%

Table 13: 5-years Efficiency Ratio of UCB

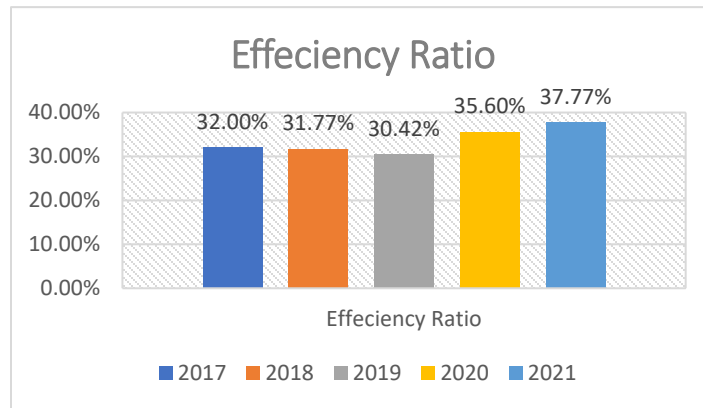


Figure 07: Efficiency Ratio

A bank's net revenue is calculated by deducting its loan loss provision from the operating income. When selecting a bank, many individuals consider factors such as competitive rates, checking service charges, and customer service. However, shareholders and even consumers can benefit from assessing a bank's financial strength in other ways, including profitability. A lower efficiency ratio is preferred since it suggests that a bank spends less to earn each dollar of revenue. Theoretically, it is said that a 50% efficiency ratio is excellent for a bank, as it means that \$1 of expenses would generate \$2 in revenue (Pritchard, 2021). From the figure, we can see that from 2017 to 2021, UCB has been maintaining its efficiency ratio well below 50%. Though it is increasing gradually after 2020, it is generating profit very efficiently for the bank as the ratio is still below 50%.

### 2.5.2 Compliance of United Commercial Bank with the regulatory body

For UCB, their main regulatory body is represented by the Bangladesh Bank. The financial accounts were prepared using the International Accounting Standards (IAS) and International Financial Reporting Standards (IFRS) applicable, stated by the Bangladesh Bank. In the event that the requirements of Bangladesh Bank's provisions and circulars differ from those of other regulatory authorities and accounting principles, Bangladesh Bank's provisions and circulars shall

take precedence. As a result, the Bank has deviated from certain IAS/IFRS requirements in order to comply with Bangladesh Bank's norms and regulations, which are indicated in the notes to the financial statements of the annual report. (UCBL, 2022)

## **2.6 Operation and Information Management System**

### **2.6.1 Operation Management System of UCB**

The Operation Division of United Commercial Bank oversees a variety of operational tasks whose purpose is to offer clients with the greatest quality service possible. The division of operations consists of numerous sub-divisions, such as Money Market Operations, whose purpose is to borrow and lend cash on the money market using products such as Treasury bills and bonds. Foreign Remittance Operations, which handles with a key revenue source for Bangladesh from expatriate employees in foreign nations, is another major operation. The operations division also includes Branch Operations, Cash Management Operations, and Swift Operations, through which United Commercial Bank conducts safe inter-bank communications and global transactions with international banks.

### **2.6.2 Information Management System**

In the current dynamic economy, United Commercial Bank's practices for managing information are of the biggest importance to them, just as they are for every other organization. The introduction of banking software has significantly enhanced both the client experience and the work efficiency. United Commercial Bank offers distinct software available for each of its

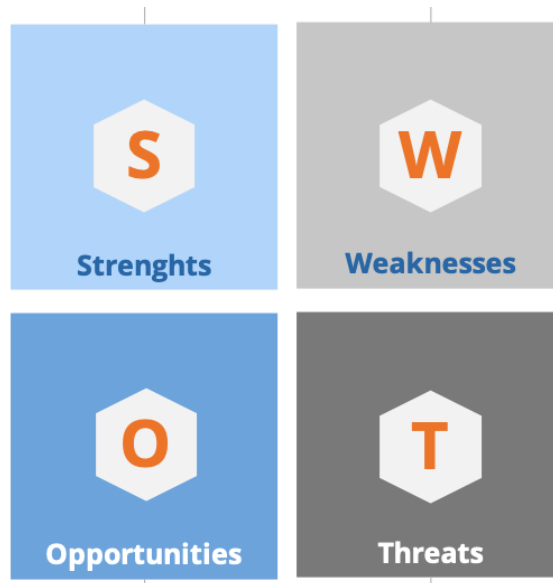
operating segments, such as the Flora Flexcube Universal Banking Solution, also known as FUBS, which is utilized by some of the world's leading banks. The FUBS enables the bank to utilize technologies such as Real Time Gross Settlement (RTGS) and Electronic Funds Transfer Network (EFTN), which enable the instantaneous electronic transfer of funds without the usage of physical currency. Additionally, United Commercial Bank has software depending on Oracle servers and a database system that enables the bank to store and utilize data as required. The branches are equipped with screening software that allows customers' information to be stored and cross-checked against an international sanctions list. It also has system connected with Election Commission Bangladesh to verify customers' personal data validity. Digital Banking is a vast sector of the IT department that focuses on Internet banking and the Card Management System, allowing consumers to make payments without having to visit the bank each time a transaction occurs.

## **2.7 Industry and Competitive Analysis**

It is crucial to know who your competitors are and how their goods, products, and marketing practices effect your business. Whether you are a Fortune 500 firm or a tiny, local business, your success is directly impacted by your competition. A SWOT analysis is a reliable analytical tool, focused on a specific company's data and analysis, whereas Porter's Five Forces is a macro-analytical tool, focusing on the industry's economy as a whole.



### 2.7.1 SWOT Analysis



(ConWISE, 2022)

SWOT is an acronym for Strengths, Weaknesses, Opportunities, and Threats; hence, a SWOT analysis is a method for evaluating these four components of your firm. It is a tool that can assist you in analyzing your company's current strengths and developing an effective strategy for the future. The SWOT analysis can also reveal areas of your organization that are weighing you down or that your rivals might take advantage if you do not take precautions.

#### **Strengths:**

- ❖ In terms of commercial banking, financial products, and customer service, the bank enjoys a solid reputation as a reliable commercial bank.
- ❖ Having a CRAR of 13.64%, the firm's capital base is solid.
- ❖ Strong culture of compliance throughout all operational areas.
- ❖ Many ATM and CRM booths across the country.
- ❖ A qualified and efficient executive board and an experienced and diverse executive staff.
- ❖ Strong Corporate Governance adherence.

- ❖ Comfortable liquidity condition.
- ❖ A well-made online banking system as well as mobile banking.
- ❖ Superior creditworthiness over the year.

### **Weaknesses**

- ❖ For a restricted labor force, employees are overwhelmed with more pressure.
- ❖ Their decentralized management structure is occasionally impacted by centralized administration.
- ❖ The credit methods are really challenging, and the evaluation process is excessively lengthy.
- ❖ Absence of advertising and promotional efforts
- ❖ Greater emphasis on investment in the Dhaka Zone

### **Opportunities**

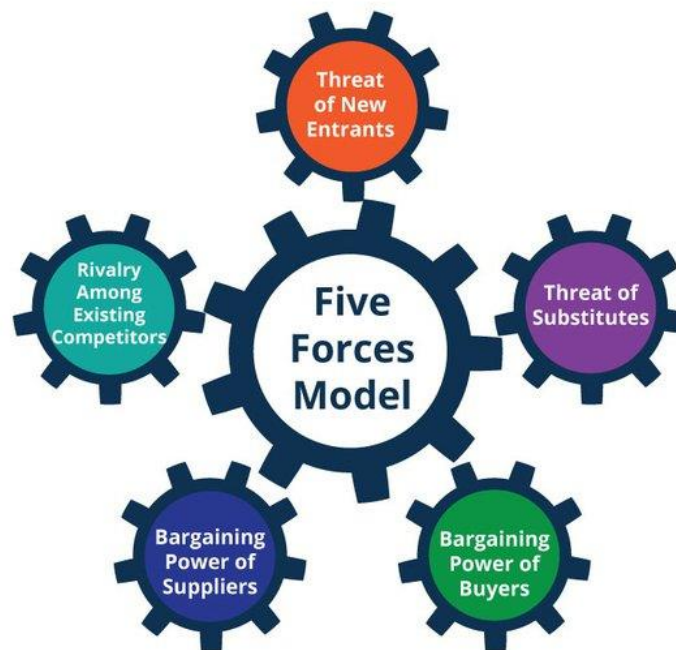
- ❖ Adding New Products for the Convenience of customers
- ❖ Offering innovative micro-financing services to individuals.
- ❖ Huge long-term support from Bangladesh Bank towards the launch of new branch offices in remote districts of Bangladesh
- ❖ As people become more aware of UCB Taqwa, the market for Shariah-compliant products and services expands.
- ❖ Banks and FinTech companies have a mutually beneficial partnership.

### **Threats**

- ❖ International banks that offer innovative products are expanding rapidly.
- ❖ Maintaining the bank's asset quality.

- ❖ Bangladesh Bank's strict regulations and controls.
- ❖ High levels of rivalry among modern banks.
- ❖ Inflation-adjusted deposit and investing rates of 1 percent place additional strain on the financial industries of Bangladesh.

