Impact of Taxation on the Profitability of Commercial Bank: A study on United Commercial Bank PLC.

Nusrat Sultana Lamia

This report is submitted to the school of Business and Economics, United International University as a partial requirement for the degree fulfillment Bachelor of Business Administration.

Internship Report

On

Impact of Taxation on the Profitability of Commercial Bank: A Study on United Commercial Bank PLC

Submitted to:

Name: Dr. Muhammad Enamul Haque

Designation: Associate Professor

Major: Finance and FinTech

Submitted by:

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ID: 111 221 002

Major: Finance and FinTech

Registration Trimester: Spring 261

School of Business and Economics (SoBE)

United International University

Date of Submission: July 27, 2026

Letter of Transmittal

Date: July 27, 2026

To

Dr. Muhammad Enamul Haque

Assistant Professor

School of Business and Economics (SoBE)

United International University

Subject: Submission of Internship Report on “Impact of Taxation on the Profitability of Commercial Bank: A Study on United Commercial Bank PLC”

Dear Sir,

It is my great pleasure to submit my internship report **entitled “Impact of Taxation on the Profitability of Commercial Bank: A study on United Commercial PLC”** prepared as a fulfilment of the requirement for the Bachelor of Business Administration at United International University. This report has been prepared based on my experience at United Commercial Bank PLC.I majorly worked in Finance Division specifically with Tax/VAT team and worked with Gulshan Corporate Branch.

I have sincerely attempted to present the information accurately by combining my practical experience with relevant secondary data collected. Throughout the preparation I have gained valuable practical knowledge with understanding of banking operations, taxations and Financial Performance Analysis. I hope this report meets academic requirement and reflects the knowledge and experience I have gained during internship. Sincerely,

Nusrat Sultana Lamia

ID: 111 221 002

Bachelor of Business Administration (BBA)

United International University

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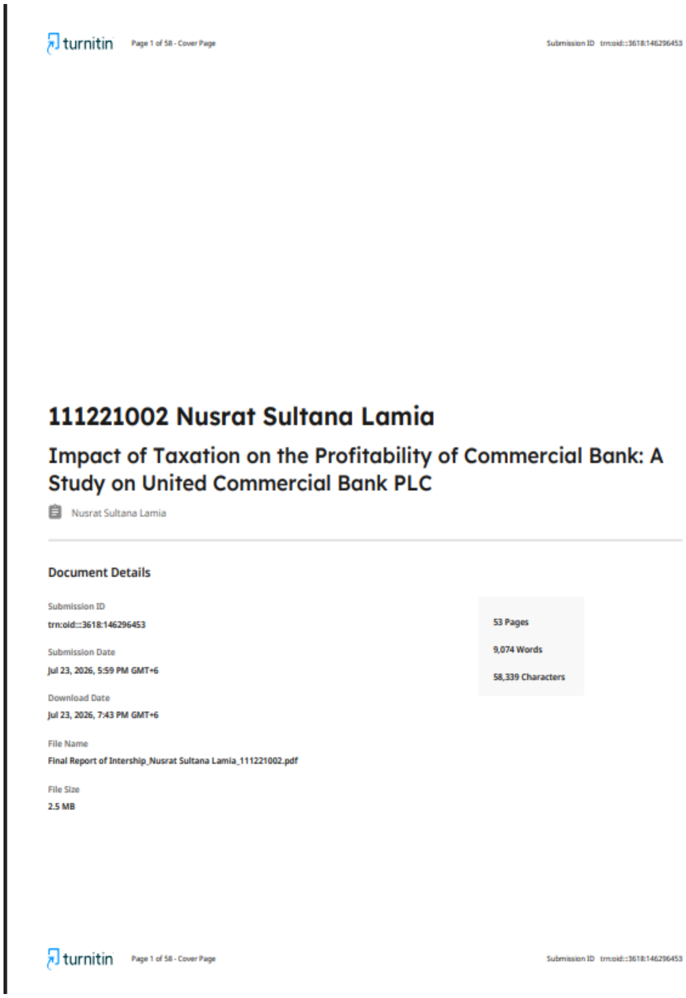

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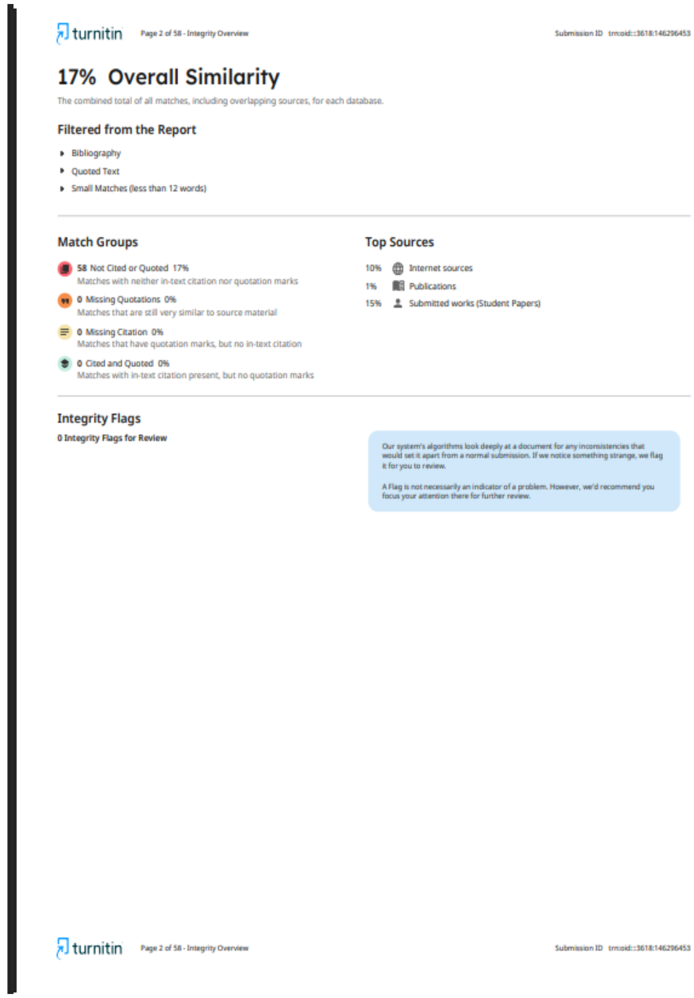

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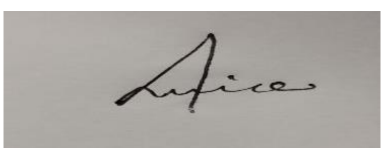
Declaration of the Student

I hereby declare that the internship report which is titled as “Impact of Taxation on the Profitability of Commercial Bank: A study on United Commercial Bank PLC” has been preprared by me under the supervisor of Dr. Muhammad Enamul Haque, Associate professor Department of Bachelor of Business Administration (SoBE), United International University.

I also declare that,

- This report is my original work and has not been submitted elsewhere for academic qualification.
- All the data and information used in the report have been collected from Annual Financial Statements of United Commercial Bank PLC. (2020-2024) and from my direct internship experience.
- All sources of information and references have been properly acknowledged
- No part of this report is plagiarized without proper citation.

Signature



Name: Nusrat Sultana Lamia

ID: 111 221 002

Major: Finance and FinTech

Date: July 27, 2026

Corporate Evidence

United Commercial Bank (UCB) PLC
(Human Resources Management Division)

NO. HO/HRM (Intern) /801/2026 June 11, 2026

TO WHOM IT MAY CONCERN

This is to certify that **Ms. Nusrat Sultana Lamia**, a participant in an internship program at United Commercial Bank (UCB) PLC, was placed in the **Finance Division** for a tenure of twelve weeks (three months). She started her internship on February 8, 2026 and completed it after successfully serving the full three-month duration

During this period, she actively engaged in departmental activities and contributed to assigned tasks with sincerity and professionalism.

This certificate is issued for academic purposes only.

We extend our best wishes to her for continued success in her future endeavours.

Tahsin Jalil Chowdhury
First Vice President
Human Resources Management Division
United Commercial Bank (UCB) PLC

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Acknowledgement

First and foremost, I want to express my gratitude to my almighty Allah for granting me that strength, patience and guidance to successfully complete my internship and this report.

I would like to thank my heartfelt gratitude to my academic supervisor Dr. Muhammad Enamul Haque, Associate Professor, Department of Finance, School of Business and Economics, United International University, for his continuous guidance, valuable Suggestions, constructive feedback.

I am also sincerely grateful to United Commercial Bank PLC. for providing me with the opportunity to complete my internship in the Finance Division (Tax/VAT Team). I would like to extend my special yanks to my organizational supervisor and all colleagues of the tax team for their guidance, cooperation and willingness to share their practical knowledge.

Finally, I would like to express my deepest appreciation to my parents, family members, friends and well-wishers for their continuous encouragement, patience and moral support.

Executive Summary

This internship report analyzes the Impact of Taxation on the Profitability of Commercial Bank: A study on United Commercial Bank PLC during the period from 2020-2024. The banking industry plays a significant role in the economic development of Bangladesh, and taxation is one of the major factors influencing banking profitability.

The report uses secondary financial data collection from annual reports of UCB PLC. Several profitability indicators such as ROA, ROE, Net Profit Margin and Effective Tax Rate (ETR) were analyzed to evaluate the relationship between taxation and profitability of UCB PLC, particularly during 2024 when effective tax rate increased significantly and profitability ratios declined sharply.

The report concludes that balanced taxation policies and effective tax management are important for maintaining sustainable profitability in commercial banks.

The report concludes that balanced taxation policies and effective tax management are important for maintaining sustainable profitability in commercial banks.

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Abbreviation

Chapter 1: Introduction

1.1 Background of the Report

An internship report is an essential part of the BBA program at United International University, as it allows students to apply theoretical knowledge in a professional environment and gain practical experience as part of academic requirement, I completed my internship at United Commercial Bank PLC in the Finance Division (Tax Team). During the internship, I was involved in various taxation-related activities, including VAT calculation, tax documentation, regulatory compliance and financial reporting. This practical exposure provided valuable insights into how taxation influences the financial operation of a commercial bank.

Based on this experience, the report titled “Impact of Taxation on the Profitability of Commercial Bank: A study on United Commercial Bank PLC” has been prepared to examine the relationship between taxation and the bank’s financial performance. The study evaluates UCB PLC’s financial data from 2020 to 2024 using key profitability indicators such as Revenue, Profit Before Tax (PBT), Profit After Tax (PAT), Net Profit Margin (NPM), Effective Tax Rate (ETR), Return on Assets (ROA), Return on Equity (ROE). A comparative analysis of with selected commercial bank has also been conducted to better understand UCB PLC’s performance within the baking industry.

