Internship Report
On
Financial Performance Analysis
Of
Uttara Bank Limited

Prepared By:

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ID: 131-14-1029

Program: MBA (Major in Finance)

UTTARA BANK LIMITED

Date of Submission: 18th September, 2014

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Of
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Supervised By:
MR. MAHBUB PARVEZ
Assistant Professor
Faculty of Business and Economics
Daffodil International University

Submitted By:
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Program: MBA (Major in Finance)

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Letter of Transmittal

18th September, 2014

Mr. Mahbub Parvez
Faculty of Business and Economics
Daffodil International University

Subject: **Submission of Internship Report on "Financial Performance Analysis of Uttara Bank Ltd''.**

Dear Sir;

I have the pleasure to submit the internship report titled "Financial Performance Analysis of Uttara Bank Limited" as partial requirement to complete the program under MBA curriculum.

I would like to thank you for approving this topic. The study has given me the opportunity to get a deeper insight and use my theoretical knowledge in practical world. This is to inform you that I have successfully completed my internship at Uttara Bank Ltd. I sincerely hope that my work will come up to the level of your expectation.

The study focuses upon very relevant factors. I have provided some implementable recommendation.

Finally, thank you for your supportive thought and kind consideration for formulating an idea and developing the structure of the paper. I would try my best and shall be obliged to provide you with any clarification regarding the report.

Sincerely Yours,

Md. Riajul Islam
ID: 131-14-1029
MBA (Major in finance)
Faculty of Business and Economics
Daffodil International University

Certificate of Approval

This is to certify that, Md. Riajul Islam, ID: 131-14-1029, a student of Master of Business Administration (MBA), Daffodil International University, has been completed the internship program at Awlad Hossain Market Branch of Uttar Bank Limited, Dhaka successfully with excellent performance under my supervision.

Mahbub Parvez

Assistant Professor

Faculty of Business and Economics

Daffodil International University

ACKNOWLEDGEMENT

At first, I must show my gratitude to Almighty Allah for giving me energy, ability & capabilities for preparing this report.

I would like to thank my reverent teacher **Mr. Mahbub Parvez**, Assistant Professor of Daffodil International University to undertake this study. His continuous assistance, guidance, advice give me unending inspiration and strength to complete the study. I am also grateful to my colleagues for their sincerest suggestion.

I would convey my sincere gratitude to and all Uttara Bank's Executives and Officers for their support and help. I regret that it is not possible to name all of them. Thanks are also due to workers, staffs and officers who spent many of their valuable times to discuss with me. Particularly I am thankful to all officers of Uttara bank, Awlad Hossain Market Branch for their valuable support and encouraging thought during the whole period of this study.

Finally, I am very much appreciative to almighty **Allah** again.

EXECUTIVE SUMMARY

From the inception of the civilization the banking sector dominates the economic development of a country by mobilizing the saving from the general people and channeling those saving for investment and thus economic development and growth. To satisfy the demand as well as to improve the commercial banking service in our country, Uttara Bank Ltd. a scheduled bank, was incorporated to initiate its operation with the aim to play the vital role on the socio-economic development of the country.

At present Uttara Bank Ltd. (UBL) is one of the most top level private sector banks in our country in terms of quality services to the customers & value addition for the shareholders. It has given a successful year (2008) in terms of profit & turnover. The Bank solidified its position as one of the most successful financial institutions & maintained satisfactory growth across many of its business lines. The bank was able to make a net profit after tax of Tk. 798 million indicating a growth of 88.31% over the last year. This indicates that Uttara Bank Ltd. is ruining ahead of the peak.

I was assigned to UBL for the purpose with an aim of discovering the intricacies of a profit oriented financial institution. By the several analytical analyses I have studied "financial performance" of the Uttara Bank Ltd. While preparing this report it has been tried to reveal the insights of the current financial position of the bank. Simultaneously efforts have been made to provide an in depth analysis on the factors that affect the bank's financial performance in the light of the theoretical aspects. In this report most of the information is secondary and I collected the information by a publication of the bank. The report also focuses on the performance in risk management at different area of the bank and SWOT analysis to finding prospect of the bank. On the other hand, in this report make a comparative analysis with others leading banks to find out the financial performance of the bank. Finally few recommendations and suggestions were also prescribed based on the observation and findings.

Analysis on the findings is basically done to sort out the major aspects of the "bank fund management" and to draw some significant inferences. Utmost care has been given to explain all necessary aspects related to the subject matter for easier and quick understanding of the report.

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1.1 INTRODUCTION

Generally by the word "Bank" we can easily understand that the financial institution deals with money. But there are different types of banks like; Central Banks, Commercial Banks, Savings Banks, Investment Banks, Industrial Banks, Cooperative Banks etc. But when use the term "Bank" without any prefix, or qualification it refers to the 'commercial banks'. Commercial banks are the primary contributor to the economy of a country. So we can say commercial banks are a profit making institution that holds the deposit of the individuals & business in checking various accounts like current, savings account and then uses these funds to make loans. For these, people and government are very much dependent on these banks as the financial intermediary. As banks are profit-earning concern; they collect deposit at the lowest possible cost and provide loans and advances at higher possible cost. The differences between two are the profit for the bank.

Banking sector is expanding its hand in different events every day. At the same time the banking process is becoming faster, easier and the banking arena becoming wider. As the demand for better service increases day by day, they are coming with different innovative ideas and products. In order to survive in the competitive field of the banking sector, all banking organization are looking for better service opportunities to provide their fellow clients. As a result, it has become essential for every person to have some idea on the bank and banking procedure.

Internship program is very essential for every student, especially for the students of business administration, which helps them to know real life situation. For this reason a student makes the paper at the last stage of the MBA degree, to launch a career with some practical experience. To fulfill that requirement I have selected the study topic "Financial Performance of Uttara Bank Ltd.".

1.2 BACKGROUND OF THE STUDY

Banking sector is spending its hand in different financial event every day. At the same time the banking process is becoming faster, easier and the banking arena is becoming wider. As the demand for better service increase day by day, they are coming with different innovative ideas & products. In order to survive in the competitive field of the banking sector, all banking organization are looking for better service opportunities to provide their fellow clients. As a result, it has become essential for every person to have some idea on the bank and banking procedure.

1.3 OBJECTIVE OF THE STUDY

The main objective of the report is to analyze the financial performance of Uttara Bank Limited; to identify its position which includes the following specific objectives:

- To identify and assess the present financial performance of Uttara Bank Limited.
- To evaluate the performance of the bank through ratio analysis.
- To compare the financial situation of Uttara Bank Limited with the two other banks- Brac Bank Limited and City Bank Limited.
- To identify the findings and raise possible recommendations for improving the performance of Uttara Bank Limited.