### 2.7.2 Porter's Five Forces Analysis



Porter's Five forces determine the competitive strength of a market, according to this theory. The five forces identified by Porter help to determine where power resides in a corporate environment. This is useful for evaluating both the competitive strength of a company's existing position and the competitiveness of a position it may seek to shift towards. Frequently, strategic analysts employ Porter's five forces to assess the potential profitability of new products and services. By knowing where power resides, the theory may also be utilized to find areas of strength, enhance areas of weakness, and prevent errors.

- **Threat of new entrants:** The level of threat posed by new entrants to UCB is modest. This is due to the fact that the banking business is overcrowded with numerous banks and non-banking financial firms. In addition, the required for start-up capital is relatively high, limiting the majority of businesses and investors from joining the market. In order for clients to deposit monies into the bank, new entrants may also require a high level of customer confidence, which is an additional barrier. Based on the scenario, we can say that, the new competitors pose a very low threat to the United Commercial Bank.
- **Threat of substitutes:** The threat posed by substitute services to United Commercial Bank is moderate. Banks are recognized as registered financial institutions. Non-bank financial firms that offer comparable services, such as loans and lease finance, are the closest alternatives to banks. IPDC Finance, IDLC Finance, Midas Financing, etc., are examples of non-banking financial organizations which customers can choose over banks. As a result, the threat to the banks is moderate, as clients may switch banks in some instances, despite the banks' reputation as safer options.
- **Bargaining power of buyers:** The negotiating power of customers is very strong. In general, clients who invest in banks are referred to as buyers and hence possess the ability to negotiate with the bank. Businesses' profit margins are reduced as a result of buyer pressure to reduce prices while enhancing service quality. When it comes to lobbying banks in this area, customers may be a little annoying. To preserve their own interests, banks frequently engage in the sale of financial products. United Commercial Bank has always provided competitive deposit and investment rates, taking into account the state of the

economy as a whole. Despite the intense rivalry in the industry, UCBL continues to offer unique and dynamic services that distinguish it from other banks.

- **Bargaining power of suppliers:** The suppliers' bargaining power ranges from low to moderate, relying on the suppliers. The Dhaka Bank's suppliers are depositors such as individual depositors and other financial companies. Individuals typically seek banks that offer the highest interest rates; hence, they may simply switch between banks and have a small degree of negotiating power. Generally, financial institutions have strong inter-bank relationships and significant switching costs, resulting in a lack of bargaining strength.
- **Rivalry among existing competitors:** In recent years, there has been a considerable increase in bank rivalry in Bangladesh. The banking sector is challenged by 61 scheduled banks and 34 non-banking financial firms. There has been an increase in rivalry among the market's 61 banks, as well as an aggressive price setting competition, which has led to a decrease in loyal consumers. Bangladeshi banking customers have comparatively lower switching costs, which means customers can easily switch from one bank to another, resulting in minimal or no client loyalty. Competing goods and services are very similar. So, based on the observation, it can be said that, the rivalry among the competitors is very high.

## **2.8 Summary & Conclusion**

This chapter's discussion began with a discussion of United Commercial Bank and its goals before continuing on to its various divisions and their roles. The chapter examined Human Resource Management and United Commercial Bank's recruitment and management of workers. The chapter then concentrated on the marketing methods and product lines offered by United Commercial Bank to its clientele. United Commercial Bank's financial performance was also

evaluated utilizing a variety of key financial measurements and accounting principles. The operations division is one of the bank's largest departments, which was discussed with the bank's software. The chapter concluded with a SWOT analysis showing the overall performance of the bank and a Porter's Five Forces analysis for the banking sector to gain a deeper understanding of both.

In conclusion, United Commercial Bank PLC is considered one of the most reputable private commercial banks in Bangladesh, having been in operation for nearly four decades. All throughout voyage, UCB has been committed to providing excellent service to its customers by utilizing all of its available resources. With the target to provide the best service for the customers and making contribution to the economy of Bangladesh, United Commercial Bank is working tirelessly, throughout the years with their customers and employees.

## **2.9 Recommendations**

- UCB should make modifications to their IT infrastructure. Their technology is up-to-date, yet I've seen that their server is frequently slow. They should devise a solution to reduce their servers being down issues.
- The bank should take emphasis on improving their online sector of banking as I have observed many clients facing problems regarding online banking.
- The importance of a customer's need-based inquiry should be elevated. As I observed, clients must wait several hours for their task to be completed, which may result in their dissatisfaction.

- There are six parts directly related to clients under the general banking division; consequently, the GB division should be subdivided further. By creating a neatly structured General banking system for the bank, it would help them by creating a close and intimate relationship with the customers.

## **Chapter 03: Project Part**

### **Customer Service and its' impact on the satisfaction of Account Holders. A study of General Banking Service of United Commercial Bank PLC**

#### **3.1 Introduction**

##### **3.1.1 Background**

The ability to satisfy customers is the primary objective of all firms, as satisfied consumers eventually become loyal customers who are accustomed to using the service and are less likely to move to a competitor's offering. However, the customer will only be satisfied if the bank provides excellent customer service. Consumer satisfaction is a psychological phrase that is difficult to quantify and varies from individual to individual. Various elements may have a significant role in determining the level of satisfaction. When the perceived quality of a product meets or surpasses the consumer's expectations, the consumer feels associated with a product and becomes a loyal, satisfied customer. When consumers expect more and marketers are unable to satisfy those needs with current products, marketers must increase the quality of their products to retain customers. It is appropriate to present multiple definitions rather than a single one because a single definition implies that there is just one, which is obviously not the case.

"Customer satisfaction is comparable to ensuring that the performance of a product or service matches the customer's expectations."

"Customer satisfaction is often defined as the emotion an individual has when a product or service satisfies his or her expectations. Customers are satisfied when an offering matches their expectations (Tanner, Raymond, 2021).



According to Kotler (2000), satisfaction is "a person's sentiments of pleasure or disappointment arising from comparing a product's perceived performance (or outcome) to his or her expectations."

As a prominent bank, UCBL must pay greater attention to the client and exceed service quality in order to maintain current customers and attract new ones. In addition to the banking industry being more competitive, banks are also offering more competition. In addition, there are numerous banks in the present market, all of which are attempting to maintain their existing customers while also courting the new target demographic. So, to see how the customer service of UCB is satisfying the customer and how effectively, I want to conduct research on this topic.

### **3.1.2 Objectives**

United Commercial Bank is considered as a very well-known banks among the commercial banks of Bangladesh. They have a large user base due to their good customer service and diversified products. To expand their user base and also to expand their business, UCB is trying to offer better customer services and create a good experience for the clients while they are taking the service. The customer service section mainly falls under the General Banking division of UCB. To find out how effective the customer service of UCB is in creating satisfaction for the customers. For that, the objectives that I have to fulfill are:

1. Getting an overall idea about the General Banking division of UCB.
2. Gaining and showing in-depth description of Customer satisfaction and its variables.
3. Collecting and reviewing user provided data to assess the customer satisfaction level based on their experience in customer service they were given.

4. Critical analysis of collected data to see the effectiveness of customer service provided in relation with its' effectiveness in creating customer satisfaction.

### **3.1.3 Significance of the study**

Consumer happiness, is in the banking industry, considered among the most important variables in the business's development. Every modern firm does consumer satisfaction research in order to build an exceptional customer base and maintain them for an extended period. The firm must be aware of consumer wants and the products and services that currently dominate the market. The firm must create its products in accordance with consumer demand and educate its personnel on the basis of consumer pleasure. Through the study, the readers will get an in-depth view of the customer satisfaction process and its factors. This study will also show how UCB is providing their customer service and their service quality. Finally, the study will show some analysis of customer responses given by regular customers based on a set questionnaire.

## **3.2 Methodology**

For this study, our purpose is to get an overall understanding of United Commercial Bank Limited's customer service procedure and its effectiveness. An array of data collection methods such as surveys and interviews are used in conjunction with observational research, which entails gathering and analyzing relevant data as well as taking notes on what one sees and hears. It was compiled from a variety of sources, including primary and secondary.

### **Primary Data Sources**

- UCB officials and On-site supervisor.
- Working in customer service desk at the front.
- Direct interview of customers using questionnaire.

- Indirect interview of customer while providing service to them.

### **Secondary Data Sources**

- United Commercial Bank PLC's official website
- Data collected from Bangladesh Bank's website
- Annual reports of United Commercial Bank
- Previously published articles, news and editorials.
- Various research papers related to different types of studies done on UCB.

#### **3.2.1 Limitation**

Time is an essential aspect of any type of research. Three months is insufficient to learn every aspect and piece of information about a bank, in my opinion. Moreover, banks are quite private. There were significant restrictions against disclosing any bank-related private information. For this reason, the project's efficiency is lacking in various areas.