1.2 Objective of the report

The primary objective of this report is to evaluate the impact of taxation on the profitability of commercial bank: A study on United Commercial Bank

The specific objective area:

- To Examine the trend of taxation and profitability of UCB PLC over the study period.
- To analyze the relationship between ETR and bank’s profitability
- To evaluate the performance of UCB using financial indicators as Revenue, Profit Before Tax (PBT), Profit After Tax (PAT), Net Profit Margin (NPM), Return on Assets (ROA), Return on Equity (ROE).

- To compare the financial performance if UCB PLC with three private commercial banks in Bangladesh (Prime Bank, Southeast Bank and Brace Bank)
- To provide practical findings and recommendations

1.3 Research methodology

1.3.1 Research Design

This study is a quantitative and descriptive research design to examine the impact of taxations on the portfolio of UCB PLC. A case study approach has been followed, focusing on a single commercial bank. The study uses financial data to analyze the relationship between taxation and key profitability indicators.

1.3.2 Sources of data

The study is based on entirely on secondary data collected from reliable sources. The primary sources include:

I. Annual Reports (2020-2024)
II. Audited Financial Statements Reports of UCB
III. Bangladesh Bank Publications
IV. Relevant books, journals and research articles

1.3.3 Populations and Sample and Analysis Technique

The population of the study consists of all commercial banks in Bangladesh. However, UCB PLC was selected as the sample.

The collected data were analyzed using Microsoft excel. The following techniques were applied,

- ✓ Financial Ratio Analysis
- ✓ Trend Analysis
- ✓ Comparative Analysis
- ✓ Graphical Analysis

1.3.4 Measurement of Variables

The study uses both independent and dependent variables to analyze the relationship between taxation and profitability.

Table 1 Variables and Measurement

Variable	Type	Measurement
Tax Expense	Independent	Annual tax expense reported in the financial statements
Effective Tax Rate (ETR)	Independent	Tax Expense ÷ Profit Before Tax × 100
Return on Assets (ROA)	Dependent	Net Profit ÷ Total Assets × 100
Return on Equity (ROE)	Dependent	Net Profit ÷ Shareholders' Equity × 100
Net Profit Margin (NPM)	Dependent	Net Profit ÷ Revenue × 100

1.4 Rationale of the Report

Taxation is one of the major factors influencing the profitability of commercial banks. Although banks generated income from various financial activities where a significant portion of their earnings is affected by corporate taxes and other statutory obligations. So, here understanding the taxation impacts on profitability is therefore important to evaluate for analyzing the financial performance of a commercial bank.

This study was undertaken because of my internship experience in the TAX and VAT tam of UCB PLC. Here I had the opportunity to observe taxation-related activities and their role in financial reporting.

1.5 Scope and Limitations of the Report

Scope of the report: The analysis covers the five years periods from 2020-2024 using information from bank's annual reports and internship experience. Key profitability indicators such as Revenue, Profit Before Tax (PBT), Profit After Tax (PAT), Net Profit Margin (NPM), Effective Tax Rate (ETR), Return on Assets (ROA), Return on Equity (ROE), have been analyzed there. In addition, a comparative analysis with Prime Bank, Southeast Bank and Brace Bank has been conducted to evaluate industry view against UCB PLC.

Limitations of the Report: Despite sincere efforts to prepare a comprehensive report the study has several limitations.

- The study is primarily based on published financial statements and secondary data
- Confidential information of UCB PLC could not be accessed due to organizational policies.
- The study is limited to several commercial bank which cannot represent the entire baking sector.
- The internship report was relatively short which limited the opportunity to observe all tax related activities.
- The findings are based on the selected study period and may vary under different economic or regulatory condition.

1.6 Definition and Key Terms

Taxation: Taxation is the process through which the govt. imposes taxes on individual or organization. In commercial bank it includes corporate income tax and other statutory tax obligations that affects net profitability.

Profitability: It refers to a bank's ability to generate earnings from its business operation after covering all operating expenses and tax liabilities.

Revenue: Revenue represents the total income generate from the bank's core banking operations before deducting operations expense, taxes and other costs. It reflects the bank's ability to generate business and is an important indicator of financial growth.

Profit Before Tax (PBT): Profit Before Tax (PBT) is the profit of the bank which is acquired after all expenses and costs are deducted but before any taxation. It indicates the operating profitability of the bank.

Effective Tax Rate (ERT): The Effective Tax Rate (ERT) measure the percentage of the profit before tax that is as tax. It provides more accurate picture of the banks tax burden than tax expense alone.

Profit After Tax (PAT): Profit After Tax represents the final earning available to shareholders after deducting all operating expense and taxes. It is a key indicator of bank's financial performance.

Net Profit Margin: Net Profit Margin measures the percentage of revenue that remains as net profit after tax deducting all operating expenses and taxes. It reflects the bank ability to covert revenue into profit.

Return on Assets: Return on Assets measures the bank's ability to generate net profit from its total assets. It indicates how efficiently the bank utilize its assets to produce earnings. A higher ROA reflects better assets utilization and stronger financial performance.

Return on Equity: Return on Equity measures the profitability generated from shareholders' equity. It indicates how efficiently the bank uses shareholder's investments to generate net earnings. A higher ROE represents stronger financial performance and greater value creations from shareholders.

Chapter 2: Company and Industry Profile

2.1 Company Analysis

2.1.1 Overview and History

United Commercial bank PLC is one of the leading first-generation private commercial banks in Bangladesh. It is established on 26th June 1983, the bank commenced its commercial operation in 1983 with the objective of providing modern; customer focused and technology driven baking services. From then, UCB PLC has played a significant role in supporting Bangladesh economic development by offering a wide range of retail, corporate, SME, Islamic and digital baking services.

Over the year, the bank has extended its nationwide through branches, sub-branches, ATM booth, agent baking outlets and digital performance. UCB PLC listed in both Dhaka Stock Exchange (DSE) and Chittagong Stock Exchange (CSE) and operates under the supervision of Bangladesh Bank.

2.1.2 Trend and Growth

UCB PLC has demonstrated continuous growth by expanding its baking operation, customer base and digital financial services. United commercial bank has a wide product banking and financial service, which are tailored to satisfy the needs of retail clients, SME client and corporate clients. UCB is a first-generation bank that has over 40 years of experience and enjoys a robust distribution network of 235 branches, 191 sub-branches that allows UCB to operate its services vastly.

Although the bank maintained steady business growth and increasing revenue during the study period, its profitability declined due to lower pre-tax earnings and higher tax burden. Nevertheless, UCB continue to invest in digital baking, risk management and service quality to ensure sustainable growth.

2.1.3 Product, Service and Customer Mix

UCB PLC offers a comprehensive range of banking products and financial services designed to meet the needs of individual, business and corporate clients.

The major categories where UCB offers its products and services to its users are well organized. Here the products and particulars are mentioning below,

Table 2: Product and Services of UCB PLC.

Category	**Product Name**
Savings Accounts	Savings Account
	Dynamic Benefits Savings
	UCB Youngsters Savings
	UCB Swadhin Account
	Sabuj Shanchay Account
	Shomota Savings Account
	Pensioner Savings Account
	Savings Deposit Non-Interest
NRB Accounts	UCB NRB Savings
Foreign Currency Accounts	NFCD (Non-Resident Foreign Currency Deposit)

	RFCD (Resident Foreign Currency Deposit)
Current Accounts	Current Account

Category	**Product Name**
DPS Schemes	UCB Super Flex DPS
	UCB Youngsters DPS
	UCB NRB DPS Plus
	UCB Multi-Millionaire

Category	**Product Name**
Fixed Deposits	Fixed Deposit
	UCB Earning Plus FD
	UCB Money Maximizer

Category	**Product Name**
Personal Loan	Personal Loan
Auto Loan	Auto Loan
Home Loan	Home Loan

Category	**Product Name**
Credit Cards	UCB Credit Card
Debit Cards	UCB Debit Card
Prepaid Cards	UCB Prepaid Card
Business Cards	UCB Business Card

Category	**Service Name**
Value Added Services	Locker Service
	SMS Banking

	24×7 Customer Service

Category	**Product Name**
NRB Savings	NRB Savings Account
NRB Deposit Scheme	NRB DPS Plus
NRB Services	Specialized NRB Banking Services

Category	**Product Name**
SME Loans	SME Loan Products
SME Deposits	SME Deposit Products
SME Services	Other SME Facilities
Agricultural Loans	Agri Loan Products
Agri Services	Agri Banking Services

Category	**Product Name**
Corporate Loans	Corporate Banking Loans
Offshore Banking	Offshore Banking Services
Structured Finance	Structured Finance Solutions

Category	**Product Name**
Agent Banking Services	Account Opening via Agent
	Cash Deposit & Withdrawal
	Other Basic Banking Services
Agent Opportunities	Become an Agent
	Agent Banking FAQs

Category	**Product Name**
Savings Account	Taqwa Mudaraba Savings Account

Current Account	Taqwa Al-Wadiah Current Account
Term Deposit	Taqwa Mudaraba Term Deposit
Investment	Bai-Murabaha Investment

2.1.4 Company Operation and Activities

United Commercial Bank has a fundamental value of CSR that is guided by the concept of United in integrity. As a learner in the Head Office Finance Division, an internship experience I had was how the bank formulates and spends its CSR budget on generation actual social impact specifically in agriculture, education, healthcare, women empowerment and environmental development in Bangladesh.

Support of Agriculture: One of the key initiatives is “Bhorshar Notun Janala” (a new window of hope). UCB sponsored the farmers of 65 districts in all over Bangladesh to support their cultivation by providing the aid like fertilizers, healthy seeds, modern equipment with financial literacy.

Education and Human Capital: UCB contributes to the development of education and human capital providing scholarship support to the underprivileged student but meritorious student by Prime Minister’s Education Assistance Trust. The bank also supports the educational infrastructure to create better learning opportunities and straighten the overall education system.

Healthcare and Social Welfare: When there are natural calamities, the bank donates to the relief fund of the Prime Minister, and also helps to sponsor medical camps and hospital. It also gives out blanket during winter specifically to distribute to the needy individuals throughout the nation.