1.4 METHODOLOGY OF THE STUDY

The following methodology has been followed to come to a successful conclusion.

Sources of Information & Data

In order to make the Report more meaningful and presentable, two sources of data and information have been used widely.

Both primary and secondary data sources were used to generate the report

The "Primary Sources" are as follows –

- Clients
- Officials
- Supervisor
- Observing various organizational procedures
- Relevant file study as provided by the officers concerned
- Unpublished information through interviews

The "Secondary Sources" of data and information are –

- Annual Report of UBL
- Different text book and journals
- Various reports and articles related to study
- Some of my course elements as related to this report
- Web base support from the internet

Method of data collection:

For the "Financial Performance Analysis of Uttara Bank Limited" I mainly used Secondary data. Besides this I also collect some information by taking expert opinion from the officers and direct observation while I doing the internship program at the bank.

Method of data analysis:

Different graph and charts has been used to analyze the data. And some ratios and different statistical measure has also been used where necessary.

1.5 LIMITATION OF THE STUDY

Observing and analyzing the broad performance of a bank and one of its branches are not that easy. Moreover due to obvious reasons of scrutiny and confidentiality, the bank personnel usually don't want to disclose all the statistical information about their organization. However the some of the limitations I have face while preparing this Report are listed as follows:

- **Inadequate Data:** Lack of available information about the business operations of Uttar Bank Ltd. Because of the unwillingness of the busy key persons, necessary data collection became hard. The employees are extremely busy to perform their duty.

- **Lack of Record:** Large-scale research was not possible due to constrain and restrictions posed by the organization. Unavailability of sufficient written documents as required making a comprehensive study. In many cases up-to-date information was not available.

- **Lack of experiences:** Lack of experiences has acted as constraints in the way of meticulous exploration on the topic. Being a member of the organization; it was not possible on my part to express some of the sensitive issues. Lack of adequate knowledge about export and import business of any organization.

ORGANIZATIONAL PART

2.1 Overview of the Banking Sector in Bangladesh

Whoever, being an individual firm, company or corporation generally deals in the business of money and credit is called bank. In our country, any institution, which accepts, for the purpose of lending or investment deposits of money from public, repayable on demand or otherwise, and with transferable by checks draft order and otherwise can be termed as a bank. The purpose of banking is to ensure transfer of money from surplus unit to deficit units. Bank in all countries work as the depository of money. The owners look for safety and amount of interest for their deposits with Banks. Entrepreneurs try to obtain money from the banks as working capital and for long-term investment. These entrepreneurs welcome effective and forward-looking advice for investment. Banking sector thus owe a great to the deposit holders on the hand and the entrepreneurs on the other. They are expected to play the role of friend, philosopher, and guide for the deposit holders and the entrepreneurs.

Since liberation, Bangladesh passed through fragile phases of development in the banking sector. The nationalization of banks in the post liberation period was intended to safe the institutions and the interest of the depositors. Those handling the banking sector have borne the burden of putting banks on reliable footings. Despite all that was done, some elements of irregularities appeared. With the assertion of the role of the Central bank, The Bangladesh bank started adopting measures for putting banking institutions on right track. Yet the performance of public sector management of banks left some negative effects in the money market in particular and the economy in general. The agility among the borrowers manipulates the banking sector as a whole. In effect, a default culture appeared on the scene.

The opening of PRIVATE and FOREIGN participants to the banking sector was intended to obtain desirable results from banking. The authorization of private banks was designed to create competition among the banks and competition in the form of efficiency with and the productivity in enterprises funded by banks. Unfortunately, for the people, at large banking sector is yet to obtain the credit for efficiency, credibility, and growth.

Banking sector has a vital role to play in the economic activities and development of any country. This sector is much more important in a developing country like Bangladesh. The whole scenario of the economy of a country can be ascertained by examining the condition of the banking sector. In Bangladesh, the banking sector dominates the financial sector and macroeconomic management largely depends on the performance of the banking sector. Banking grew primarily in the public sector with main emphasis on restructuring of the financial system and development needs of the war-torn economy with gradual liberalization in subsequent years. It was increasingly felt that banks should be allowed in the private sector for giving a fillip to development process on the basis of private initiative. In the 80's for the first time a number of banks in the private sector were allowed. Subsequently in the mid 90's some more banks in private sector also commenced operations. Finally, in 1999, 3rd generation of private sector banks was given permission to operate. As a result while up to 80's public sector banks dominated financial sector, banks in the private sector were given increased responsibility with the passage of time.

2.2 Background of Uttara Bank Ltd.

The emergence of Uttara Bank Ltd. in the private sector is an important event in the banking industry of Bangladesh. Uttara Bank Ltd. started its business as a public limited company on August 8, 1992 with the primary objectives to carry on all kinds of banking business in and outside of Bangladesh and also with a view to safeguard the interest of the depositors of erstwhile BCCI (Bank of Credit and Commerce International (Overseas)) under the Reconstruction Scheme, 1992, framed by Bangladesh Bank.

In 1991, when BCCI had collapsed internationally, the operation of this bank had been closed Bangladesh. After a long discussion with the BCCI employees and taking into consideration the depositors' interest, Bangladesh Bank then gave permission to form a bank named Uttara Bank Ltd. which would take over all the assets, cash and liabilities of erstwhile BCCI in Bangladesh, with effect from 16th August 1992. So, it can be said that UBL is a successor of BCCI.

UBL started its business as a scheduled bank with only four branches, which included Principal Branch, Dhaka; Motijheel Branch, Dhaka; Agrabad Branch, Chittagong and Khulna Branch. UBL started its business with a motto to grow as a leader in the banking arena of Bangladesh through better counseling and efficient service to clients. UBL resumed its operational activities initially with an authorized capital of Tk. 1000 million, divided into 10 million shares of Tk. 100 each and paid up capital of Tk. 310 million. The initial shareholders were the NCBs, various govt. agencies, and some of the depositors who had agreed to accept shares in the new bank in lieu of their deposits. The first Board of Directors of UBL constituted under govt. supervision consisted of 7 directors from various business and professions. Uttara Bank Ltd. was under govt. control until the end of 2000 and therefore, there were lots of deficiencies in the Bank's management. In 2001, the board of directors brought in new professional management from various foreign banks who have been trying to modernize the bank ever since.

Uttara Bank Ltd. started with Paid-up Capital stood at Tk. 828 million but the authorized capital remained unchanged at Tk. 1000 million. The general public held 83.32% of its shares while institutional investors held the rest 16.58%. At present, UBL is one of the fastest growing commercial banks in the country & the largest capital based bank in Bangladesh. It has 25 branches scattered all over the major cities of the country in major business areas.