### **3.3 Findings & Analysis**

#### **3.3.1 General Banking Division of UCB**

The primary function of the general banking sector is to manage the customer demand, provide different services, especially routine transactions of the banking system. They must supply the clients' desire for cash and solicit their investments. As their services, they open new accounts, transfer customer funds from one location to another by issuing bank drafts, pay orders, and endorsements, and collect all customer bills, including local cheque collection and inbound and

outbound bill collection. Retail banking is another name for general banking. The following UCBL departments fall under the general banking section:

1. Cash section
2. Account opening desk
3. Deposit and Remittance section
4. Clearing service section
5. Accounts Department
6. Other Service sections

### **3.3.1.1 Account Opening Section**

United Commercial Bank Limited offers numerous account kinds depending on a variety of criteria. General banking accounts are available at all banks, but UCBL offers specific facility-based bank accounts for its particular clientele, in addition to accounts for businesses and religiously-minded individuals. The UCBL's bank accounts are detailed below:

a) Current Account: The current account is the primary bank account for UCBL. It provides deposit lockers, cash refunds, and debit cards for cash withdrawals. Under this service, they have Simple, corporate and Easy plus accounts under the current account heading.

b) Savings Account: UCB offers 2 types of savings accounts. They include general savings and corporate savings accounts. Under general savings account, customers will get all the available services where corporate saving account will get some special privileges like higher deposit or withdrawal amount, easiness in case of issuing loans etc.

c) Dynamic Benefits Account: This account, while giving all the services of a general savings account, also incorporates the interest of customer with UCB's banking privilege in order to assist them in creating a safe and easy banking service environment. In addition, this also offers a High Priority Savings Account that gives regular benefits through interest facilities.

d) UCB AYMA Savings Account for women - The women's savings account is exclusively for female entrepreneurs and job holders. Presently, online women sellers are interested in establishing AYMA accounts.

e) Taqwa Account - UCB offers this account exclusively to those who do not want the banking privileges prohibited in shariah and do not desire bank savings interest. This account operates its customers' financial transactions in accordance with the Islamic Shariah.

Other accounts include the Student Account, salary account, RFCD and NFCD, NRB accounts

### **Requirements for Opening accounts**

The first conditions for opening a bank account are:

- Request on the specified form
- Description of the applicant Sample signature
- Two copies of a current passport-sized photo certified by the introducer.

The initial inquiry of the customer care desk is whether the customer was introduced by someone connected with the bank to open the account. If yes, they provide the customer with an account opening form. This form includes sample signature card, a Customer Transaction Profile (TP) Form, and an Anti-Money Laundering Form. Then, request that the consumer complete out the form accurately and submit it with the necessary documentation.

### **Steps taken at the Time of Account Opening**

Prior to opening a checking or savings account, the following requirements must be met.

- Inform the customer of the fundamental operating conditions for the account (e.g., charges, minimum balances etc.).
- Receive a completed account opening form and all other required documentation, including two current photos of each signature.
- Obtain identification of the client and check the introducer's signature.
- Have all papers approved/initiated and remove any blank signature card spaces.
- Seek the consent of the General Banking Supervisor / Manager.
- Assign an account number and prepare the initial deposit slip before delivering it to the cashier.
- Must be 18 or older and of good mind.

#### **3.3.1.2 Cash Department**

Since it communicates directly with clients, the cash division is the most important branch of a bank. This department is responsible for communicating with the bank's customers, providing information to bank authorities based on such communications, and collecting money/cheques from customers in accordance with banking procedures. It accepts funds and handles payment operations. Listed here are the register books owned by the cash department.

- Key Register
- Remittance-based registers
- Protected in/out registers
- Receiving book of the cashier

- Payment book of the cashier
- Cash balance linked book

In contrast, money is given or received in the form of cash, checks, Pay-orders, bills, Telegraphic transfer, DD, and MTDR.

### **3.3.1.3 Deposit and Remittance Section**

#### **Deposit Section**

The main function of banks is to accept deposits and since the beginning of the banking system, it has been common knowledge that the primary function of a bank is to collect deposits. Accepting deposits is the most standard function of a commercial bank, as there cannot be a business which does not have deposits in a bank. The sorts of deposits that UCBL accepts are as follows:

**Demand Deposit:** Customers can remove their deposits without providing advance warning. UCBL accepts these types of deposits through the following channels:

- A) Current account
- B) savings account
- C) Request from other banks

**Time Deposit:** These types of deposits are available for withdrawal at specific period, or as a result of some given notice. At the time on which a client account is opened, a contract is required between the parties. Therefore, a contract is executed between the customer and the bank prior to taking these forms of deposits. This agreement will not be effective if both parties lack the legal capacity to engage into it. Because opening this sort of account generates the initial bond, UCBL authority is extremely cautious and diligent regarding the qualification of the consumer. The bank

must also negotiate with individuals of varying status, attitude, and personality. UCBL accepts the Fixed Deposit Receipt (FDR), Bearer Certificate Deposit (BCD), and Short-Term Deposit (STD) forms of time deposits.

- 3 Short Term Deposit (STD): In order to earn interest on this sort of account, the deposit must remain in the bank for at least seven days. STD does not offer superior interest rate from savings deposit. The customer cannot make frequent withdrawals from this account, and he must provide advance notification to remove funds.
- 4 Fixed Deposit Receipt (FDR): Customer puts funds into this account for a predetermined period of time. As the bank does not hold cash against these deposits, it offers a greater rate of interest on the revenue generated from these deposits. Typically, at least 50 percent of total deposits are accumulated from deposits. Customers can typically open these types of deposit accounts for a specified period of time and a specified amount of profit.

### **Remittance Section**

Remittance refers to the sending of funds from one location to another. UCB follows three settlement modules, which are:

- Telegraphic Transfer (TT)- TT is the quickest method for sharing files from one computer to the next. The routing and scheduling division notifies the operating sector of any remote border through fax, telephone, or other means to make a predetermined cash payment to the designated payee.
- Demand Draft (DD) - It refers to instruments that are part of an unlimited demand for a commercial bank to pay a specific person a set amount of money in compliance with requests. It is an amazing tool for moving money around in cash.



- Pay Order (PO) - This is a system of fund exchange method from a payer to a payee within a specified clearance range by maintaining a record channel. A person can also consider purchasing percentage requests in a variety of models, including pay with cash and pay with a bank deposit.

### **3.3.1.4 Clearing Service Section**

UCBL offers both an outgoing and an incoming clearing service via Bangladesh Automated Clearing House (BACH). Through a clearing house, a bank receives funds from one bank customer to another. Article 37(2) of the Bangladesh Bank Order of 1972 identifies as scheduled bank those financial institutions that are members of a clearing house. Scheduled banks clear the cheques drawn on each other through the clearing house, as a member of the clearing house, UCBL is obviously considered a scheduled bank.

#### **Different Types of Clearing:**

**Outward Clearing:** Cheques deposited by consumers are routed to the appropriate banks for clearing under this sort of clearing.

**Inward Clearing:** Inward clearing refers to the process of receiving checks from other banks' branches for the purpose of depositing funds into the accounts of other banks' branch customers.

**Reason for cheque bouncing:**

- ✚ Insufficient funds in the account.
- ✚ Inconsistency between the quantity expressed verbally and numerically.
- ✚ Expired checks (out of date).
- ✚ The payment was halted by the drawer.

- ✚ In order to make a payment, the recipient must first be approved by the payee.
- ✚ A bank-issued cheque with a crossed-out signature.
- ✚ The sign of the drawer does not match/required in this case.

The clearing of the check is the responsibility of the concerned officer.

- ✚ Cross checking the cheque.
- ✚ The proper authorization, sign and seal of the cheque owner.
- ✚ Posting the cheque electronically
- ✚ Separating the cheque and deposit slip.
- ✚ Printing by computer, first by branch and subsequently by bank.
- ✚ The cheques are sorted first by bank and then by branch.
- ✚ Create an electronic confirmation form for the 1st Clearing House.

### **3.3.1.5 Accounts Department**

Accounts are the bank's most sensitive and classified area. As part of the computerized banking system, this sector is responsible for keeping track of all transactions and ensuring that they are accurate. Printed party ledger vouchers include an additional statement and a clean cash statement. Preparation for the supplemental is one of the first tasks of an accountant's day. Other tasks include posting the transfer from one bank account to another and keeping record of the multitude of transactions that enters into the system throughout the day. Periodically, the account department is responsible for preparing various sorts of statements for use by the branch, the headquarters, and Bangladesh Bank. The following are the statements:

- Recording daily affairs of the department
- Day-to-day positioning

- Keeping record of daily transactions list
- Different Periodical Statement of Accounts
- Preparing the General ledger.

### **3.3.1.6 Other Customer Care Services**

#### **Credit card**

UCBL offers credit card services through a vast network of United Commercial Banks' ATMs. There are no fees for local withdrawal of money. But for foreign currency, withdrawal fees are 150taka for 5,000 taka and 300taka per 5,000 taka and beyond. Withdrawals can be made at all VISA-marked ATM machines around the country.

- Credit cards are made available to women in Bangladesh for the first time.
- Color selection for standard (Silver) goods.
- International POS terminals and ATMs accept cards with a higher level of coverage.
- Spending reward points can be redeemed for tempting rewards.
- The newest and highest-quality product on the market with the lowest annual charge.