Women Empowerment in Financial Inclusion: United Commercial Bank PLC. promotes women entrepreneurship by providing its retail banking and UCB FinTech lending center, which encourage them to come this kind of friendly environment. One of the notable recognitions from my division I observed that the finance division of UCB PLC. is controlled by very dignified Fellow Charted Accounted (FCA) lady. There we can understand by the remarkable recognition how women lead here.

Sustainability and Green Banking: UCB supports women in entrepreneurship through retail baking and UCB FinTech Company Limited by providing SME lending with reasonable process. It also has an agent baking network that makes banking services more accessible to rural women.

2.1.5 SWOT Analysis of UCB PLC

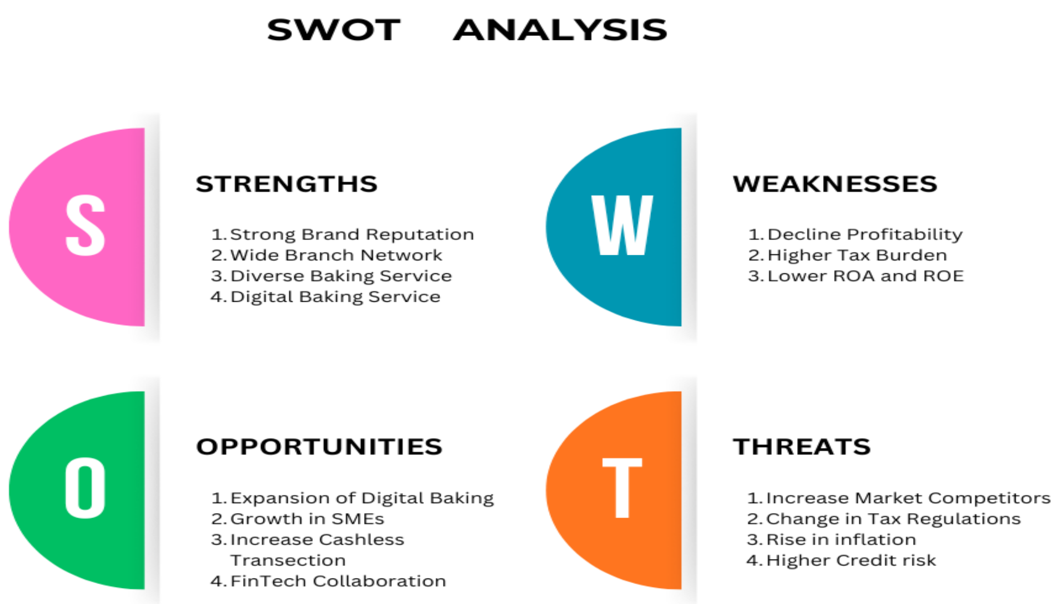

Figure 1: SWOT Analysis

The SWOT analysis indicates that UCB PLC has a strong market presence with a diversified service portfolio and expanding digital banking platform. However, declining profitability, a relatively high tax burden and increase competition remain key challenges. By leveraging digital innovation, expanding SMEs financing and improving operational efficiency, the bank can strengthen its competitive position and enhance long term profitability.

2.2 Industry Analysis

2.2.1 Specification of the industry

The baking industry is one of the most important sectors in Bangladesh's economy. It plays a vital role in financial intermediation, economic growth and capital formation. Commercial banks mobilize deposits from individuals and business and channel funds into productive investments through loans and advance. In addition, to traditional banking service bank provides trade finance, foreign exchange service, digital banking, treasury operation etc.

The banking sector in Bangladesh consists of sate-owned commercial banks, private commercial banks, foreign commercial banks and specialize banks. These institutions operate under the supervision of Bangladesh Bank which regulates monetary policy, banking operations, capital adequacy, liquidity management and financial stability.

2.2.2 Size, Trend and Maturity of the industry

The banking industry in Bangladesh has experienced significant growth over past decade, supported by economic development, financial inclusion and rapid digital transformation. The expansion of internet banking, MFs, agent banking, cashless payment system has increased across to financial service and improve customer convenience.

The industry is considered mature at it comprise a large number of well-established banks competing for market share. Competition has intensified due to digital banking, innovation, regulatory requirement and changing customer expectations. At the same time, commercial bank faces challenges such as operating cost, taxation, strict regulatory, non-performing loans, inflation and economic uncertainty.

2.2.3 Industry SWOT analysis

Figure 2: Industry SWOT Analysis

The banking industry in Bangladesh is highly competitive and technologically evolving. Although increase digitalization creates new opportunities for business growth. On the other hand, challenges come from regulatory compliance, taxation, inflation and competitive pressure. For UCB PLC, improving profitability requires balancing tax obligations with efficient operations while strengthening its competitive position in this dynamic industry.

Chapter 3: Internship Experience

3.1 Position duties and responsibilities

As an intern working in such well known commercial bank Specially in Head Office is a big opportunity for me. This is also pleasure for me to work with 3 different area of United Commercial Bank. Those are,

1. Digital Financial Service Division
2. Finance Division
3. Mobile Financial Service (upay)

My primary duties and responsibilities included,

1. Preparing the ideas of E-mail Marketing
2. Analyzing the customers responses against advertisement
3. Assisting in the preparation and verification of VAT-related documents
4. Supporting the preparation of Mushok 6.3 and VAT reports
5. Assisting in preparing reports required by National Board of Revenue (NBR)
6. Making innovative ideas for development of upay

Through these responsibilities, I developed a practical understanding of taxation procedure, customer preferences and innovative opportunities for future MFs growth.

3.2 Training and Development

During the internship, I received practical training through om-the-job learning and continuous guidance from my organizational supervisor and colleague. Rather than participating in formal classroom training, I learned by observing daily operations, performing assigned tasks and receiving regular feedback.

3.4 Contribution to the organization

Digital Financial Service

I worked for a month under DFS division. Here we work for maintaining the digital banking and its transformation. Here I have analyzed top 10 branches of the CIF with Email in differences and recommended the strategy to increase CIF. Also, I have learnt what are the necessary information needed to reduce fraud customers.

- Basic Customer Information
- Identity Verification Controls
- Risk & Fraud Indicators to Track
- AML (Anti-Money Laundering)

Moreover, the operational metrics to monitor daily activities are prime responsibilities of DFs where our motivation is to control fraud and operational efficiency that we must track daily numbers.

- Daily Account Metrics
- Daily Dashboard Structure

Account under pending due to wrong information is also managed by DFS division. Most important one work to handle merchants and collaboration decision also managed by this division.

I also have the experience to create the set of recommendation for the email marketing. For different services I recommend different types of headlines and main messages for consumer engagement.

Table 3: Core 28 Item

ক্র. নং	সেবার নাম	ইমেইল সাবজেক্ট লাইন	হেডলাইন	মূল বার্তা	কল টু অ্যাকশন (CTA)
১	তাৎক্ষণিক অ্যাকাউন্ট খোলা	UCB One দিয়ে মুহূর্তেই খুলুন ব্যাংক অ্যাকাউন্ট	আপনার অ্যাকাউন্ট, আপনার নিয়ন্ত্রণ — খুলুন এখন ৫ মিনিটে!	সময় নষ্ট কেন? UCB One অ্যাপ থেকে মাত্র কয়েক মিনিটে অ্যাকাউন্ট খুলুন। ঘরে বসেই শুরু করুন নিরাপদ ও সহজ ডিজিটাল ব্যাংকিং	এখনই অ্যাকাউন্ট খুলুন

২	অন্যান্য ব্যাংকে ফান্ড ট্রান্সফার	যেকোনো ব্যাংকে তাৎক্ষণিক টাকা পাঠান	টাকা পাঠাতে দেরি হচ্ছে? মুহূর্তেই করুন মানি ট্রান্সফার!	হঠাৎ দরকার হলে চিন্তা নয়। প্রিয়জনের পাশে থাকতে UCB One দিয়ে মুহূর্তেই বাংলাদেশের যেকোনো ব্যাংকে টাকা পাঠান — সহজ, দ্রুত ও নিরাপদভাবে	এখনই ট্রান্সফার করুন
৩	MFS এ টাকা পাঠানো	bKash, Nagad সহ সকল MFS-এ টাকা পাঠান	ব্যাংক থেকে MFS-এ এখনই টাকা পাঠান — দ্রুত ও নিরাপদ	Bank to MFS এখন সহজ। UCB One ব্যবহার করে মুহূর্তেই টাকা পাঠান, যেকোনো সময়, যেকোনো জায়গা থেকে	টাকা পাঠান
৪	ইউটিলিটি বিল পরিশোধ	এক অ্যাপেই সব ইউটিলিটি বিল পরিশোধ	লাইন এ দাঁড়ানোর স্ট্রেস? ঘরে বসে করুন সমস্ত বিল পেমেন্ট শেষ।	বিদ্যুৎ, গ্যাস, পানি, ইন্টারনেটসহ সব বিল সহজে পরিশোধ করুন UCB One দিয়ে	বিল পরিশোধ করুন
৫	মোবাইল রিচার্জ	যেকোনো সময় মোবাইল রিচার্জ	ওহ নো! ব্যালেন্স ফিনিশ? রিচার্জ করুন মুহূর্তেই।	সকল অপারেটরের প্রিপেইড ও পোস্টপেইড নম্বরে তাৎক্ষণিক রিচার্জ করুন	এখনই রিচার্জ করুন
৬	ইন্স্যুরেন্স প্রিমিয়াম পরিশোধ	ডিজিটালভাবে পরিশোধ করুন ইন্স্যুরেন্স প্রিমিয়াম	সুরক্ষা হাতছাড়া নয় — প্রিমিয়াম দিন সময়মতো!	কয়েকটি ট্যাপেই নিরাপদভাবে ইন্স্যুরেন্স প্রিমিয়াম পরিশোধ করুন UCB One দিয়ে	প্রিমিয়াম পরিশোধ করুন
৭	ব্রোকারেজে ফান্ড ট্রান্সফার	দ্রুত বিনিয়োগ শুরু করুন UCB One দিয়ে	দেরি নয়, UCB One দিয়ে বিনিয়োগ নিশ্চিত করুন।	সরাসরি আপনার স্টক ব্রোকারেজ অ্যাকাউন্টে ফান্ড ট্রান্সফার করে বিনিয়োগ শুরু করুন	এখনই ট্রান্সফার করুন
৮	ক্রেডিট কার্ড বিল পরিশোধ	সহজে পরিশোধ করুন ক্রেডিট কার্ড বিল	ডিউ ডেট মিস? আর কখনো নয়!	UCB বা অন্য ব্যাংকের ক্রেডিট কার্ড, সব সময় নিরাপদে UCB One দিয়ে বিল পরিশোধ করুন	বিল পরিশোধ করুন
৯	প্রিপেইড কার্ড লোড	মুহূর্তেই লোড করুন প্রিপেইড কার্ড	স্মার্ট খরচ, নিরাপদ ব্যবহার	যেকোনো জায়গায়, যেকোনো সময় নিরাপদ লেনদেন—প্রিপেইড কার্ড টপ-আপ করুন এক ক্লিকে	কার্ড লোড করুন
১০	স্মার্ট কার্ড ম্যানেজমেন্ট	আপনার কার্ড, আপনার নিয়ন্ত্রণে	আপনার কার্ড, আপনার পূর্ণ নিয়ন্ত্রণ	আপনার সব কার্ড এখন এক জায়গায়—ব্লক, আনব্লক ও লিমিট কন্ট্রোল করুন UCB One থেকে	কার্ড ম্যানেজ করুন
১১	তাৎক্ষণিক FD/DPS খোলা	ডিজিটালভাবে সঞ্চয় বৃদ্ধি করুন	ডিজিটাল সঞ্চয়ের সহজ শুরু	ইসলামিক অপশনসহ মুহূর্তেই FD বা DPS খুলুন সরাসরি UCB One থেকে	সঞ্চয় শুরু করুন
১২	লাইফস্টাইল সার্ভিস	ব্যাংকিংয়ের চেয়েও বেশি কিছু	ব্যাংকিং ছাড়াও আপনার লাইফস্টাইল এখন এক অ্যাপেই	UCB One-এ শপিং, খাবার ও ভ্রমণসহ আপনার লাইফস্টাইলের সব সুবিধা উপভোগ করুন এক অ্যাপেই	উপভোগ করুন