2.3 Business Philosophy of Uttar Bank Ltd

The philosophy of UBL is to develop the Bank into ideal and unique banks. The sponsor perception is that UBL should be quite different from other product and managed commercial banks operating in Bangladesh. UBL to grow as a industry lieder rather than a follower. The leadership will be in the area of service as being made to add new dimension so that clients can get "Additional" in the services to commensurate with the needs and requirements of the country's growth and developing economy.

Nevertheless, UBL is a commercial bank in the private sector. It is therefore next world seek lair return on owner's equity as its one of the main goal. This purpose sought to be achieved by rendering maximum possible satisfaction to its client's quick and efficient services. Therefore, quality service to the clients is another goal of the UBL.

2.4 Vision, Mission and Objectives of UBL

VISION

To become the bank of choice by transforming the way to do business and developing a truly unique financial institution that delivers superior growth and financial performance and are the most recognizable brand in the financial services in Bangladesh.

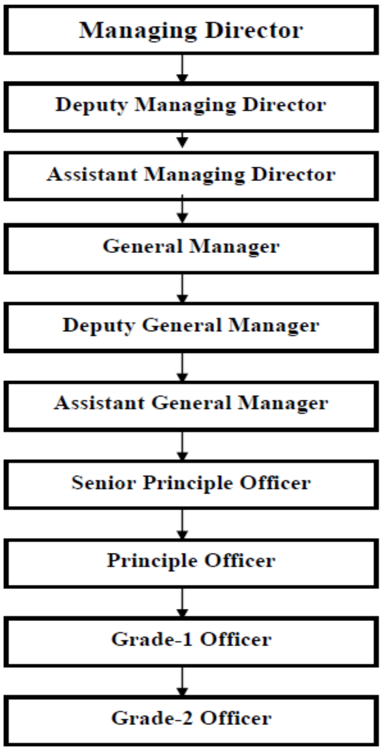
MISSION

- To deliver service excellence to all customers, both internal and external.
- To take constant challenge of systems, procedures and training to maintain a cohesive and professional team in order to achieve service excellence.
- To create an enabling environment and embrace a team based culture where people will excel.

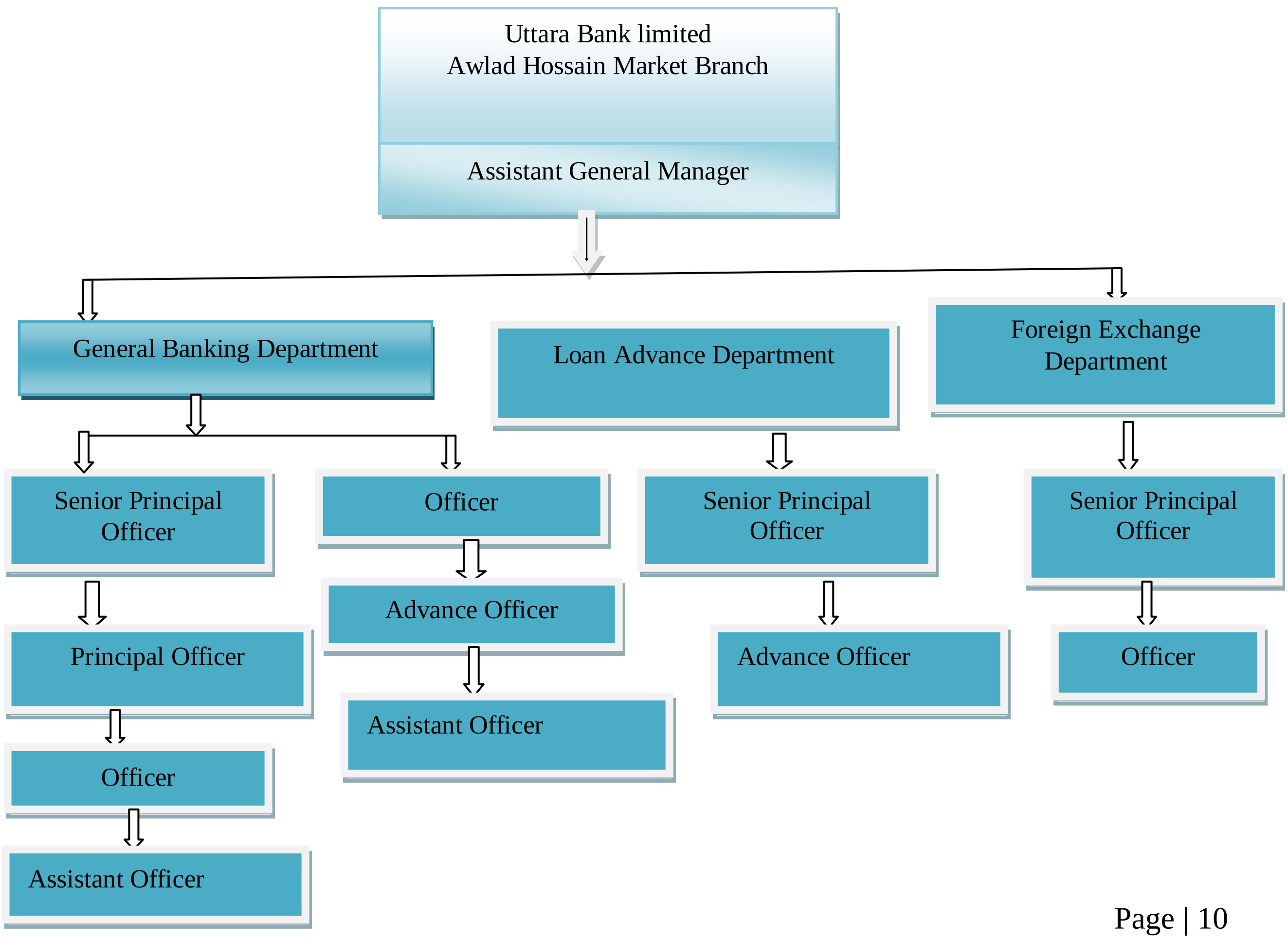
OBJECTIVES

- To maintain a satisfactory deposit mix.
- To grow its credit extension service to the commercials as well as industry.
- To increase its diversifications of loan portfolio and geographical coverage.
- To curb present operating expenses further so as to increase earnings.
- To reduce burden of nonperforming assets.