## Scheduled Charges of Credit Cards of United Commercial Bank

UNITED COMMERCIAL  
BANK LIMITED



<b>Credit Card: Schedule of Charges (SOC)</b>	
Last update: 13 <sup>th</sup> July, 2022	
<b>Service Category</b>	<b>Fees &amp; Charges (BDT/USD)</b>
<b>Issuing Fees (Basic Card)</b>	
Classic	Free
Gold	Free
Platinum	Free
ERQ/RFCO	Free
Business	Free
Signature	BDT 10000
<b>Annual Fees (Basic Card)</b>	
Classic	BDT 1500
Gold	BDT 3000
Platinum	BDT 5000
ERQ/RFCO	\$75
Business	BDT 5000
Signature	BDT 10000
For Imperial customer (except Signature Credit Card)	No annual fee if customer maintains minimum balance threshold round the year
<b>Annual Fees of Basic Card in case of 18 transactions in previous year</b>	
Classic	BDT 50
Gold	BDT 50
Platinum	BDT 50
ERQ/RFCO	\$1
<b>Issuing Fees (Supplementary Card)</b>	
Classic	Free (1 <sup>st</sup> Supplementary Lifetime Free)
Gold	Free (1 <sup>st</sup> Supplementary Lifetime Free)
Platinum	Free (1 <sup>st</sup> Supplementary Lifetime Free)
ERQ/RFCO	Free (1 <sup>st</sup> Supplementary Lifetime Free)
Business	Free (1 <sup>st</sup> Supplementary Lifetime Free)
Signature	Free (1 <sup>st</sup> & 2 <sup>nd</sup> Supplementary Lifetime Free)
<b>Annual Fees (Supplementary Card)</b>	
Classic	BDT 500
Gold	BDT 1000
Platinum	BDT 1500
ERQ/RFCO	\$25
Business	BDT 1500
Signature	BDT 1500
<b>Replacement Card Fee (Both Primary and Supplementary)</b>	
Classic	BDT 500
Gold	BDT 500
Platinum	BDT 800
ERQ/RFCO	\$10
Business	BDT 800
Signature	BDT 800

**Figure 07: Scheduled Charges of Credit card**

**Providing a Statement of Account:** Bank customers may occasionally feel the need to be aware of their account's current state. In these circumstances, a client may request a copy of their account statement from a customer service provider at the customer service desk, which the bank will provide when the customer has followed the required steps. This statement is also required in applying for visa, taking loan and various other formal and informal matters.

**Locker Assistance:** UCBL provides a user-friendly locker solution that ensures the security, safety, and privacy of customers' valuables. This service is now offered in 42 locations around the nation. Locker service accepts deposits of jewelry, vital documents, and all other acceptable items.

### **Green Banking at UCBL**

The "Green Banking Cell" is the one who developed the "Green Banking Service" policy of UCB, which the board of directors has also accepted. According to the bank's policy, adequate funds will be given in the upcoming budget for appropriate initiatives. Environmental Risk Management policy has been separated in accordance with the directives of Bangladesh bank. A draft "Green Office Guide" is in its final stages of development for the purpose of enhancing internal environmental management.

### **3.3.2 Customer Service and Customer Satisfaction**

#### **3.3.2.1 Relation of Customer Satisfaction and Customer Service Quality**

There are numerous exchanges and contradictions in the article regarding the distinction between service categories for clients and their satisfaction. Customer satisfaction is viewed as a precursor to administration quality by administration quality professionals. There is a significant correlation between customer loyalty and client retention. In the absence of administration, the success of the item will be determined by the client's perception of service quality and customer happiness with the product. If the performance of the administrations much exceeds the expectations of the administration, then customer satisfaction will be high, and vice versa. In administration quality writing, the impression of administration delivery is evaluated independently of customer expectations. When the bank will provide their customers with swift and standard services, those customers are bound to be satisfied with the service they are getting. These in turn will make them some of the loyal customers of the bank.

#### **3.3.2.2 The ISO Guideline for Customer Satisfaction**

For estimating customers' loyalty is an important addition to the new ISO9000:2000 standard. Currently, quality-assured associations are required to distinguish the characteristics that cause client loyalty or dissatisfaction and to deliberately measure them. Due to the fact that clients' needs must be addressed anyway, we can't create customer loyalty merely by understanding their needs in depth. However, missing the mark will inevitably result in dissatisfaction.

"As a measure of the effectiveness of the Management System, organizations may examine data pertaining to customer recognition to see if they have satisfied client requirements. The tactics for getting and employing this information may be resolved."

The UCB Bank customer satisfaction factor has been separated in two.

a. Dependent Variable: The dependent variable shows that the fluctuation of the independent components has an effect on the dependent factor. In this study, the dependent variable is customer happiness, which is contingent on several independent UCB Bank variables.

b. Independent variable: The independent variable implies that this doesn't need to rely on dependent component. It has complete discretion over its actions. The bank's independent variables are listed below:

1. Account Maintenance
2. Responsiveness
3. Reliability to Customers
4. Tangibility & Service Assurance

### **3.3.3 Highlights of collected data**

From the data that I have collected with the help of my questionnaire, I have gathered the following highlights. Most of my respondents are male. I have taken the interview of total of 17 males and 13 female account holders. I have also found out that most of the respondents are different private job holders and different business owners. Most of the clients have savings account with us among the interviewees and second most accounts are current account. From the interview or my research, we can see that 44% account holders believe that UCB provides a very good customer care service and a very few people have had a bad experience with UCB. We can also see that among the respondents, 56% people have experienced a highly satisfactory customer care service. We can

also see that overall, no one has been extremely dissatisfied with the banking service and customer care service provided by United Commercial Bank.