১৩	ক্যাশ বাই কোড	কার্ড ছাড়াই তুলুন নগদ অর্থ	কার্ড ছাড়াই ATM ক্যাশ	UCB One থেকে কোড জেনারেট করে কার্ড ছাড়াই ATM থেকে টাকা তুলুন	নগদ নিন
১৪	তাৎক্ষণিক ই-লোন	মিনিটেই লোন অনুমোদন	মিনিটেই আপনার ডিজিটাল লোন নিশ্চিত	UCB One ব্যবহার করে দ্রুত ন্যানো লোন গ্রহণ করুন—ঝামেলা নেই, অনুমোদন মিনিটেই	এখনই আবেদন করুন
১৫	বাংলা QR পেমেন্ট	স্ক্যান করুন, পেমেন্ট সম্পন্ন	বাংলা QR-এ মুহূর্তের পেমেন্ট	দেশব্যাপী মার্চেন্ট পেমেন্ট করুন নিরাপদ বাংলা QR ব্যবহার করে	স্ক্যান ও পে করুন
১৬	অ্যাকাউন্ট স্টেটমেন্ট	যেকোনো সময় স্টেটমেন্ট দেখুন	আপনার ব্যাংকিং রেকর্ড হাতের মুঠোয়	অ্যাকাউন্ট স্টেটমেন্ট দেখুন, ডাউনলোড করুন এবং সবসময় আপডেট থাকুন UCB One-এ	স্টেটমেন্ট দেখুন
১৭	চেকবই ব্যবস্থাপনা	ডিজিটালি চেকবই রিকোয়েস্ট করুন	শাখা ছাড়াই চেকবই নিয়ন্ত্রণ করুন সহজে	চেকবই রিকোয়েস্ট, ট্র্যাক ও ম্যানেজ করুন সরাসরি UCB One থেকে	এখনই রিকোয়েস্ট করুন
১৮	UCB সাবসিডিয়ারি সেবা	এক জায়গায় সব UCB সেবা	UCB One-এ সব সেবা একসাথে	UCB-এর সকল সহযোগী প্রতিষ্ঠানের সেবা সহজে উপভোগ করুন	সেবা দেখুন
১৯	পার্সোনাল ফাইন্যান্স ম্যানেজমেন্ট	স্মার্টভাবে খরচ ট্র্যাক করুন	আপনার অর্থ, আপনার নিয়ন্ত্রণে	UCB One দিয়ে আপনার অর্থ ব্যবস্থাপনা আরও বুদ্ধিমত্তার সঙ্গে—খরচ দেখুন, সঞ্চয় বাড়ান	ইনসাইট দেখুন
২০	ট্যাক্স ও অন্যান্য সার্টিফিকেট	মুহূর্তেই ডাউনলোড করুন সার্টিফিকেট	ট্যাক্স ও অন্যান্য সার্টিফিকেট এক জায়গায়	UCB One দিয়ে ট্যাক্সসহ প্রয়োজনীয় ব্যাংকিং সার্টিফিকেট মুহূর্তে ডাউনলোড করুন	ডাউনলোড করুন
২১	শপিং ও ফ্যাশন	UCB One দিয়ে কিনুন প্রিয় ব্র্যান্ড	এক ক্লিকে ব্র্যান্ড, এক ক্লিকে পেমেন্ট, ঝামেলা শূন্য	জনপ্রিয় ব্র্যান্ড এক্সপ্লোর করুন এবং সহজ ডিজিটাল পেমেন্ট উপভোগ করুন	এখনই শপ করুন
২২	রেস্টুরেন্ট ও খাবার	UCB One দিয়ে অর্ডার করুন খাবার	ট্যাপ করুন, টেবিলে খাবার এসে হাজির!	রেস্টুরেন্ট এক্সপ্লোর করুন, প্রিয় খাবার অর্ডার করুন এক ক্লিকে, পেমেন্ট নিরাপদ ও সহজ UCB One-এর মাধ্যমে	এখনই অর্ডার করুন
২৩	ভ্রমণ ও হোটেল	UCB One দিয়ে পরিকল্পনা করুন ভ্রমণ	আপনার ট্রিপ, আপনার নিয়ন্ত্রণ—সহজ বুকিং UCB One-এ	হোটেল ও ট্রাভেল সার্ভিস বুক করুন এবং সহজে পেমেন্ট ম্যানেজ করুন	ভ্রমণ বুক করুন

২৪	লাইফস্টাইল অফার ও ডিসকাউন্ট	এক্সক্লুসিভ অফার আনলক করুন	UCB One-এ বিশেষ অফার আনলক করুন	UCB One ব্যবহারকারীদের জন্য এক্সক্লুসিভ ক্যাশব্যাক, ডিসকাউন্ট এবং পার্টনার অফার—আরও বেশি সেভিংস উপভোগ করুন	অফার দেখুন
২৫	টিকিট বুকিং	মুহূর্তেই বুক করুন ভ্রমণ টিকিট	ট্রিপ প্ল্যান? টিকিট এক ক্লিকে নিশ্চিত।	UCB One দিয়ে বাস, লঞ্চ ও এয়ার টিকিট কিনুন সহজে, নিরাপদ ও তাৎক্ষণিক পেমেন্ট সুবিধা সহ	টিকিট বুক করুন
২৬	হলিডে ব্যাংকিং	ছুটিতেও থেমে নেই ব্যাংকিং	ছুটিতেও থেমে নেই ব্যাংকিং, UCB One সবসময় আপনারপাশে	ছুটির দিনে ও সপ্তাহান্তেও ফান্ড ট্রান্সফার, বিল পেমেন্টসহ সব জরুরি ব্যাংকিং সেবা উপভোগ করুন ঝামেলামুক্ত ও নিরাপদভাবে UCB One-এর মাধ্যমে	যেকোনো সময় ব্যাংকিং করুন

Finance Division

From the personal experience I found that the finance division of UCB is the wonderful department of UCB where there are several functions that work with harmonically. Special I have worked with UCB Tax/VAT team very for 2 respective months.

The main work activities that done by me is calculating the VAT amounts of each month which is called the computation of Mushok 6.3. I have completed the Mushok 6.3 for the month of March, April and May (partially).

For different types of functions the VAT deduction percentage varied, such as

1. Supplies- 10% (7.5% exceptional for food and beverage)
2. Repair and Maintenance- 15%
3. Data Connectivity- 15%
4. courier Service- 15%
5. ITES- 5%
6. Security- 5%
7. Professional- 15%
8. Printing- 15%
9. Internet- 15%
10. Insurance- 15%

According that percentage that set by NBR we calculate the total VAT amount of the Vendors and for every month. As a Finance background this is not that easy to work with the TAX/VAT team for me initially. But the team was so cordial and co-operative specially the head of Tax/VAT team Md. Arif Hassan and my seniors Abdur Rahman and Fahim Akhtab tried hard to recap the main activities of UCB PLC. tax team.
The other prime activities are like,

1. Annual report within 30th June (Section 180)
2. Issuing withholdings (Quarterly, Section 177)
3. Giving Opinion regarding Inward (Section 119) and Outward (Section 124)
4. Complete VAT return monthly (within 15th no of working day of each month) (Mushok 9.1)
5. Issuing Mushok 6.6
6. VAT Rebate Calculation (Mushok 6.3)
7. TDS (Section 86-140)
8. 50% rate of PSR (Section 42)

Those are the prime workings of a Commercial Bank Tax Functions. These is an interesting fact that I have founded the question that is what are the impact of taxation of a commercial bank's profitability in the perspective of Bangladesh. This is the connection that founded by me as an intern and as well as an active student with the interest of the connectivity of profitability of a commercial bank align my interest to choose that topic.

Function of the Department

The Finance Division of United Commercial Bank PLC. is mandated with the maintenance of financial stability, compliance and accuracy of reporting of the whole bank. It comprises a number of the important unites that collaborate in enhancing both strategic decision-making and regulatory imperatives.
Key roles of the department are:

Financial Reporting & General Ledger (GL): This is the main component of bank accounting system. The team under the general ledger ensures that all the transaction of

235 branch were properly recorded. This information is then used by the financial reports as they are presented before the stock exchange and shareholders.

Regulatory Reporting: Banking is highly regulated institution and this unit also make sure, that all regulations are followed. They basically provide the repots to the Bangladesh Bank with all regulations that required by the Bangladesh Bank like Cash Reserve Ratio, the Statutory Liquidity Ratio and Capital Adequacy Ratio.

Tax Division: It is the unit that deals with any issue to do with tax, such as Corporate Tax, VAT and Deferred taxation on the basis of the national laws

MIS and Data Management: Data is very important in the contemporary baking. This units deals with the Management Information system that analyze the data of various operations. They also give performance dashboard to top management and assists them to know the areas of profitability and the areas that not performing well.