2.5.1 Hierarchy Of position



2.5.2 Organ gram of Uttara Bank Ltd at Awlad Hossain Market Branch:



2.6 Different Wings of UBL

Head Office:

> Chairman's Secretariat
> Managing Director's Secretariat
> Board Department
> Share Department
> MIS & Computer Department

Human Resources Division:

> Personnel Department
> Training Institute
> Establishment Department
> Stationary & Records Department
> Transport Department
> Test Key Department
> Disciplinary Department

Marketing Division:

> Business Development Department
> Branches Department
> Engineering Department
> Public Relations Department

Credit Division:

> Credit operation Department
> Recovery Department
> Lease Financing Unit
> C I B Unit

Central Accounts Division:

> Accounts Department
> Statistics Department
> Statistics Department

> Reconciliation Department

> Expenditure Control Department

Audit and Inspection Division:

> Internal Audit Department

> External Audit Department

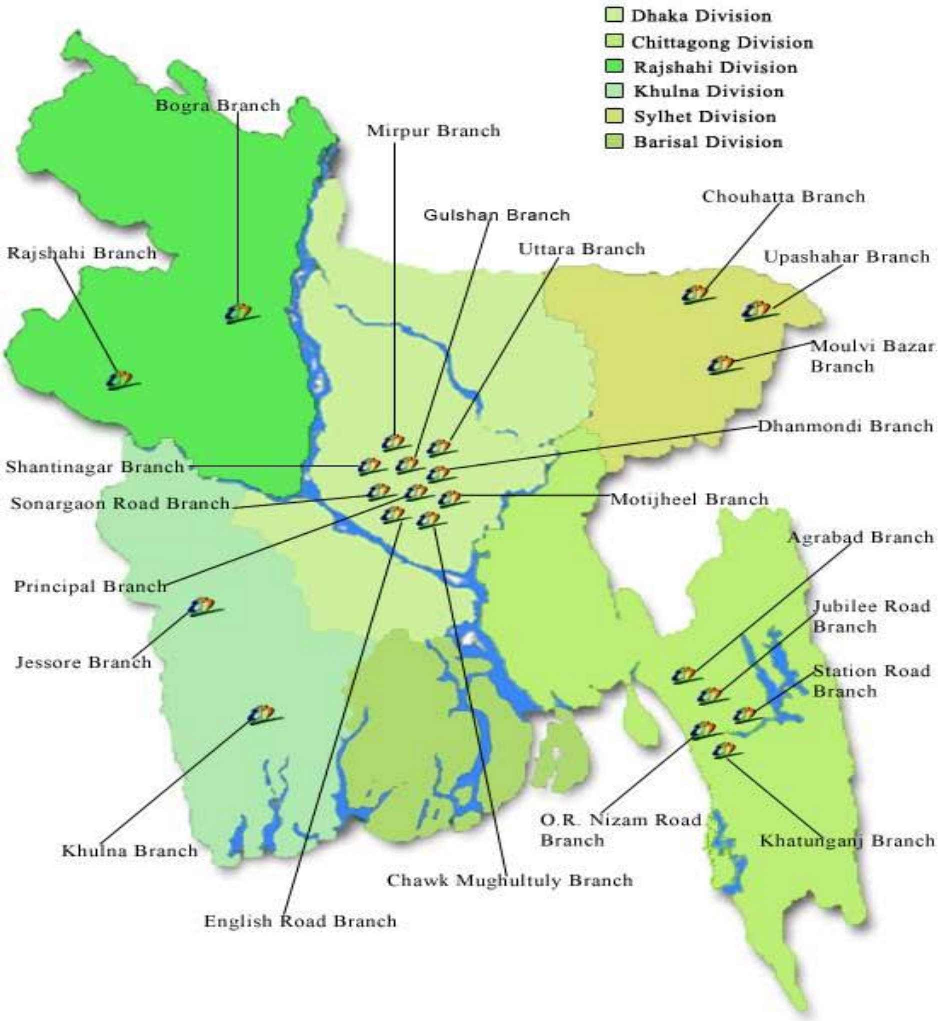
International Division:

> Treasury Department

> Dealing Room

2.7 Business Network of UBL

UBL operates through a network of 220 branches around the country.



2.8 Core Business Units of UBL

- Consumer Banking
- Corporate Banking
- SME banking
- Treasury

2.8.1 Consumer Banking

UBL Consumer Banking deals with the day-to-day financial wants of the consumer clients. Consumer banking products are designed keeping in mind the financial necessities and affordability of the clients. The new IT platform of UBL has enabled its Consumer Banking to offer world class and comprehensive range of financial products and services. These have been fashioned in a manner to fulfill the clients' banking needs with dedicated Relationship Managers who are reaching out to the customers to make sure that the job is done in a systematic manner within the client's time frame. And with Internet banking service, customers can now access the accounts and services at the click of mouse.

2.8.2 Corporate Banking

Corporate Banking is an integrated specialized area of the Bank, which addresses the diverse financial needs of Corporate Customers.

2.8.3 SME Banking

Small & Medium Enterprise (SME) remains the engine of growth in the emerging economy. Uttar Bank limited has been putting its emphasis on small and medium Enterprise financing in line with the prudential regulation/guidelines of Bangladesh bank. The bank strategy was to provide working capital term loan to different small & medium scale manufacturers, traders & service providers that fall under SME sector.

In the year 2010 the bank invested Tk 17,727.0 million in SME sector. The outstanding balance of the same as on 31.12.2010 stood at Tk 26,366.7 million out of which small enterprise Tk 13,890.3 million & medium enterprise Tk 12,576.3 million. As a vision to diversity the credit portfolio as well as to minimize credit risk, the bank is now focusing more on SME sector