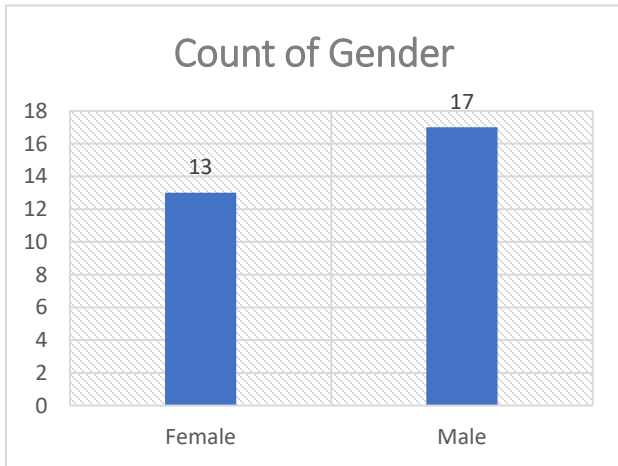


Figure 09: Respondent gender count

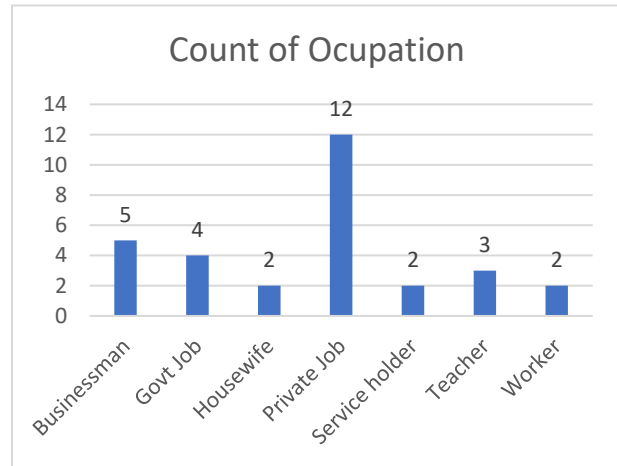


Figure 10: Occupation of respondents

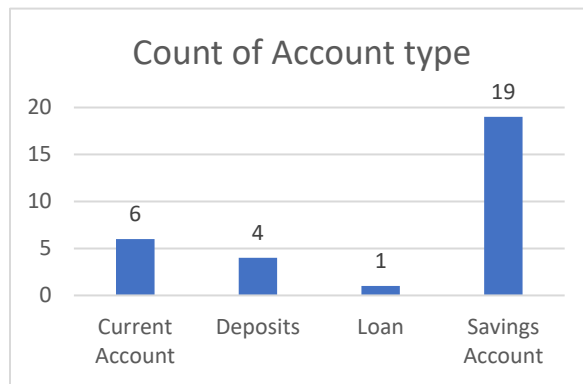


Figure 11: Account types of respondents

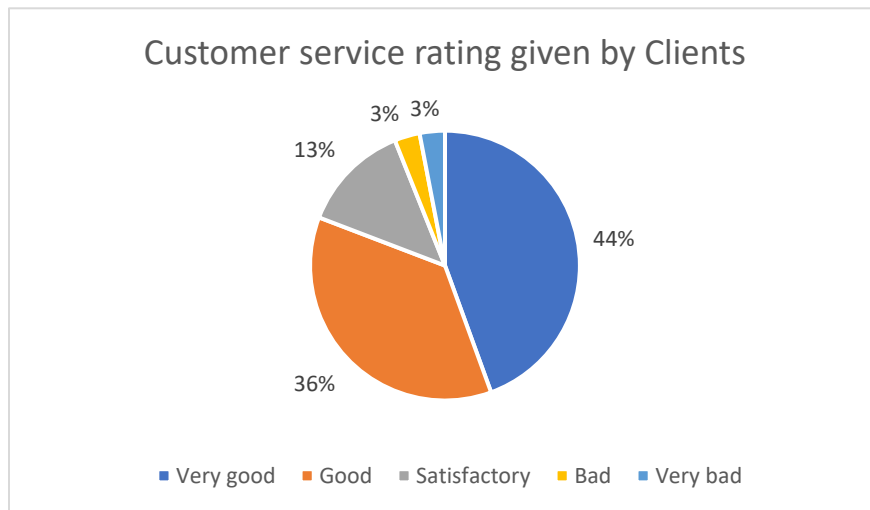


Figure 12: Graphical representation of client given ratings on customer service



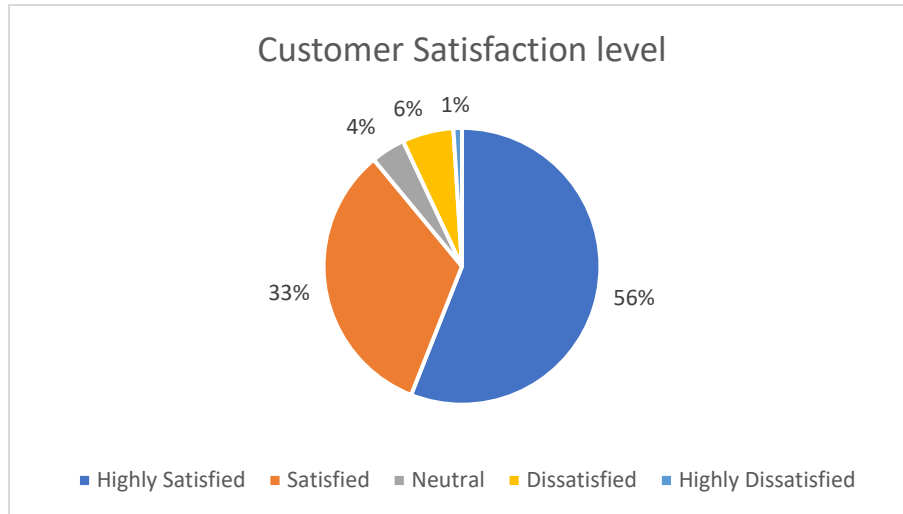


Figure 13: Graphical representation of customer satisfaction level

### 3.3.4 Establishing a relation between the two types of variables

For my topic, Customer Service and its' impact on the satisfaction of Account Holders. A study of General Banking Service of United Commercial Bank PLC Tejsaon Branch, we can see the two variables of the topic, the independent and the dependent variable. As the independent variable, we get "Customer Service" and as the dependent variable, we get "Satisfaction of Account Holders". Now, as we have found out the two variables, we need to establish a relation between them to see the impact of customer service on creating a good experience for the account holder. For testing the relation, we first need to establish a null and alternative hypothesis for the test we are going to do and test those hypotheses using Correlation and Regression analysis using SPSS.

#### 3.3.4.1 Correlation Hypothesis testing

Topic of concern: The better the customer service, the higher the customer satisfaction level.

Null Hypothesis (H0): There is no positive relationship between Customer Service Quality and Customer Satisfaction Level.

Alternate Hypothesis (H1): There is positive relationship between Customer Service Quality and Customer Satisfaction Level.

### Correlations

		How would you rate the customer care service of UCB?	What is your satisfaction level according to the following parameter?
How would you rate the customer care service of UCB?	Pearson Correlation	1	.736**
	Sig. (1-tailed)		.000
	N	30	30
What is your satisfaction level according to the following parameter?	Pearson Correlation	.736**	1
	Sig. (1-tailed)	.000	
	N	30	30

\*\* . Correlation is significant at the 0.01 level (1-tailed).

The above analysis presents to us that the Correlation coefficient,  $r= 0.736$  and the Significance,  $p=0.000$ . We can also see that the correlation is significant at 0.01 or 1%. From the gathered data, it can be said that, the value of  $r=0.736$ , which is close to 1 represents a strong positive relationship between Customer service level and Customer satisfaction which is significant at 1% (0.000). So, we can reject the null hypothesis and accept the alternate hypothesis. This shows that there is a positive relation between Customer service level and Customer satisfaction.

### 3.3.4.2 Regression Hypothesis Testing

Topic of concern: Determine if the relation between the factor of customer service and the level of satisfaction is good or not in a regression model.

The null and alternate hypothesis which can be tested for the topic using regression in SPSS are given below:

Null Hypothesis (H0): There is not a good statistical relationship between Customer service level and Satisfaction of Customers.

Alternate Hypothesis (H1): There is a good statistical relationship between Customer service level and Satisfaction of Customers.

### Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	How would you rate the customer care service of UCB? <sup>b</sup>	.	Enter

a. Dependent Variable: What is your satisfaction level according to the following parameter?

b. All requested variables entered.

### Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			
						F Change	df1	df2	Sig. F Change
1	.736 <sup>a</sup>	.542	.526	.58890	.542	33.130	1	28	.000

a. Predictors: (Constant), How would you rate the customer care service of UCB?

b. Dependent Variable: What is your satisfaction level according to the following parameter?

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.490	1	11.490	33.130	.000 <sup>b</sup>
	Residual	9.710	28	.347		
	Total	21.200	29			

a. Dependent Variable: What is your satisfaction level according to the following parameter?

b. Predictors: (Constant), How would you rate the customer care service of UCB?

		Coefficients <sup>a</sup>									
		Unstandardized Coefficients		Standardized Coefficients			Correlations			Collinearity Statistics	
Model		B	Std. Error	Beta	t	Sig.	Zero-order	Partial	Part	Tolerance	VIF
1	(Constant)	.434	.229		1.895	.069					
	How would you rate the customer care service of UCB?	.624	.108	.736	5.756	.000	.736	.736	.736	1.000	1.000

a. Dependent Variable: What is your satisfaction level according to the following parameter?

Here, we find that,  $R = 0.736$ , which means that the independent variables of Customer Service can explain 73.6% of the change in dependent variable which is significant at 1% as the p value= 0.000. Based on the data, we can safely reject the null hypothesis and accept the alternate hypothesis and say that there is a good statistical relationship between the factor of Customer service level and the factor of Customer satisfaction level.

### 3.3.4.3 Overall Explanation of the Research

For my internship research topic, as the broad topic, I chose the General Banking division of UCB Tejgaon Branch. The narrowed down topic that I have selected is “Customer Service and its’ impact on the satisfaction of Account Holders. A study of General Banking Service of United Commercial Bank PLC Tejgaon Branch”. As a financial organization, banks are the most important and well-known place. In Bangladesh, many banks have started their operation. Despite that, there are very few banks which are operating very well in the market. One of them is United Commercial Bank. It is possible for them because of their large general and corporate customer base. According to the bank management, the main factor which helps in keeping hold of the

customers is their customer service. Due to that reason, during my internship period, I have conducted studies to collect data. Based on the data, I have done some statistical analysis to see if the provided fact is true or not. After analyzing, we can see that the correlation and regression analysis both returns a positive result and shows that the factor of good customer service can create a good customer experience and create a level of satisfaction which diminishes the chance of them switching to other banks from United Commercial Bank.

### **3.4 Summary & Conclusion**

As one of the commercial banks of Bangladesh, United Commercial Bank Limited has earned a solid reputation for customer satisfaction by providing specialized assistance. For that, they have launched CBS, a new technology to provide the quickest customer service (Core Banking System). On the other hand, the banking landscape in the coming years will become more dire ". The criteria is to maintain a professional corporate culture that corresponds with UCBL's primary objective. In this way, they have become more serious. The HR division's ability labor and knowledge labor are crucial to the success of the organization. It is essential for HR professionals to impart HR best practices in order to build hierarchical capacities for delivering inexpensive and consistent results. The United Commercial Bank Limited is a bank whose Human Resource Division assures the highest level of customer service. The United Commercial Bank Limited is one of the fastest-growing banks in Bangladesh, a country where organizations are rapidly changing and enhancing their quality. By implementing new technology and progress, they must keep up with the times to achieve practical growth. In light of this, they must acknowledge their cohesion and recover their weak points. Customers are crucial to any firm. It is foolish to expect a firm to succeed without

considering the client's benefit. To achieve the ideal condition on the lookout, UCBL must prioritize client service and provide more accessible assistance. It is foolish to expect a firm to succeed without considering the client's benefit.

### **3.5 Recommendations**

Customers are essential components of any organization. They aid the organization in maintaining its position. According to the findings, consumer loyalty for current data, understudy records, and low savings records is somewhat poor. UCBL can give this careful thought in improving the methods for keeping those records and maintaining them so that, a better service can be given which are related to those components. In addition, UCBL can add more and more distinguishable elements to attract additional consumers and retain current customers. They can implement and improve new and existing plans respectively to increase customer relation and interaction. Also, UCBL can collaborate with other organizations to expand their commercial capacities like campaigning in different fairs and conferences, organizing different programs in partnership with different institutions etc. They should also improve their IT section more and keep one or two professionals stationed at every branch to lessen the problems caused by system errors. Moreover, UCBL can improve their payments process and make the process more advanced and attract extra leaders to enhance the organization's image. Overall, improving the organizational infrastructure and providing top class service will ensure that the clients are satisfied with the organization.