Retail Finance: This sub-division is concerned with the analysis of financial performance of retail products like personal loans, home loans credit loans, credit loans etc. It assists the bank in knowing how individual customers behave and in profiting.

Procurement: The procurement unit takes care of the spending in the bank. When buying equipment to expand and they are also transparent in the buying process.

Branch Experience

I also got the chance to know about the pure baking functions through Branch Attachment for a long week. Among all the branches of UCB I got the chance to gather experience with Gulshan Corporate Branch of UCB PLC.
The core departmental overview of Gulshan Branch are,

General Baking and Cash

This is the first step of any pure baking chain where we deal with customer by,

A) Handles account opening
B) deposits,
C) withdrawals
D) Daily cash management operation

Clearing & Credit

The clearance department is a vital operational unit of a bank branch that manages the collection and settlement of cheque and other negotiable instrument presented by customers. When a customer deposit a cheque issued by another bank, the clearance department verifies the cheque details, records the transactions and forwards it through the banking clearing system for the settlement.

The department,

A) Ensure cheque authenticity
B) Monitors the status of Cheque
C) Handle returned or dishonored instruments
D) Co-ordinate with other bank to resolve any discrepancies

Through those activity the clearance function facilitates the secure and efficient transformation of funds between financial institutions, contributing to smooth baking operations and customer services.

On the other hand, credit department is one of the important function of branch banking where, UCB PLC. is responsible for managing the bank's lending activities while maintaining an acceptable level of credit risk. As loan and advances constitute one of the primary sources of income for the bank, the department plays a significant role in ensuring profitability, asset quality and sustainable growth.

The fundamental purpose of the credit department is to provide financing opportunity to customers while protecting the bank from potential credit losses. The department seeks to achieve a balance between profitability and risk management by extending credit only to eligible borrower who demonstrate the capacity and willingness to repay.

According to the customer nature loans can be different types,

A) Project Finance
B) Work Order
C) Trade Finance
D) Retail
E) Consumer

The nature of the loan contacts are,

1. Funded loan
    - Term Loan
    - Continuous Loan
    - Demand Loan
2. Non-funded loan

Customer Service

The customer service plays a vital role in ensuring smooth communication between the bank and its customers. It serves as the first point of the contact for customers, providing information, resolve problems and delivering various banking service relationships.

The core activities of customer services are

A) Account opening
B) KYC verifications
C) Customer query and complain handling
D) Cheque book, debit cards and Statement Services
E) Digital Banking support
F) Account maintenance services

It enables me to get practical knowledge of customer relationship management.

3.4 Evaluation

The internship provided valuable experience by allowing me to apply academic Knowledge in professional banking environment. Specially work in Finance Division exposed me to real-world taxation practices, financial reporting procedures and regulatory compliance. It also improved my analytical thinking, attention to detail and ability to work financial document. One of the most valuable aspects of the internship was understanding how taxation directly influences a bank's profitability. That practical experience helped me to transform my theoretical knowledge into practical applications.

3.5 Skills Applied

Throughout the internship, I applied and developed several technological and professional skills that supported my assigned responsibilities

Technological Skill

- MS Excel for financial analysis data management
- VAT calculation and tax documentation
- Financial record keeping and reconciliations
- Basic financial statement analysis

Professional Skills

- Communication and internship skill
- Teamwork and collaboration
- Time management
- Problem solving skills
- Attention to detail
- Professional ethics and confidentiality
- Adaptability in a professional workplace

Chapter 4: Analysis and Findings

4.1 Introduction

This chapter presents a comprehensive analysis of the impact of taxation on the profitability of UCB over the period 2020-2024. The analysis is conducted using financial statement data collected from the annual report of UCB PLC. and selected peer banks, namely BRAC Bank, Prime Bank PLC and Southeast Bank PLC.

The Data analysis focuses on the indicators of taxations like, effective tax rate, tax burden ratio, tax to revenue ratio, as well as profitability ratio such as net profit margin, return on asset, return on equity.

The findings presented in this chapter provide insight into how taxation influences earning, shareholders return and overall financial performance within the banking sectors.

4.2 Problem Statement

Taxation is one of the most significant statutory obligations for the commercial bank operating in Bangladesh. As financial institutions generate income from lending, investment activities and other baking operation, a substantial portion of their earning is allocated to tax payments. Although, taxation contributes to government revenue generation and economic development. It simultaneously reduces the amount of profit available for shareholders and business reinvestment

Over the last five years UCB PLC has grown steadily in terms of revenue and assets. But the expansion has not led to better profitability as the bank witnessed a sharp decline in Profit After Tax (PAT), Return on Assets (ROA) and Return on Equity (ROE) in 2024. This raises issues of impact of taxation on profitability performance of the bank.

4.3 Analysis of the findings

4.3.1 Literature Review

Profitability is generally considered as one of the most important indicators of financial performance in the banking industry. Profitability is defined in the literature on banking and corporate finance as the ability of an institution to generate income from the resources it has employed, while also maintaining operational efficiency and financial sustainability.

Previous studies have found that taxation is a significant determinant of corporate profitability. Taxes paid reduce earnings before tax and affect important profitability ratios like Net Profit Margin, Return on Assets and Return on Equity. Research suggests that higher effective tax rates reduce retained earnings, limiting a firm's ability to maximize shareholder value.

Within the banking sector, the Effective Tax Rate (ETR) is often used to measure the portion of earnings taken by taxes. Current research shows that banks with higher tax burdens typically report lower post-tax profits than those with efficient earnings management and balanced tax structures. Additionally, studies in the financial sector suggest that lasting profitability relies not just on revenue growth. It also depends on an institution's ability to turn operating income into net earnings after meeting regulatory and tax obligations. Thus, understanding the link between taxation and profitability is crucial for assessing the financial performance of commercial banks.

4.3.2 Analysis of UCB PLC

4.3.2.1 Revenue Analysis

Revenue represents the total income generate from the bank's core banking operations before deducting operations expense, taxes and other costs. It reflects the bank's ability to generate business and is an important indicator of financial growth.

*(1) Revenue Growth (%) = {(Current Year Revenue−Previous Year Revenue)/ Previous Year Revenue} * 100*

Table 4: Revenue

Year	2020	2021	2022	2023	2024
Revenue (BDT)	20,488,214,483	24,819,740,000	28,522,740,477	29,228,684,747	36,469,190,000
Growth (%)	–	21.14	14.92	2.48	24.77

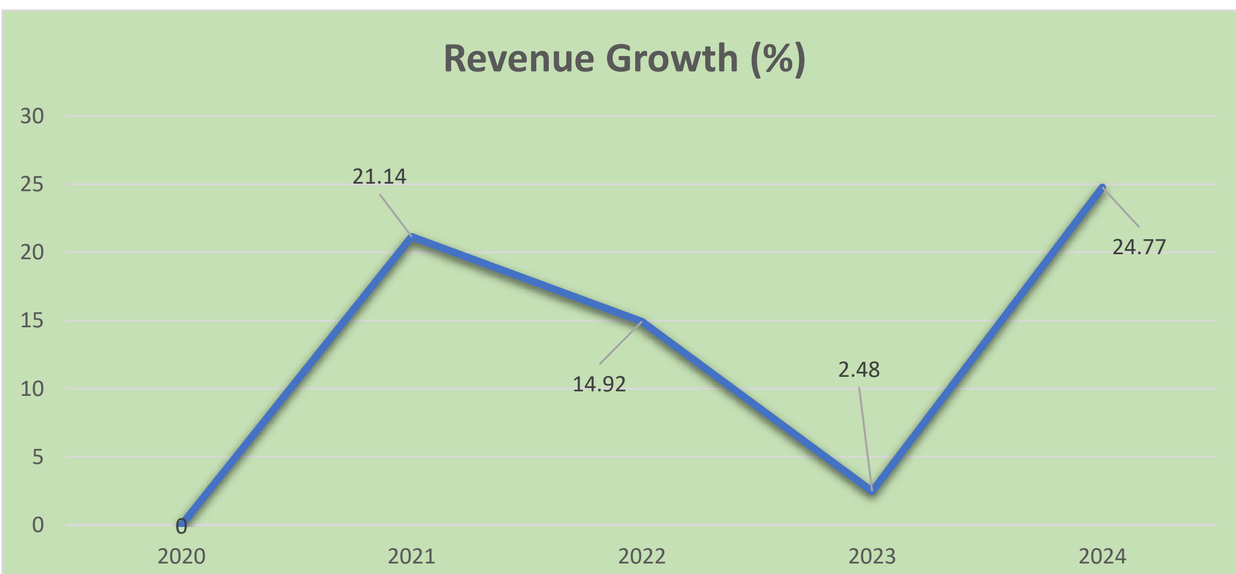

Figure 3: Revenue growth

The revenue of UCB PLC increased consistently during the period of study. Revenue increased from BDT 20.49 billion in 2020 to BDT 36.47 billion in 2024. It shows the business is growing strongly. As for the highest annual growth (24.77%), it was in 2024. The bank has not experienced similar growth in profitability, despite the rise in revenue, suggesting that the extra operating expenses and taxation have diminished the net financial gains.

4.3.2.2 Profit Before Tax

Profit before tax (PBT) is the profit of the bank which is acquired after all expenses and costs are deducted but before any taxation. It indicates the operating profitability of the bank.