2.8.3 Treasury

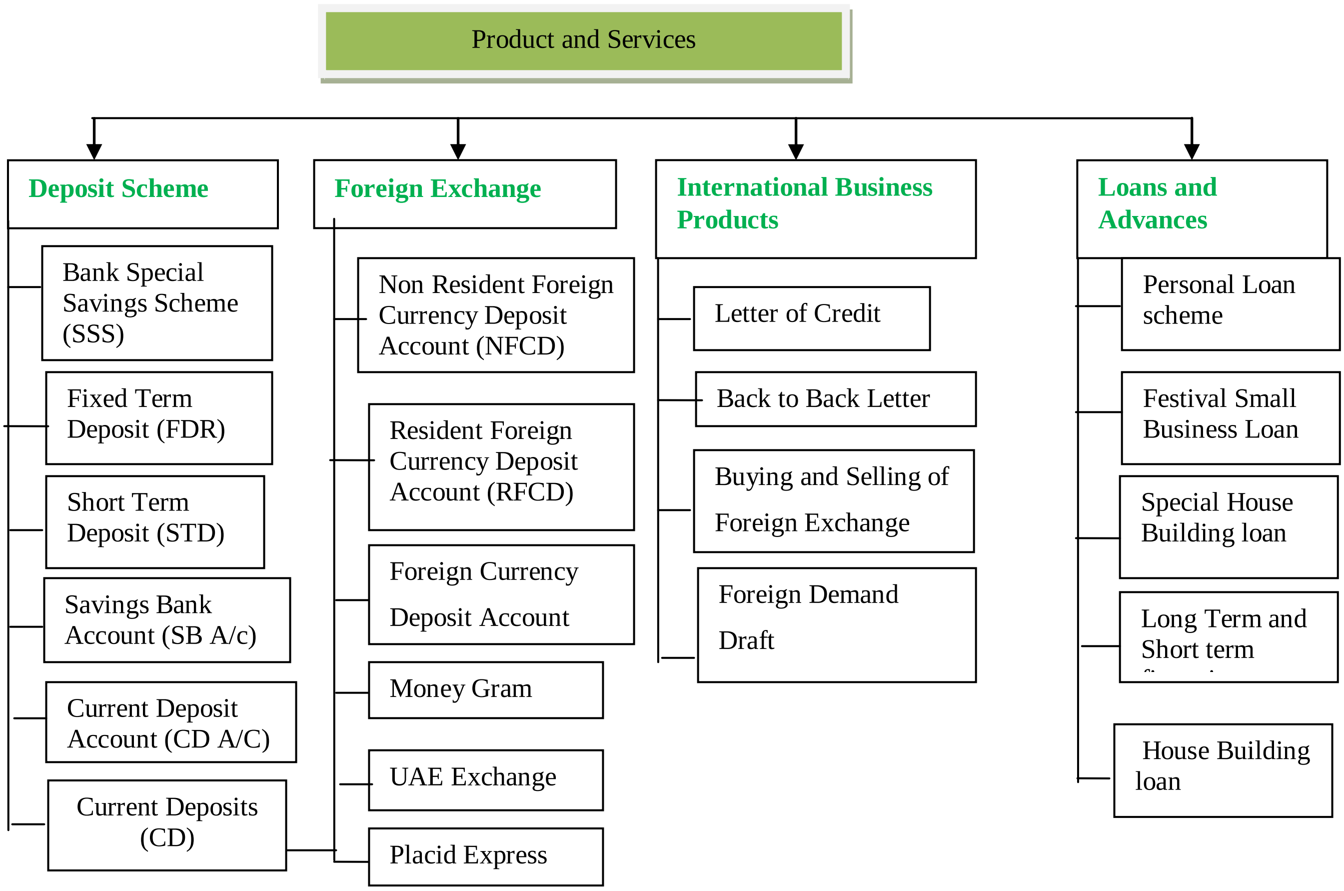
Treasury unit is a Core banking unit with its leading-edge technology and steadily growing volume of activity in the markets, UCBL's treasury unit and currency dealing desks have consolidated its position as a well-known and well established counterpart in the newly transformed Free Floating rate, dealing daily with a wide circle of both bank and non-bank customers all over Bangladesh. Our everyday business revolves around participation in Money Market & Foreign Exchange Market in a substantial volume.

2.9 Five year's progression of Uttara Bank Ltd.

Particulars	2013	2012	2011	2010	2009
INCOME STATMENT					
Gross income	8,768.2	7,653.3	6,313.5	5,020.2	3,335.1
Gross Expenditure	5,701.3	5,130.5	3,007.9	3,553.0	3,153.2
Gross Profit	3,006.9	2,513.9	2,305.6	1366.2	1,281.9
Pre-tax profit	2,801.9	2,188.9	2,098.1	1133.7	866.8
Post Tax Profit	1,551.9	1,105.2	1,138.5	309.5	238.8
BALANCE SHEET					
Authorized Capital	5000.0	3,200.0	1,600.0	1000.0	1,000.0
Paid-up-capital	2,396.0	1,597.3	798.6	399.3	199.7
Reserve Fund & other reserves	6,213.8	3,609.6	2,890.2	2,053.2	1,885.2
Shareholders' equity	8,610.8	6,206.9	3,688.8	2,353.5	2,085.2
Deposit	65,868,0	59387.3	50817.0	33,586.3	39,360.2
Advance(Gross)	38,672.7	39,351.3	37,131.3	28,377.3	25,163.9
Investment	18,591.1	22,502.5	11,188.3	13,355.8	9,563.5
Guarantee Business	1,759.1	1,633.5	1,826.9	1,373.3	1,563.1
Export Business	12,986.7	15,096.9	15,039.6	13,783.5	18,133.9
Import Business	29,613.5	29,129.3	31,136.9	25,307.9	22,630.7
Foreign remittance	33,200.7	33,635.3	36,073.2	29,575.3	28,728.1
Fixed Assets	2,798.1	1,088.3	1,065.7	1,013.0	932.1
Total Assets	81,351.8	71,936.0	58,333.3	52,860.3	35,217.0
Loans & Advances	2,678.7	2,832.0	2,633.8	3,530.9	3,783.9
Total off Balance sheet Exposure	9,377.6	8,560.5	8,806.9	8,830.6	7,328.5
SHARE INFORMATON					
Earnings Per Share	6.38	69.13	132.56	102.56	123.59
Market value per Share	1,660.75	1,350.25	3393.75	3,853.75	2,312.25
Price earnings Ratio(time)	25.63	20.96	23.81	37.33	18.56
Book Value Per Share(NAV) after split	35.93	388.58	337.88	573.73	957.66

OPERATING PERFORMANE RATIO					
Advance-Deposit Ratio	0.73:1	0.66:1	0.73:1	0.65:1	0.63:1
Total Advance/Class. Advance	5.50%	7.20%	7.09%	12.30%	15.03%
Income from equity	18.02%	17.80%	30.86%	16.69%	11.93%
Income from Assets	1.91%	1.53%	1.95%	0.77%	0.55%
Other Information					
Number Of shareholder	65,037	32,570	27,228	12,367,	5,390
Number Of Branches	211	211	207	207	201
Number of employees	3,262	3,291	3,376	3,376	3,505

2.10 PRODUCT & SERVICES OF UBL



The main goals and objectives of UBL are to manage our business profitability to satisfy our shareholders and customers. Profit is a product of prudence, judgment, accuracy, compositeness and business volume. UBL have your assets and liability committee, management committee, credit committee and other committee who continuous monitors the indicators for healthy growth of banking business. UBL are aware about natural consequences of globalization liberalization, privatization, and reforms, foreign investment, economic policy and infrastructure development. The national agenda have created new challengers for the banks operating in Bangladesh.