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## Appendix



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

Results of Operation	2021	2020	2019	2018	2017
Interest income	27,323.65	27,306.96	30,948.75	25,266.93	21,034.16
Interest expense	13,927.26	17,796.18	20,150.94	16,024.50	12,087.39
Net interest income	13,396.39	9,510.78	10,797.81	9,242.44	8,946.77
Non-interest income*	11,423.35	10,977.44	9,911.08	9,050.08	8,435.50
Non-interest expenses	14,636.03	13,631.10	12,430.21	10,902.27	9,430.86
Gross Revenue*	38,747.00	38,284.39	40,859.83	34,317.01	29,469.66
Gross Profit*	24,819.74	20,488.21	20,708.89	18,292.52	17,382.27
Operating profit*	10,183.71	6,857.12	8,278.68	7,390.25	7,951.41
Earning before interest, depreciation and tax**	8,425.91	7,764.02	7,501.33	6,685.52	6,744.42
Profit before tax	5,609.91	4,948.01	4,932.09	4,907.76	5,461.41
Total Provision (Excluding Tax Provision)	4,573.81	1,909.10	3,346.60	2,482.49	2,490.00
Net profit after tax*	3,177.17	2,857.20	2,772.04	2,368.95	2,433.91
<b>Balance Sheet</b>					
Authorized capital	15,000.00	15,000.00	15,000.00	15,000.00	15,000.00
Paid up capital	12,783.97	12,175.21	11,595.44	10,541.31	10,541.31
Shareholders' equity*	37,442.01	35,066.23	32,783.02	29,900.25	26,510.26
Borrowing	85,803.63	59,399.13	40,911.33	44,694.26	33,846.39
Deposits	389,900.72	353,981.62	330,632.23	297,172.82	278,195.49
Loans and advances	402,481.74	351,683.56	322,728.14	294,671.94	261,002.88
Investments	81,387.61	65,323.45	57,800.97	50,830.84	42,911.75
Fixed assets	14,721.19	14,539.96	14,454.64	9,056.11	8,344.10
Off-balance sheet exposure	260,413.16	201,041.69	183,957.88	182,066.61	197,973.80
Total assets*	565,314.21	493,306.95	446,760.12	402,749.10	363,314.80
Total liabilities*	527,872.20	458,240.72	413,977.10	372,848.85	336,804.54
Total Net Assets	37,442.01	35,066.23	32,783.02	29,900.25	26,510.26
<b>Share Information</b>					
Market price per share	15.30	14.10	13.30	17.60	23.60
No. of shares outstanding (No. in million)	1,278.40	1,217.52	1,159.54	1,054.13	1,054.13
Earnings per share (basic)	2.49	2.35	2.39	2.40	2.31
Earnings per share (diluted)*	2.49	2.23	2.28	2.04	2.31
Dividend (percent)	10.00	10.00	10.00	10.00	10.00
Cash Dividend (percent)	-	5.00	5.00	-	10.00
Stock Dividend (percent)	10.00	5.00	5.00	10.00	-
Net asset value per share*	29.29	28.80	28.27	28.36	25.15
Price earning ratio (times)*	6.16	6.01	5.56	8.61	10.22
Dividend cover ratio (times)*	2.49	2.35	2.39	2.25	2.31
Dividend Yield (percent)	6.54	7.09	7.52	5.68	4.24
Market capitalization (BDT in million)	19,559.47	17,167.04	15,421.93	18,552.71	24,877.49
<b>Financial Ratios (%)</b>					
Cost-income ratio*	58.97	66.53	60.02	59.60	54.26
Credit-deposit ratio	83.73	81.18	83.79	79.64	80.34

Results of Operation	2021	2020	2019	2018	2017
Debt equity ratio (times)*	12.71	11.79	11.34	11.43	11.77
Gross profit ratio*	64.06	53.52	50.68	53.30	58.98
Current Ratio (times)	1.05	1.15	1.13	1.15	1.16
Return on Capital Employed	2.92	3.40	3.74	3.80	4.36
Net interest income as a % of working funds; i.e., Operating Cost-Efficiency Ratio*	100.59	32.80	39.46	32.78	31.71
Operating profit as % of working funds*	76.47	23.65	30.25	26.21	28.18
Return on assets*	0.60	0.61	0.65	0.62	0.70
Return on equity*	8.76	8.42	8.84	8.40	9.31
Burden coverage ratio*	78.05	80.53	79.73	83.01	89.45
CASA Deposit as % of Total Deposit	34.70	32.32	27.96	28.12	28.68
Cost of fund	6.01	7.42	8.57	7.58	6.79
Yield on advance	7.08	7.92	9.78	8.62	8.53
Spread/Net interest margin (NIM)	1.07	0.49	1.21	1.04	1.74
<b>Foreign Business</b>					
Import	403,177.50	259,241.13	246,212.60	248,969.80	217,858
Export	292,673.70	212,485.48	252,920.30	232,314.41	199,188
Remittance	64,272.80	45,283.20	48,763.90	32,206.00	5,595.48
No. of Foreign correspondents	601	596	581	547	535
<b>Capital Measures</b>					
Total Risk Weighted Assets	386,743.80	336,719.54	314,868.22	332,831.86	305,850.28
Tier I Capital*	34,364.53	28,848.43	27,254.27	25,012.30	23,595.90
Tier II Capital*	18,396.42	21,383.18	18,981.88	17,938.31	13,323.94
Total Capital*	52,760.95	50,231.61	46,236.15	42,950.61	36,919.84
Tier I Ratio (percent)*	8.89	8.57	8.66	7.51	7.71
Tier II Ratio (percent)*	4.76	6.35	6.03	5.39	4.36
Capital to RWA Ratio (percent)*	13.64	14.92	14.68	12.90	12.07
Required Capital	48,342.97	42,089.94	39,358.53	39,523.78	34,408.16
Capital Surplus/(Shortage)*	4,417.97	8,141.67	6,877.62	3,426.83	2,511.68
<b>Liquidity Measures</b>					
Cash Reserve Requirement (percent)	4.29	4.30	5.59	5.67	6.99
Statutory Liquidity Ratio (percent)	20.77	16.53	15.92	15.39	15.28
Current Assets	270,583.21	226,648.94	242,112.95	219,304.65	203,705.05
Current liabilities	257,265.96	197,650.27	214,747.29	191,106.98	175,486.35
Net Current Assets	13,317.25	28,998.67	27,365.67	28,197.67	28,218.70
Long term liabilities	270,606.25	260,590.45	194,446.48	181,969.40	161,318.19
Long term liabilities/ Current liabilities (%)	105.19	131.84	90.55	95.22	91.93
<b>Asset Quality</b>					
Non Performing Loans	17,737.29	8,983.56	11,711.23	20,021.63	19,268.09
% of NPL to Total Loans and advances	4.41	2.55	3.63	6.79	7.38
Total provision for Classified loans and advances	10,122.34	7,239.86	6,430.06	4,940.01	5,020.94
Total provision for Unclassified loans and advances	6,462.04	5,406.04	4,005.39	3,727.76	2,396.52
Total provision for Investment	-	235.22	673.47	-	292.84
Total provision for Other assets	105.00	105.00	105.00	104.96	74.85
Total provision for Off BS Items	2,407.24	1,857.24	1,617.21	1,570.41	1,979.84
<b>Other informations</b>					
No. of branches	215	204	195	187	178
No. of ATM	628	556	523	398	187
No. of employees	5,060	4,900	4,988	4,982	4,459
Operating Profit per employee (BDT in million)	2.01	1.40	1.66	1.54	1.78



## UNITED COMMERCIAL BANK LIMITED

### HORIZONTAL ANALYSIS (STAND ALONE)

#### Statement of Financial Position

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

	2021		2020		2019		2018		2017	
	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%
<b>PROPERTY AND ASSETS</b>										
Cash	25,380.18	2%	24,947.58	-6%	26,403.42	16%	22,790.71	-9%	23,914.51	13%
Balance with other banks & financial institutions	19,409.25	-5%	20,468.43	6%	12,123.38	-25%	16,256.14	-18%	19,768.66	40%
Money at Call on short notice	3,200.00	244%	930.00	-45%	1,700.00	1033%	150.00	-48%	290.00	-69%
Investments	81,387.61	25%	65,323.45	13%	57,800.97	14%	50,830.84	18%	42,911.75	-23%
Loans and Advances	402,481.74	14%	351,683.56	9%	322,728.14	10%	294,671.94	13%	261,002.88	17%
Fixed assets including premises, furniture & fixture	14,721.19	1%	14,539.96	1%	14,454.64	60%	9,056.11	9%	8,344.10	-0.430%
Other assets	18,734.25	22%	15,413.97	33%	11,549.57	28%	8,993.36	27%	7,082.89	19%
Non-banking assets	-	-	-	-	-	-	-	-	-	-
<b>Total property and assets</b>	<b>565,314.21</b>	<b>15%</b>	<b>493,306.95</b>	<b>10%</b>	<b>446,760.12</b>	<b>11%</b>	<b>402,749.10</b>	<b>11%</b>	<b>363,314.80</b>	<b>10%</b>
<b>LIABILITY AND CAPITAL</b>										
<b>Liabilities</b>										
Borrowings from other banks, financial institutions and agents	14,353.40	408%	2,826.68	-19%	3,444.50	-33%	5,160.68	2%	5,057.79	47%
Borrowings from Bangladesh Bank	58,150.24	44%	40,272.45	83%	22,066.82	-9%	24,133.58	32%	18,288.61	21%
Convertible Subordinate Bonds	13,300.00	-18%	16,300.00	6%	15,400.00	0%	15,400.00	47%	10,500.00	50%
Money at Call on short notice	-	-	-	-	-	-	-	-	-	-
Deposits and other accounts	389,900.72	10%	353,981.62	7%	330,786.67	11%	297,172.82	7%	278,195.49	8%
Other liabilities	52,167.85	16%	44,859.97	6%	42,279.11	36%	30,981.77	25%	24,762.66	20%
<b>Total Liabilities</b>	<b>527,872.20</b>	<b>15%</b>	<b>458,240.72</b>	<b>11%</b>	<b>413,977.10</b>	<b>11%</b>	<b>372,848.85</b>	<b>11%</b>	<b>336,804.54</b>	<b>11%</b>
<b>Capital and Shareholders' Equity</b>										
<b>Total Shareholders' Equity</b>	<b>37,442.01</b>	<b>7%</b>	<b>35,066.23</b>	<b>7%</b>	<b>32,783.02</b>	<b>10%</b>	<b>29,900.25</b>	<b>13%</b>	<b>26,510.26</b>	<b>3%</b>
<b>Total Liabilities and Shareholders Equity</b>	<b>565,314.21</b>	<b>15%</b>	<b>493,306.95</b>	<b>10%</b>	<b>446,760.12</b>	<b>11%</b>	<b>402,749.10</b>	<b>11%</b>	<b>363,314.80</b>	<b>10%</b>