(2) Profit Before Tax (PBT) = Operating Profit + Non-Operating Income - Non-Operating Expenses - Interest Expense

Table 5: PBT

Year	2020	2021	2022	2023	2024
PBT (BDT)	4,948,012,992	5,609,905,000	5,916,070,659	5,177,387,738	2,145,390,000
Growth (%)	–	13.38	5.46	-12.49	-58.56

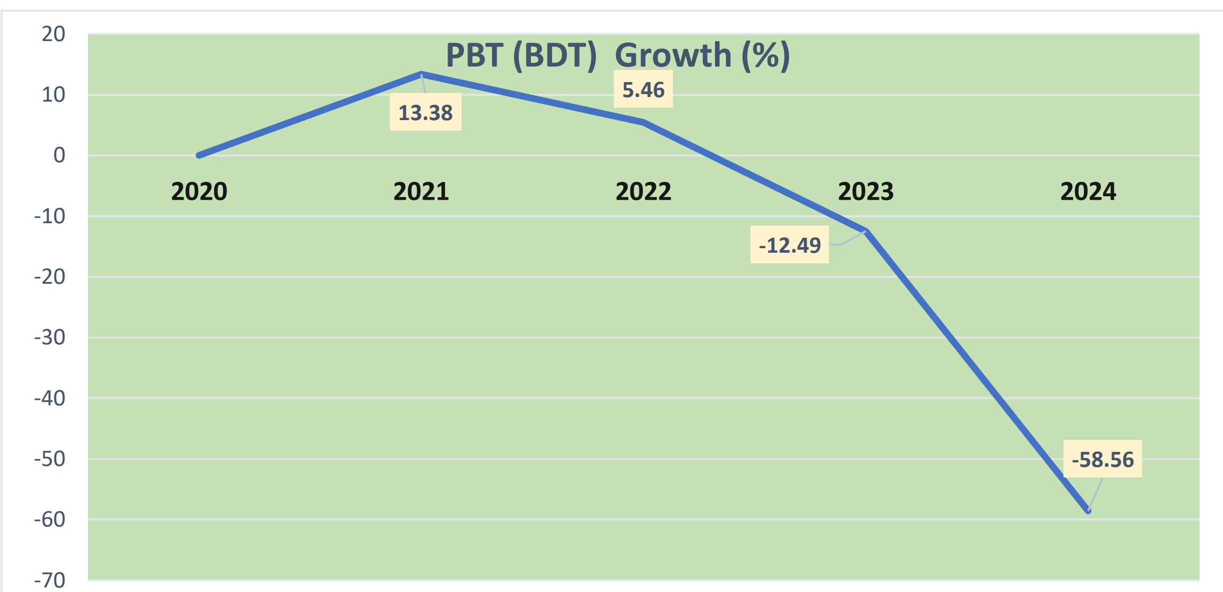

Figure 4: PBT Growth

The table shows that the trend for Profit Before Tax is lower after improvement, thus, the profitability from operations was lower than before. Earnings from Pre-tax income decreased, therefore, signifying a lower level of the bank's income in relation to the operating expenses. Lower PBT means that the bank's overall profit after tax would also be lower.

4.3.2.3. Effective Tax Rate

The Effective Tax Rate (ERT) measure the percentage of the profit before tax that is as tax. It provides more accurate picture of the banks tax burden than tax expense alone.

*(3) ETR = (Tax Expanse / Profit before tax) * 100*

Table 6: ETR

Year	2020	2021	2022	2023	2024
Tax Expense	2,090,815,149	2,432,734,000	1,892,059,505	2,492,301,451	1,537,586,000
PBT	4,948,012,992	5,609,905,000	5,916,070,659	5,177,387,738	2,145,390,000
ETR (%)	42.26	43.37	31.98	48.14	71.67

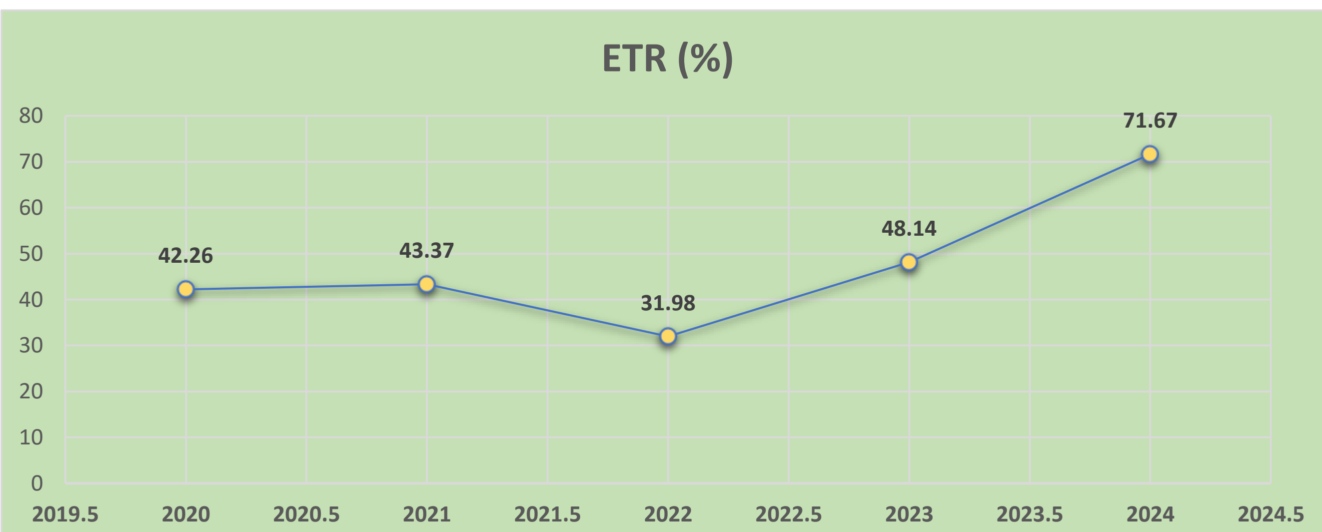

Figure 5: ETR Growth

The effective tax rate shows an overall increase tax burden which means larger portion of the bank's re-tax earning was paid as tax. A higher effective tax rate reduces earning, limits funds available for business expansion. and negatively affects overall profitability. This indicates that taxation had a considerable influence on the bank's performance.

4.3.2.4. Profit After Tax

Profit after tax represents the final earning available to shareholders after deducting all operating expense and taxes. It is a key indicator of bank's financial performance.

(4) Profit After Tax = Profit Before Tax – Total Tax Expanse

Table 7 PAT

Year	2020	2021	2022	2023	2024
PAT (BDT)	2,857,197,843	3,177,171,000	4,024,011,154	2,685,086,287	607,804,300
Growth (%)	–	11.2	26.65	-33.27	-77.36

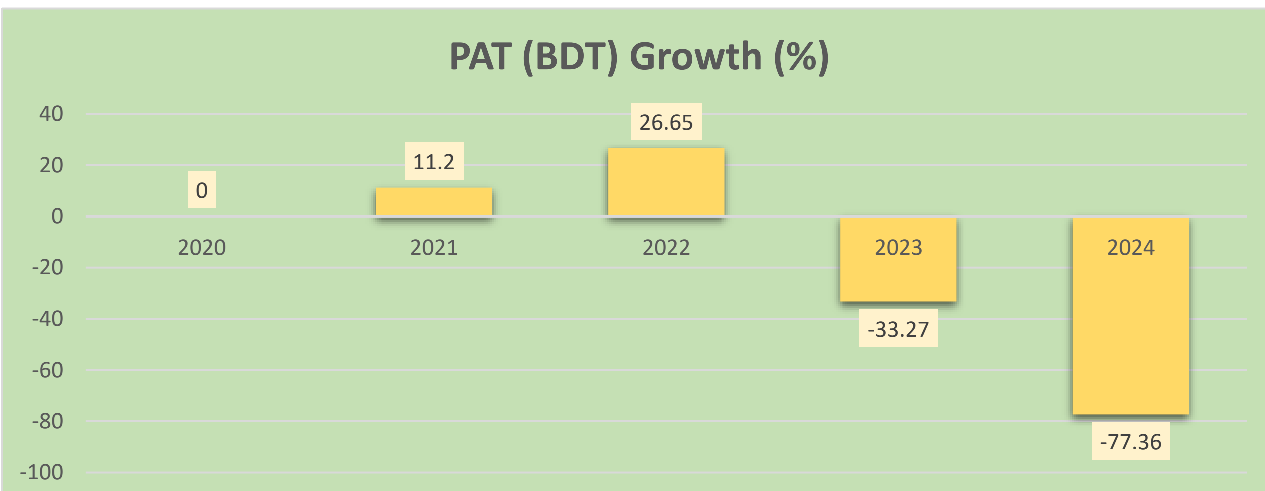

Figure 6: PAT Growth

The table indicates an overall decline in profit after tax, which suggests that the bank retained a smaller portion of its earnings after meeting tax obligations. Lower after tax reduces shareholders return, weakens internal capital generation and limits the bank's financial flexibility for future investment and growth.

Profitability Analysis

4.3.2.5 Net Profit Margin

Net profit margin measures the percentage of revenue that remains as net profit after tax deducting all operating expenses and taxes. It reflects the bank ability to covert revenue into profit.

*(5) Net Profit Margin = (Net Profit / Revenue) * 100*

Table 8: NPM

Year	2020	2021	2022	2023	2024
NPM (%)	13.95	12.8	14.11	9.19	1.67

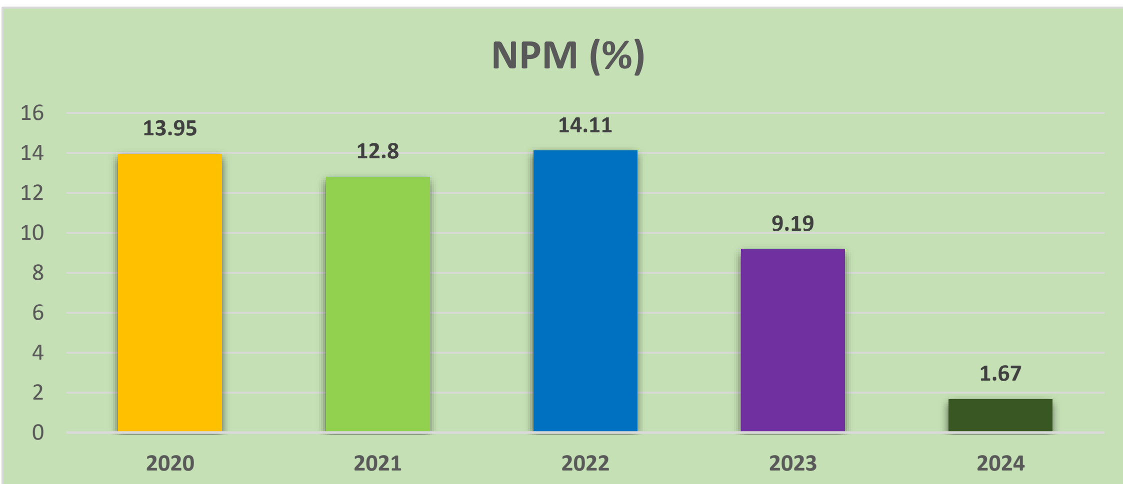

Figure 7: NPM Growth

The Net Profit Margin demonstrate an overall decline in profitability, indicate that a smaller proportion of revenue was convert into net earnings. This reflects reduce cost efficiency and the combined impact of lower operating performance and taxation, ultimately weaking the bank's ability to generate profit from its revenue.