2.11 DEPOSIT PRODUCTS

Uttara Bank Ltd. accepts deposits by the following types of accounts, and pays interest, except Current Account. The relationship between banker and customer is debtor-creditor relationship of conventional banks. The depositor is a partner in business with Uttara Bank Ltd.

2.11.1 UBL savings Account:

- Any Bangladeshi National residing home or abroad may open savings account with UBL.
- The account may be opened in single/joint name.
- The account holder may nominate his nominee in this account.
- The nominee can get the balance amount without submitting succession certificate after the death of account holder.

Features:

- Minimum amount : Taka 1,000.00
- Rate of Interest : 3.50%
- Free Cheque-Book facility
- Opportunity to apply for - safe deposit locker facility
- Collect foreign remittance in both T.C. & Taka draft.
- Transfer of fund from one branch to another by
- Demand Draft

- Mail Transfer
- Telegraphic Transfer
- Transfer of fund on Standing Instruction Arrangement
- Collection of cheques through Clearing House.
- Issuance of Payment Order / Call Deposit.

2.11.2 Current Account:

This type of account is opened by both individuals and business concerns. Frequent transactions (deposits as well as withdrawal) are allowed in this type of account. A current a/c holder can draw checks on his account for any amount for any numbers of times in a day as the balance in his account permits. This account provides no interest. The minimum balance to be maintained is Tk.2000. No new account can be opened with a check.

2.11.3 UBL Fixed Deposit

FDR may be opened single/joint name for a period of 3, 6, 12 months. UBL offers attractive/competitive rate of interest in FDR.

Any Bangladeshi national residing home or abroad may open FDR with UBL.

SL No.	Amount to be deposited	Terms of Fixed deposits receipts	Rate of Interest
i)	For Tk. 10.00 crore and above	3 months and above but not more than 1 year	15.00%
ii)	From Tk. 5.00 crore and above but less than Tk.10.00 crore	3 months and above but not more than 1 year	13.50%
iii)	For Taka less than 5.00 crore	3 months and above but not more than 1 year	12.50%

2.11.4 UBL Interesting Account

Get your saving accounting monthly instead of waiting for 6 long months. It is truly "interesting"- a complete solution for earning interest every month out of a transactional account. Earn it – just effortlessly.

2.11.5 UBL Monthly income Plan (MIP):

UBL Monthly Income Plan is an income plan which helps customer to earn a monthly fixed amount on their fixed deposits kept with UBL for a period of 3 years.

All we need to do is keep TK 50,000/- or multiples of it for a period of 3 years. Customer will earn TK. 356/-(After deduction of Tax) per month on every deposit of TK. 50,000/-, or TK.525/-(After deduction of Tax) per month on every deposit of TK. 100,000/- for a period of 3 years. A customer can open any number of MIP of TK 50,000/- or multiples of TK 50,000. Customer can earn money on their fixed deposits. Monthly fixed interests will be automatically credited to customer's linked CD/SB/HP account on due date.

2.11.6 UBL Monthly Deposit Plan

a. Any adult Bangladeshi National will be eligible to open this account.

b. The period of the scheme will be 5 (five) years and 10 (ten) years term.

c. Monthly installment will be Tk.500/-, 1000/-, 2000/-, 3000/-, 5000/- & 10000/-

d. Monthly installment to be deposited within 10th day of the month. After due date a penalty of Tk.50/- will be realized from the A/C holder. If the A/C holder fails to deposit 3(three) consecutive monthly installments, the account will be automatically closed.

e. No cheque book will be issued against the account.

f. Deposit may be encashed before maturity. But no interest will be paid if encashed before 1(one) year of deposit.

g. Advance will be allowed up to 80% of the deposit after completion of one year

h. Interest will be paid at Savings rate if encashed after 1(one) year of deposit.

i. Advance will be allowed up to 80% of the deposit after completion of one year.

j. Full amount including interest will be paid on maturity.

k. Govt. tax, Surcharge, Source Tax, Levy, Govt. Excise duty will be recovered from the depositor's A/C.

l. Account holder can appoint a nominee against the account.

m. Bank reserves the right to close the account at any time and make amendment / alteration of the terms & conditions of the scheme without assigning any reason.

2.12 LOANS PRODUCTS

Banking business consists of borrowing and lending. One of the primary functions of commercial banks is the sanctioning of credit to borrowers without as equate finance. There can be no growth of maintenance of a stable output. Banks act as financial intermediates between surplus and deficit economic units. Thus a banker is a dealer in money and credit. Banks accept deposit from large number of customers and then lend a major portion of accumulated money to those who wish to borrow. In this process banks secure reasonable return for the savers, make funds available to the borrowers at a cost and earn a profit after covering the cost of funds. Banks besides their traditional role of intermediation between savers and providing an effective payment mechanism have been allowed to diversify into much new area of better paying business activities.

2.12.1 Uttara Consumer-Credit Scheme:

UBL started Uttaran Consumers Credit Scheme from 1996.UBL offers opportunity of financial assistance for –

- Motor cycle/car- New or re-conditioned.
- Refrigerator/ Deep Freeze.
- Television/ VCR /VCP/VCD
- Radio/ Two-in-one/ Three – in – one
- Air-Conditioner/ Water Cooler/ Water Pump
- Washing Machine.
- Personal Computer/ UPS/ Printer/ Type writer
- Sewing Machine.
- House hold furniture- Wooden & Steel.
- Cellular Telephone.
- Fax
- Photocopier.
- Electric Fan- Ceiling/ Pedestal/ Table.
- Bi-Cycle
- Dish Antenna.
- Baby Taxi, Tempo/Microbus (For self employed persons)
- Kitchen articles such as Oven, Micro-oven, Toaster, Blender, Pressure Cooker etc.

2.12.2 UBL Executive Loan

UBL Executive Loan is any purpose EMI (equated monthly installment) based credit facility for salaried executives. No Cash Security No Down payments No Price Quotation/ Invoice required

2.12.3 UBL fast Loan

Fast loan is a short-term loan facility from UBL. This loan is fully secured against cash security (UBL FDR, Govt. Sanchaya Patra, ICB Unit certificates etc.). UBL Fast Loan has convenient repayment period ranging from 12/23/36 EMI's. UBL Fast Loan is priced at competitive rates and loan is sanctioned within 23 hours of application

2.12.4 Auto Loan

UBL Auto Loan is here to help you purchase your dream car. It's easy and flexible repayment schedule erase your worries about the burden of a loan. Our Auto loan Scheme will allow you to avail credit up to 75% of the car value. You need to be a Bangladeshi national between the age of 25-55, workings in a reputed multinational/ local firm or involved in a reputed business. The maximum repayment period for UBL Auto Loan is 3 years. You can choose 12, 23, 36 or 38 equated monthly installments (EMI) to repay the loan.