## UNITED COMMERCIAL BANK LIMITED

### HORIZONTAL ANALYSIS (STAND ALONE)

#### Profit & Loss Account

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

	2021		2020		2019		2018		2017	
	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%	BDT'M	Δ%
Interest Income	27,323.65	0.06%	27,306.96	-12%	30,948.75	22%	25,266.93	20%	21,034.16	1%
Interest paid on deposits and borrowings etc.	13,927.26	-22%	17,796.18	-12%	20,150.94	26%	16,024.50	33%	12,087.39	-1%
<b>Net Interest Income</b>	<b>13,396.39</b>	<b>41%</b>	<b>9,510.78</b>	<b>-12%</b>	<b>10,797.81</b>	<b>17%</b>	<b>9,242.44</b>	<b>3%</b>	<b>8,946.77</b>	<b>4%</b>
Investment Income	5,463.61	-11%	6,135.36	26%	4,853.22	10%	4,430.71	8%	4,097.00	-1%
Commission, exchange and brokerage	5,739.17	22%	4,693.98	-5%	4,920.06	10%	4,480.62	10%	4,066.52	27%
Other operating income	220.57	49%	148.09	7%	137.80	-1%	138.76	-49%	271.97	-25%
<b>Total operating income</b>	<b>24,819.74</b>	<b>21%</b>	<b>20,488.21</b>	<b>-1%</b>	<b>20,708.89</b>	<b>13%</b>	<b>18,292.52</b>	<b>5%</b>	<b>17,382.27</b>	<b>6%</b>
Salary and allowances	7,166.52	13%	6,354.17	7%	5,912.08	-9%	6,491.61	13%	5,736.49	11%
Rent, taxes, insurance, electricity etc.	1,122.45	13%	995.87	-0.21%	998.00	-19%	1,226.15	6%	1,155.59	8%
Legal expenses	128.65	37%	94.18	40%	67.21	6%	63.15	-3%	65.34	97%
Postage, stamps, tele communications etc.	184.56	6%	174.62	-8%	189.26	33%	141.98	-5%	148.93	22%
Stationery, printing, advertisements etc.	1,249.15	-16%	1,482.82	21%	1,227.39	9%	1,127.86	74%	648.49	-27%
Chief Executive's salary and fees	13.45	-10%	15.02	9%	13.74	39%	9.91	23%	8.03	-29%
Directors' fees	2.59	-4%	2.71	-22%	3.46	-36%	5.40	-0.09%	5.41	-9%
Auditors' fees	1.15	-33%	1.73	50%	1.15	0%	1.15	43%	0.81	0%
Depreciation and repair of banks assets	1,822.19	13%	1,609.94	12%	1,437.61	80%	799.96	5%	764.89	7%
Other expenses	2,945.32	2%	2,900.05	12%	2,580.30	149%	1,035.10	15%	896.89	20%
<b>Total Operating Expenses</b>	<b>14,636.03</b>	<b>7%</b>	<b>13,631.10</b>	<b>10%</b>	<b>12,430.21</b>	<b>14%</b>	<b>10,902.27</b>	<b>16%</b>	<b>9,430.86</b>	<b>8%</b>
<b>Profit/(Loss) before provision</b>	<b>10,183.71</b>	<b>49%</b>	<b>6,857.12</b>	<b>-17%</b>	<b>8,278.68</b>	<b>12%</b>	<b>7,390.25</b>	<b>-7%</b>	<b>7,951.41</b>	<b>5%</b>
Loans & advances	4,362.47	97%	2,210.63	-21%	2,795.85	-18%	3,422.29	64%	2,092.07	1%
Recovery from Write-Off	(102.98)	-1%	(103.35)	-39%	(169.29)	-37%	(267.64)	100%	-	-
Diminution in value of investments	(235.22)	-46%	(438.25)	-165%	673.47	-330%	(292.84)	100%	-	-
Off balance sheet items	549.13	129%	240.06	416%	46.53	-111%	(409.43)	-203%	397.93	21%
Other Provisions	-	-	-	-100%	0.04	-100%	30.11	100%	-	-
<b>Total provision</b>	<b>4,573.81</b>	<b>140%</b>	<b>1,909.10</b>	<b>-43%</b>	<b>3,346.60</b>	<b>35%</b>	<b>2,482.49</b>	<b>-0.302%</b>	<b>2,490.00</b>	<b>4%</b>
<b>Total Profit/(Loss) before taxes</b>	<b>5,609.91</b>	<b>13%</b>	<b>4,948.01</b>	<b>0.323%</b>	<b>4,932.09</b>	<b>0.496%</b>	<b>4,907.76</b>	<b>-10%</b>	<b>5,461.41</b>	<b>5%</b>
<b>Provision for taxation:</b>										
Current tax expense	3,823.48	45%	2,632.95	-5%	2,783.08	18%	2,360.09	-22%	3,027.50	18%
Deferred tax expense/(income)	(1,390.74)	157%	(542.13)	-13%	(623.03)	-449%	178.72	100%	-	-
<b>Total provision for taxation</b>	<b>2,432.73</b>	<b>16%</b>	<b>2,090.82</b>	<b>-3%</b>	<b>2,160.05</b>	<b>-15%</b>	<b>2,538.81</b>	<b>-16%</b>	<b>3,027.50</b>	<b>18%</b>
<b>Net Profit after taxation</b>	<b>3,177.17</b>	<b>11%</b>	<b>2,857.20</b>	<b>3%</b>	<b>2,772.04</b>	<b>17%</b>	<b>2,368.95</b>	<b>-3%</b>	<b>2,433.91</b>	<b>-7%</b>

## UNITED COMMERCIAL BANK LIMITED

### VERTICAL ANALYSIS (STAND ALONE)

#### Statement of Financial Position

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

	2021		2020		2019		2018		2017	
	BDT'M	%	BDT'M	%	BDT'M	%	BDT'M	%	BDT'M	%
<b>PROPERTY AND ASSETS</b>										
Cash	25,380.18	4%	24,947.58	5%	26,403.42	6%	22,790.71	6%	23,914.51	7%
Balance with other banks & financial institutions	19,409.25	3%	20,468.43	4%	12,123.38	3%	16,256.14	4%	19,768.66	5%
Money at Call on short notice	3,200.00	1%	930.00	0%	1,700.00	0%	150.00	0%	290.00	0%
Investments	81,387.61	14%	65,323.45	13%	57,800.97	13%	50,830.84	13%	42,911.75	12%
Loans and Advances	402,481.74	71%	351,683.56	71%	322,728.14	72%	294,671.94	73%	261,002.88	72%
Fixed assets including premises, furniture & fixture	14,721.19	3%	14,539.96	3%	14,454.64	3%	9,056.11	2%	8,344.10	2%
Other assets	18,734.25	3%	15,413.97	3%	11,549.57	3%	8,993.36	2%	7,082.89	2%
Non-banking assets	-	-	-	-	-	-	-	-	-	-
<b>Total property and assets</b>	<b>565,314.21</b>	<b>100%</b>	<b>493,306.95</b>	<b>100%</b>	<b>446,760.12</b>	<b>100%</b>	<b>402,749.10</b>	<b>100%</b>	<b>363,314.80</b>	<b>100%</b>
<b>LIABILITY AND CAPITAL</b>										
<b>Liabilities</b>										
Borrowings from other banks, financial institutions and agents	14,353.40	3%	2,826.68	1%	3,444.50	1%	5,160.68	1%	5,057.79	1%
Borrowings from Bangladesh Bank	58,150.24	10%	40,272.45	8%	22,066.82	5%	24,133.58	6%	18,288.61	5%
Convertible Subordinated Bonds	13,300.00	2%	16,300.00	3%	15,400.00	3%	15,400.00	4%	10,500.00	3%
Money at Call on short notice	-	0%	-	0%	-	0%	-	0%	-	0%
Deposits and other accounts	389,900.72	69%	353,981.62	72%	330,786.67	74%	297,172.82	74%	278,195.49	77%
Other liabilities	52,167.85	9%	44,859.97	9%	42,279.11	9%	30,981.77	8%	24,762.66	7%
<b>Total Liabilities</b>	<b>527,872.20</b>	<b>93%</b>	<b>458,240.72</b>	<b>93%</b>	<b>413,977.10</b>	<b>93%</b>	<b>372,848.85</b>	<b>93%</b>	<b>336,804.54</b>	<b>93%</b>
<b>Capital and Shareholders' Equity</b>										
<b>Total Shareholders' Equity</b>	<b>37,442.01</b>	<b>7%</b>	<b>35,066.23</b>	<b>7%</b>	<b>32,783.02</b>	<b>7%</b>	<b>29,900.25</b>	<b>7%</b>	<b>26,510.26</b>	<b>7%</b>
<b>Total Liabilities and Shareholders Equity</b>	<b>565,314.21</b>	<b>100%</b>	<b>493,306.95</b>	<b>100%</b>	<b>446,760.12</b>	<b>100%</b>	<b>402,749.10</b>	<b>100%</b>	<b>363,314.80</b>	<b>100%</b>