4.3.2.6. ROA Growth

Return on Assets measures the bank's ability to generate net profit from its total assets. It indicates how efficiently the bank utilize its assets to produce earnings. A higher ROA reflects better assets utilization and stronger financial performance.

*(6) ROA = (Net Profit / Total Assets) * 100*

Table 9: ROA

Year	2020	2021	2022	2023	2024
ROA (%)	0.58	0.56	0.64	0.39	0.08

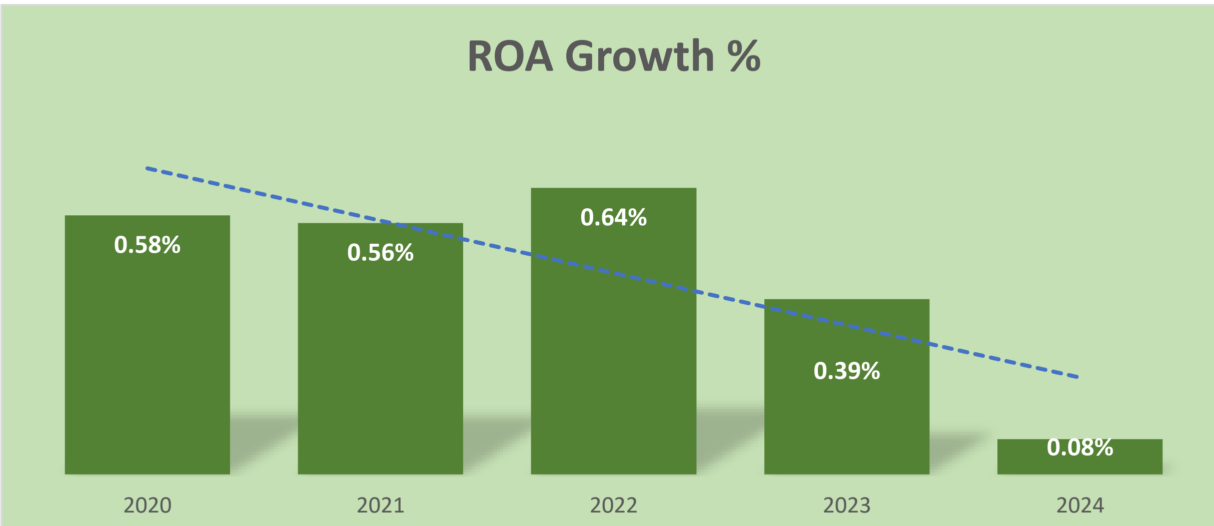

Figure 8: ROA Growth

The table shows overall declining trend in ROA, indicating that UCB PLC became less efficient in generating profit from its total assets over the study period. The decreasing ROA suggests that the bank's asset base was not producing proportional earning, reflects weaker operational performance. Lower net profit, together with a higher tax burden, reduced the bank's ability to utilize its assets effectively, resulting in lower overall profitability.

4.3.2.7 ROE Growth

Return on Equity measures the profitability generated from shareholders' equity. It indicates how efficiently the bank uses shareholder's investments to generate net earnings. A higher ROE represents stronger financial performance and greater value creations from shareholders.

*(7) ROE = (Net profit / Shareholders Equity) * 100*

Table 10: ROE

Year	2020	2021	2022	2023	2024
ROE (%)	8.15	8.49	9.83	6.27	1.45

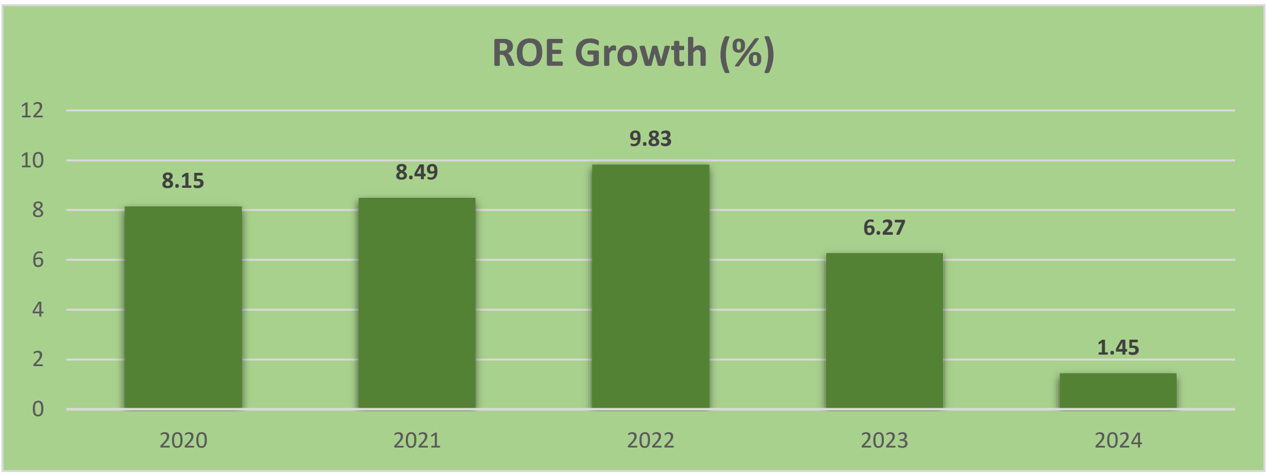

Figure 9: ROE Growth

The table shows an overall investemnts decilne in ROE, suggesting that UCB generated lower returns from shareholders investemts over the study period. A reduction in ROE reflects weakend profitability and a lower capacity to create value from shareholders. The combined effect of declining net profit and an increasing tac burden reduce the bank's retirn on equity, making it less attractive from an investor's perspective.

4.3.2.8 Comparative Analysis of Financial Performance with other Banks

Table 11 Comparative Analysis

Indicator	UCB PLC	Prime Bank	Southeast Bank	BRAC Bank
Revenue Growth (%)	**24.77**	34.16	22.38	33
PBT Growth (%)	**-58.56**	28.51	32.33	116

Net Profit Growth (%)	**-77.36**	53.93	-79.72	66
Effective Tax Rate (%)	**71.67**	38.33	96.31	48.19
Net Profit Margin (%)	**1.67**	31.25	0.98	20.61
ROA (%)	**0.08**	1.36	0.08	1.3
ROE (%)	**1.45**	13.87	0.84	16.09

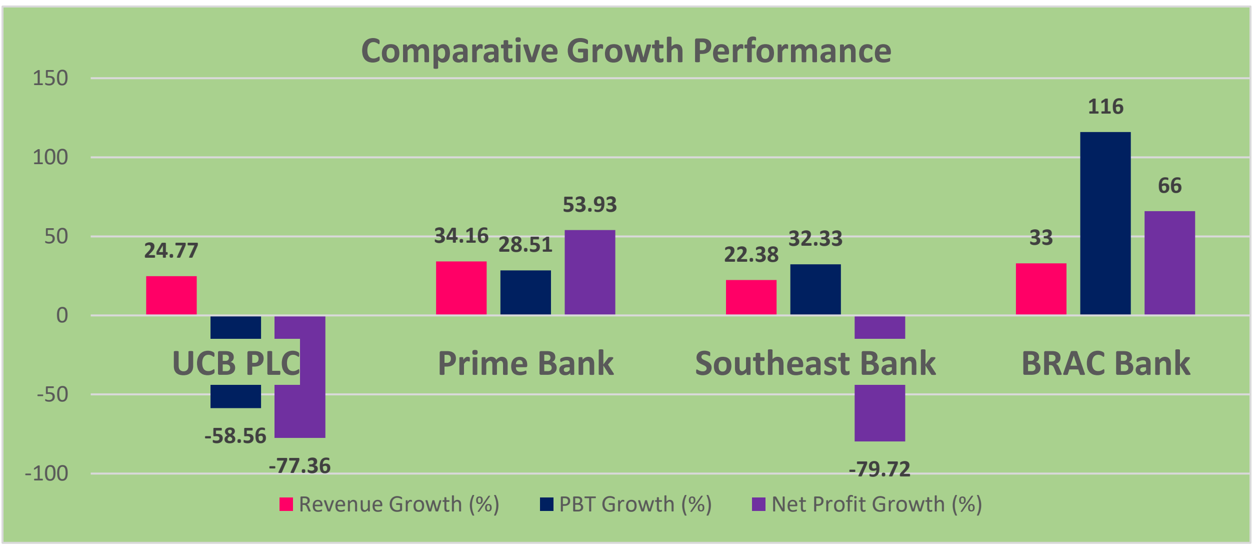

Figure 10: Comparative Growth Performance

The graphs compares the growth performance of the 4 commercial banks using revenue, PBT, Net profit grwoth. While UCB PLC achieve postive grwith, it experienced a substantial decline decline in both profit before tax and net profit. This indicates that increased business activity did not results in hiher earnings, suggesting that rising expenses and a relatively hugher tax burden reduced overall profitability.

In contast, Prime Bank and Brace Bank demostrated positive grwoth in all indicators, reflacting stronger operational performance and better profit generation, imdicating that factors beyond revuneue growth can affect peofitability.

Overall, the graph demonstrtes that revenue grwoth alone is not sufficient to improve financial performance. The ability to control cost, maintain operational effiency and manage taxation effectively plays a critical role in converting revenue into sustainable profit.