2.12.5 Jibandhara Loan

UBL Jibandhara Loan is an any purpose Lifestyle loan. Purpose might be considered as- House renovation, Interior Decoration, Marriages in the family, Advance rental payments, Hospitalization or other emergency medical needs, Trips abroad, Purchase of miscellaneous household appliances etc. individuals like: Salaried executives & Doctors, architects, engineers, Chartered Accountant, Consultant and IT professionals can apply for this loan.

2.13 SWOT ANALYSIS OF UTTARA BANK LTD

The acronym for SWOT stands for

- STRENGTH
- WEAKNESS
- OPPURTUNITY
- THREAT

The SWOT analysis comprises of the organization's internal strength and weaknesses and external opportunities and threats. SWOT analysis gives an organization an insight of what they can do in future and how they can compete with their existing competitors. This tool is very important to identify the current position of the organization relative to others, who are playing in the same field and also used in the strategic analysis of the organization. The following table shows those four key factors for the analysis for Eastern Bank.

STRENGTH	WEAKNESS
• Strong corporate identity • Distinct schedule • Strong employee bonding and belongings • Efficient Performance • Young enthusiastic Workforce • Empowered Work force • Equalization • One-to-one" meeting • Modem equipment & technology	• Narrow operating span • More Innovative products must be offered • Low remuneration Package • Diversification • International Credit Cards • Lack of employees • Training facility
OPPORTUNITY	**THREAT**
• Distinct operating procedures • Country wide network • Experienced Managers • Huge population	• Upcoming Banks • Similar Products are offered by other Banks • Industrial downward trend due to recession inflation & Unemployment

FINANCIAL PERFORMANCE ANALYSIS

3.1 Introduction

Uttara Bank Ltd. (UBL) is a 1st generation commercial bank with 220 branches across major cities in Bangladesh and 3262 full time employees on year end 2013. Uttara Bank Ltd. has made a staggering 37.72 percent growth in Operating Profit in 2013 to BDT 3,066.9 million largely backed by a quantum growth (96 percent) of Net Interest Income (NII). Further analysis of Operating Profit 2012 reveals that UBL has been able to arrest the falling trend of Net Interest Income (NII) successfully in 2012 by managing balance sheet properly. This improvement once again reinforces the fact that UBL is clearly on the right track of solidifying its growth potential despite having lower fees income than expected. An usual growth of investment income (By 10.38 percent over 2011 to the tune of BDT 506.85 million and a comfortable growth of other operating income (By 26.59 percent over 2011) to the tune of BDT 365.92 million have outweighed the apparent shrinkage (negative growth) of Brokerage and Commission Income (By 8.13 percent in 2012) and incidental increase of operating expenses.

3.2 Deposits

Taka in million

YEAR	AMOUNT
2013	**65,868.0**
2012	**59,387.3**
2011	**50,817.0**
2010	**33,586.3**
2009	**39,360.2**

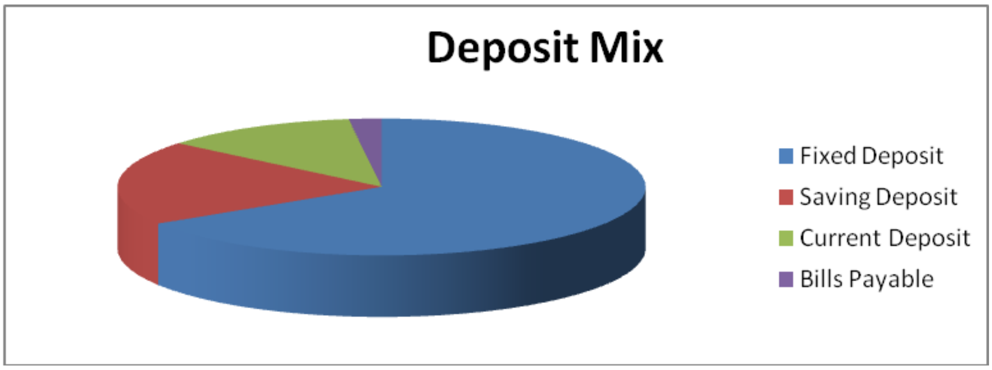
Interpretation: The Bank principal source of fund is deposits. The bank deposit stood at 65,868.03 million as on 31 December, 2013 compared to Tk 59,387.3 million in 2012, thus recording 10.91 percent Growth. Competitive interest rate, attractive deposit product, deposit mobilization efforts of the bank & confidence reposed by the customers in the Bank contributed to the notable growth in deposit.

3.3 Collections under Major Deposit Schemes

Now we can focus on the deposit collection under major deposit products at 2012 of the bank so that we can understand mode of deposit mobilization they use mostly. Here we can also take a look on the schemes that are popular to the customers.

Types of deposit	% of total deposit
Fixed Deposit	**66**
Saving Deposit	**20**
Current and Others Deposit	**12**
Bills payable	**2**

Interpretation: From the table we can have a picture of deposit portfolio of Uttara Bank Ltd. Fixed deposit is about 66% means, the bank is able to collect maximum deposit relatively at long term. Saving deposit is 20% means bank collect lower amount at relatively interest deposit



From the pie chart we can see about 66% of total deposit are fixed deposit and about 20% are saving deposit.

3.4 Loans and Advances

Taka in million

YEAR	AMOUNT
2013	**2,678.7**
2012	**2,832.0**
2011	**2,633.8**
2010	**3,530.9**
2009	**3,783.9**

Loans and Advances

Loans and advances of the bank grew strongly by 19.03 percent to 2,678.7 million in 2013. Loans and advance increased by 19.03 percent indicating strong growth in operational performance. Uttara bank grew loans and advance by 19.03 percent and loans and advances of industry grew by 16 percent.