## UNITED COMMERCIAL BANK LIMITED

### VERTICAL ANALYSIS (STAND ALONE)

#### Profit & Loss Account

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

	2021		2020		2019		2018		2017	
	BDT'M	%	BDT'M	%	BDT'M	%	BDT'M	%	BDT'M	%
Interest Income	27,323.65	71%	27,306.96	71%	30,948.75	76%	25,266.93	74%	21,034.16	71%
Interest paid on deposits and borrowings etc	13,927.26	36%	17,796.18	46%	20,150.94	49%	16,024.50	47%	12,087.39	41%
<b>Net Interest Income</b>	<b>13,396.39</b>	<b>35%</b>	<b>9,510.78</b>	<b>25%</b>	<b>10,797.81</b>	<b>26%</b>	<b>9,242.44</b>	<b>27%</b>	<b>8,946.77</b>	<b>30%</b>
Investment Income	5,463.61	14%	6,135.36	16%	4,853.22	12%	4,430.71	13%	4,097.00	14%
Commission, exchange and brokerage	5,739.17	15%	4,693.98	12%	4,920.06	12%	4,480.62	13%	4,066.52	14%
Other operating income	220.57	1%	148.09	0.387%	137.80	0.337%	138.76	0.404%	271.97	1%
<b>Total operating income</b>	<b>24,819.74</b>	<b>64%</b>	<b>20,488.21</b>	<b>54%</b>	<b>20,708.89</b>	<b>51%</b>	<b>18,292.52</b>	<b>53%</b>	<b>17,382.27</b>	<b>59%</b>
Salary and allowances	7,166.52	18%	6,354.17	17%	5,912.08	14%	6,491.61	19%	5,736.49	19%
Rent, taxes, insurance, electricity etc.	1,122.45	3%	995.87	3%	998.00	2%	1,226.15	4%	1,155.59	4%
Legal expenses	128.65	0.332%	94.18	0.246%	67.21	0.164%	63.15	0.184%	65.34	0.222%
Postage, stamps, telecommunications etc.	184.56	0.476%	174.62	0.456%	189.26	0.463%	141.98	0.414%	148.93	1%
Stationery, printing, advertisements etc.	1,249.15	3%	1,482.82	4%	1,227.39	3%	1,127.86	3%	648.49	2%
Chief Executive's salary and fees	13.45	0.035%	15.02	0.039%	13.74	0.034%	9.91	0.029%	8.03	0.027%
Directors' fees	2.59	0.007%	2.71	0.007%	3.46	0.008%	5.40	0.016%	5.41	0.018%
Auditors' fees	1.15	0.003%	1.73	0.005%	1.15	0.003%	1.15	0.003%	0.81	0.003%
Depreciation and repair of banks assets	1,822.19	5%	1,609.94	4%	1,437.61	4%	799.96	2%	764.89	3%
Other expenses	2,945.32	8%	2,900.05	8%	2,580.30	6%	1,035.10	3%	896.89	3%
<b>Total Operating Expenses</b>	<b>14,636.03</b>	<b>38%</b>	<b>13,631.10</b>	<b>36%</b>	<b>12,430.21</b>	<b>30%</b>	<b>10,902.27</b>	<b>32%</b>	<b>9,430.86</b>	<b>32%</b>
<b>Profit/(Loss) before provision</b>	<b>10,183.71</b>	<b>26%</b>	<b>6,857.12</b>	<b>18%</b>	<b>8,278.68</b>	<b>20%</b>	<b>7,390.25</b>	<b>22%</b>	<b>7,951.41</b>	<b>27%</b>
Loans & advances	4,362.47	11%	2,210.63	6%	2,795.85	7%	3,422.29	10%	2,092.07	7%
Recovery from Write-Off	(102.58)	-0.265%	(103.35)	-0.270%	(169.29)	-0.414%	(267.64)	-1%	-	0%
Diminution in value of investments	(235.22)	-1%	(438.25)	-1%	673.47	2%	(292.84)	-1%	-	0%
Off balance sheet items	549.13	1%	240.06	1%	46.53	0.114%	(409.43)	-1%	397.93	1%
Other Provisions	-	0%	-	0%	0.04	0%	30.11	0.09%	-	0%
<b>Total provision</b>	<b>4,573.81</b>	<b>12%</b>	<b>1,909.10</b>	<b>5%</b>	<b>3,346.60</b>	<b>8%</b>	<b>2,482.49</b>	<b>7%</b>	<b>2,490.00</b>	<b>8%</b>
<b>Total Profit/(Loss) before taxes</b>	<b>5,609.91</b>	<b>14%</b>	<b>4,948.01</b>	<b>13%</b>	<b>4,932.09</b>	<b>12%</b>	<b>4,907.76</b>	<b>14%</b>	<b>5,461.41</b>	<b>19%</b>
<b>Provision for taxation:</b>										
Current tax expense	3,823.48	10%	2,632.95	7%	2,783.08	7%	2,360.09	7%	3,027.50	10%
Deferred tax expense / (income)	(1,390.74)	-4%	(542.13)	-1%	(623.03)	-2%	178.72	1%	-	0%
<b>Total provision for taxation</b>	<b>2,432.73</b>	<b>6%</b>	<b>2,090.82</b>	<b>5%</b>	<b>2,160.05</b>	<b>5%</b>	<b>2,538.81</b>	<b>7%</b>	<b>3,027.50</b>	<b>10%</b>
<b>Net Profit after taxation</b>	<b>3,177.17</b>	<b>8%</b>	<b>2,857.20</b>	<b>7%</b>	<b>2,772.04</b>	<b>7%</b>	<b>2,368.95</b>	<b>7%</b>	<b>2,433.91</b>	<b>8%</b>



# UNITED COMMERCIAL BANK LIMITED

## Balance Sheet

As at 31 December 2021

	Notes	Amount in BDT	
		31 December 2021	31 December 2020
<b>PROPERTIES &amp; ASSETS</b>			
<b>Cash</b>	<b>3</b>	<b>25,380,179,538</b>	<b>24,947,578,071</b>
Cash in hand (Including foreign currencies)		7,498,040,461	5,701,167,402
Balance with Bangladesh Bank & its agent bank(s) (Including foreign currencies)		17,882,139,077	19,246,410,669
<b>Balance with other banks &amp; financial institutions</b>	<b>4</b>	<b>19,409,249,978</b>	<b>20,468,428,322</b>
In Bangladesh		18,344,218,194	17,352,860,062
Outside Bangladesh		1,065,031,784	3,115,568,260
<b>Money at Call on short notice</b>	<b>5</b>	<b>3,200,000,000</b>	<b>930,000,000</b>
<b>Investments</b>	<b>6</b>	<b>81,387,609,500</b>	<b>65,323,451,207</b>
Government		72,746,470,244	57,027,607,862
Others		8,641,139,256	8,295,843,345
<b>Loans and Advances</b>	<b>7</b>	<b>402,481,735,743</b>	<b>351,683,559,403</b>
Loans, Cash Credits, Overdrafts etc		375,926,324,265	336,603,157,311
Bills purchased and discounted		26,555,411,478	15,080,402,092
<b>Fixed assets including premises, furniture &amp; fixture</b>	<b>8</b>	<b>14,721,191,566</b>	<b>14,539,957,921</b>
<b>Other assets</b>	<b>9</b>	<b>18,734,245,157</b>	<b>15,413,973,496</b>
<b>Non-banking assets</b>		-	-
<b>Total Assets</b>		<b>565,314,211,482</b>	<b>493,306,948,420</b>
<b>LIABILITIES AND CAPITAL</b>			
<b>Liabilities:</b>			
<b>Borrowings from other banks, financial institutions and agents</b>	<b>10</b>	<b>85,803,634,252</b>	<b>59,399,125,988</b>
<b>Deposits and other accounts</b>	<b>11</b>	<b>389,900,723,984</b>	<b>353,981,618,765</b>
Current accounts & other accounts		81,223,063,861	71,004,039,389
Bills Payable		8,845,268,369	8,280,264,992
Savings Bank Deposits		80,659,233,376	70,999,776,995
Fixed Deposits		219,173,158,378	203,697,537,389
Bearer Certificates of Deposits		-	-
Other Deposits		-	-
<b>Other Liabilities</b>	<b>12</b>	<b>52,167,845,818</b>	<b>44,859,972,964</b>
<b>Total Liabilities</b>		<b>527,872,204,054</b>	<b>458,240,717,717</b>
<b>Capital / Shareholders' Equity</b>			
Paid up Capital	<b>13</b>	12,783,969,490	12,175,209,040
Share Premium	<b>13.3</b>	1,454,976,750	1,454,976,750
Statutory Reserve	<b>14</b>	14,546,968,923	13,424,987,898
General Reserve	<b>15</b>	26,577,961	26,577,961
Other Reserve	<b>16</b>	2,631,853,888	2,792,715,898
Retained Earnings	<b>17</b>	5,997,660,416	5,191,763,156
<b>Total Shareholders' Equity</b>		<b>37,442,007,428</b>	<b>35,066,230,703</b>
<b>Total Liabilities and Shareholders Equity</b>		<b>565,314,211,482</b>	<b>493,306,948,420</b>