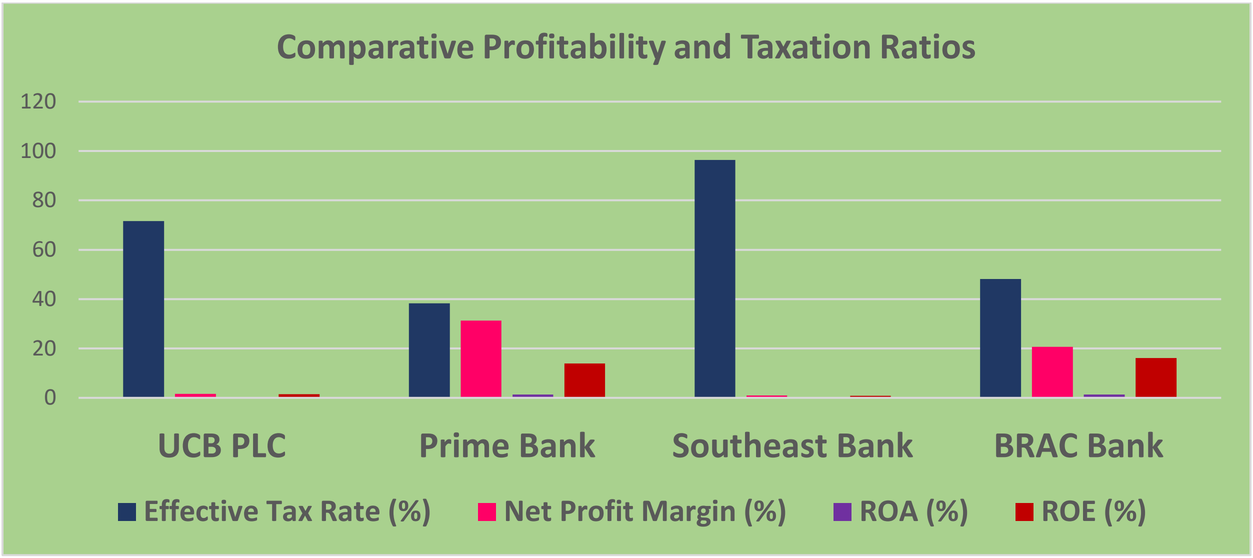

Figure 11: Comparative Profitability and Taxation Ratios

The graph illunstated the differences in txations and profitability among 4 banks recorded a relatively high effective tx rate compared to Prime Bank and Brace Bank indicators, including NPM, ROA, ROE, the the two leading competitors.

Although Southeast Bank experienced the high effective tax rate, UCB PLC also showed comparatively wrak peofitability despite maintaning business growth. This suggests that a higher tax burden, togater with lower operating effiency, reduce the bank’s ability to generate profit from its revenue, assets and shareholders’ equity. Overall the graph supports the finding that taxation is an important factor affecting profitability, but sustiable fincial performance also depends on effective operational magament and effiecnt use of resources.

Chapter 5: Conclusion and Key Fact

5.1 Recommendation

- Enhance tax planning and compliance practices to reduce the impact of taxation on the bank's profitability while maintaining full compliance with regulatory requirements.
- Reduce operating costs and improve the efficiency of business processes to improve pre-tax profitability.
- Broaden the revenue base by growing fee-based and digital financial services and decreasing dependence on traditional interest income.
- Improve profitability measures like ROA and ROE by increasing asset and capital efficiency.
- Benchmark financial and operational practices of the top competitors especially Prime Bank PLC and BRAC Bank PLC to identify areas to improve profitability and overall performance.

5.2 Key Factors

The internship at UCB PLC provided exposure to taxation, financial reporting and banking operation within the Finance Division. The experience helped me to understand that while taxation affects bank's profitability, operational efficiency, cost management and effective financial planning are equally important for achieving sustainable financial performances.

5.2 Conclusion

This study looked at how taxes affected the profitability of UCB PLC. It did this by checking the company's performance from 2020 to 2024. The study checked financial numbers like Revenue, Profit Before Tax, Profit After Tax, Effective Tax Rate, Net Profit Margin, Return on Assets and Return on Equity. It found out that even though UCB PLC made money each year it actually made less profit because it had to pay more taxes and its operations did not do as well.

The study also compared UCB PLC to banks like Prime Bank PLC, Southeast Bank PLC and BRAC Bank PLC. It showed that UCB PLC did not do well as these other banks when it came to making a profit even though they all followed the same rules.

The study says that taxes had an impact on UCB PLCs profitability. It reduced the money the bank made after taxes. Made its profitability numbers weaker.The study also says that taxes were not the only reason, for the bank’s financial performance. How well the bank operated, managed its costs. Used its assets and equity also mattered. So, to make money in the long run and stay competitive in Bangladeshs banking sector UCB PLC needs to do better operationally and plan its taxes wisely while following the law.

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Appendix

Appendix-A

UCB

Human Resources Management Division

No.CO/HRMD/Intern-JF-21/181/2026

February 15, 2026

Ms. Nusrat Sultana Lamia
UCB Intern
E-Block, R# 2, H# 7, Banasree
Dhaka, Bangladesh

Subject: Appointment as Intern

Dear Ms/Mr. **Nusrat Sultana Lamia**,

We are pleased to offer you an appointment as an **Intern** (under special responsibilities) at United Commercial Bank PLC (UCB) under the Human Resources Division, effective from **February 16, 2026**. This appointment is made subject to the following terms and conditions:

1. **Tenure**: Your internship will be for a period of **three (03) months**, commencing from date of your joining.
2. **Remuneration**: You will receive a consolidated **monthly remuneration of BDT 8000/- (Eight Thousand Taka Only)**, which will be payable after deduction of applicable taxes, if any.
3. **Work Hours and Reporting**: You will be required to follow the official working hours of the Bank and report to your designated supervisor/mentor as assigned by the HR Division.
4. **Nature of Internship**: This internship is purely a temporary. It does not guarantee any employment with UCB.
5. **Confidentiality**: During the internship, you may have access to confidential and sensitive information. You are expected to maintain strict confidentiality and not disclose such information to any third party.
6. **Conduct and Compliance**: You shall comply with all policies, rules, and regulations of the Bank and maintain the highest standards of discipline and professional conduct throughout your internship.
7. **Termination**: The Bank reserves the right to discontinue your internship at any time without assigning any reason, by providing prior notice. Similarly, you may resign from the internship by giving prior written notice of at least seven (07) days.

We welcome you to United Commercial Bank PLC and hope that your internship experience will be enriching and mutually beneficial. Please sign and return a copy of this letter as a token of your acceptance of the above terms and conditions.

With best wishes,
Sincerely,

Tahsin Jalil Chowdhury
First Vice President, HRMD
United Commercial Bank PLC

United Commercial Bank PLC
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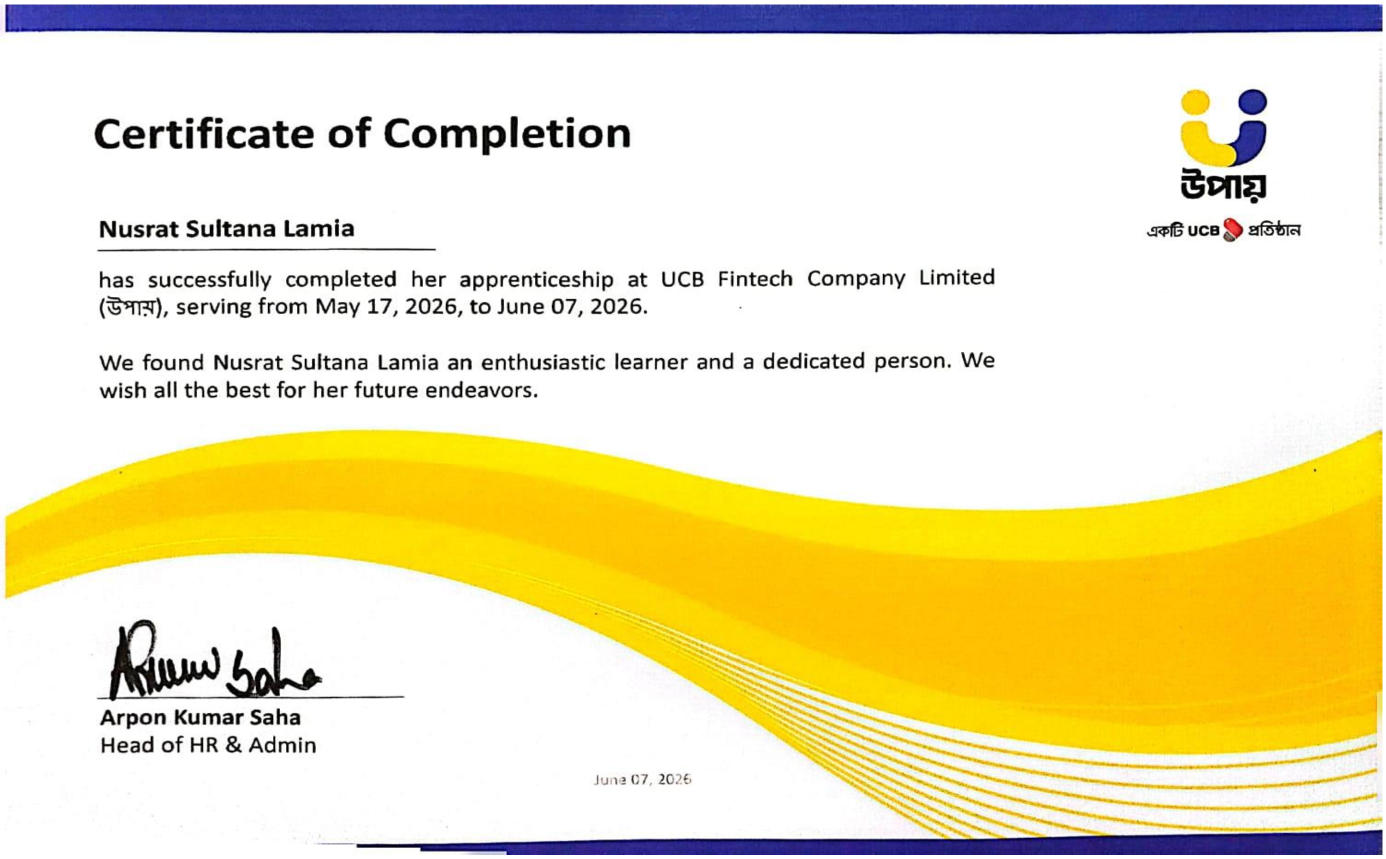
Appendix-B



Certificate of Completion

Nusrat Sultana Lamia

has successfully completed her apprenticeship at UCB Fintech Company Limited (উপায়), serving from May 17, 2026, to June 07, 2026.

We found Nusrat Sultana Lamia an enthusiastic learner and a dedicated person. We wish all the best for her future endeavors.

উপায়
একটি UCB প্রতিষ্ঠান

Arpon Kumar Saha
Head of HR & Admin

June 07, 2026

Appendix-C

Variable	Type	Measurement
Tax Expense	Independent	Annual tax expense reported in the financial statements
Effective Tax Rate (ETR)	Independent	Tax Expense ÷ Profit Before Tax × 100
Return on Assets (ROA)	Dependent	Net Profit ÷ Total Assets × 100
Return on Equity (ROE)	Dependent	Net Profit ÷ Shareholders' Equity × 100
Net Profit Margin (NPM)	Dependent	Net Profit ÷ Revenue × 100