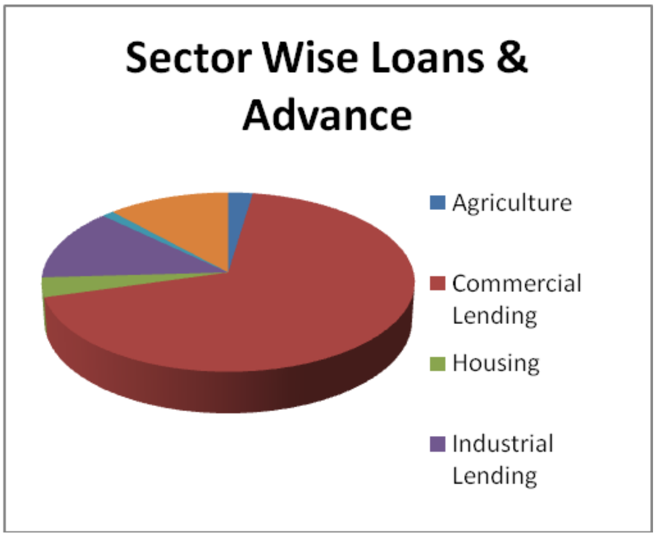
3.5 Sector wise Loans & Advances

The special feature of the credit policy of UBL is to invest on the basis of current and future growth of particular sectors. Earning profit is not the only motive and objective of the bank's credit policy rather emphasis is given in attaining social good and in creating employment opportunities.

In order to diversify loan portfolio, every bank engaged itself in investment operations through special schemes introduced during the years. The following table shows the different sector wise loan and advance made by the banks.

Portfolio Diversification	
Sector	Percent
Agriculture	2%
Commercial Lending	58%
Housing	3%
Industrial Lending	11%
Lease Financing	1%
Special Program	10%
Bills Purchased & Discounted	9%
others	6%

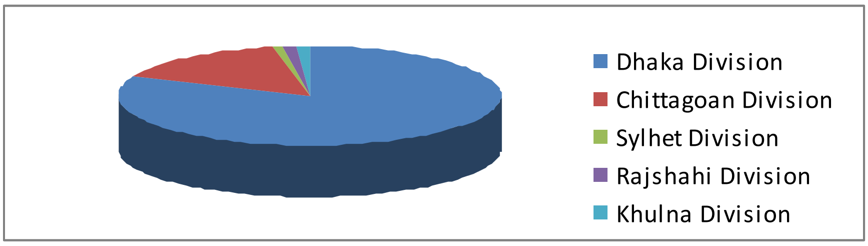
The bank continued its efforts to maintain high quality assets. Besides giving emphasis on the satisfactory business performance of the customers & collateral support, The Bank geared up loan monitoring & follows up systems through monitoring department to check the loans from becoming non-performing. The non-performing loans of the bank stood tk2, 678.7 million at the end of 2013 compared to tk 2,832.0 million in 2012.



3.6 Geographic Locations Wise Loans & Advances

Taka in million

Geographic Location	AMOUNT
Dhaka Division	25118
Chittagong Division	3833
Sylhet Division	267
Rajshahi Division	367
Khulna Division	307



Most of the branches of Uttara Bank Ltd situated in Dhaka city, therefore most of the loans are disbursed in Dhaka division which is about 80% of total loan.

3.7 Foreign Exchange Business

YEAR	IMPORT	EXPORT
2013	29,613.5	12,986.7
2012	29129.3	15,096.9
2011	31,136.9	15,039.6
2010	25,307.9	13,783.5
2009	22,630.7	18,133.9

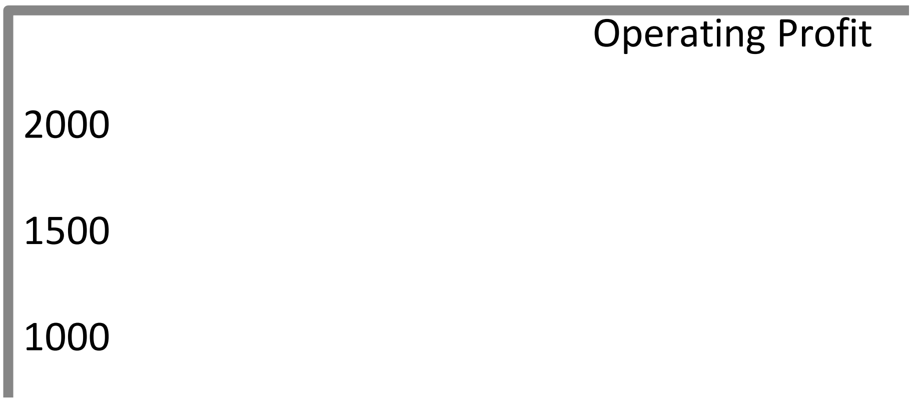
Foreign Exchange

Uttar Bank Ltd has during the year performance of import business of the bank was satisfactory in 2013 import business stood at tk 29,613.5 million as compared to the volume of tk 29,123.3 million in 2012. Export business handled by the bank during the year 2013 amounted to tk 12,987.7 million as against tk 15,096.9 million of the preceding year.

3.8 Operating Profit

Taka in million

YEAR	AMOUNT
2013	1,551.9
2012	1,105.2
2011	1,138.5
2010	309.5
2009	238.8

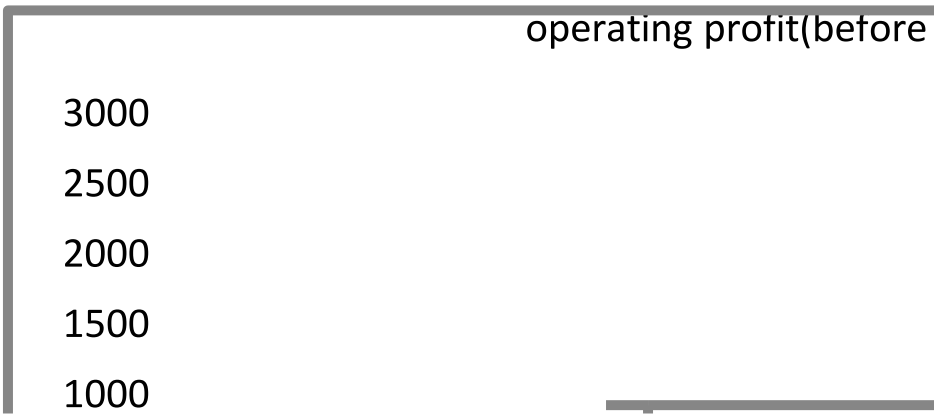


The operating profit of the Bank during the year 2013 as tk 1,560.2 million as against tk 1,106.9 million in 2012,thus the rate of growth was 30.93%.The bank was able to earn gross income of tk 8,768.2 million during the year 2013 whereas the gross expenses were tk 5,701.3 million.

3.9 Net Profit (before tax)

Taka in million

YEAR	AMOUNT
2013	2,801.9
2012	2,188.9
2011	2,098.1
2010	1,133.7
2009	866.8



The Bank net profit before tax stood at tk 2,801.9 million as against tk 2,188.9 million of the previous year, thus posting an increase of 28.015.

3.10 Income – Expenses – Profit:

Taka in million

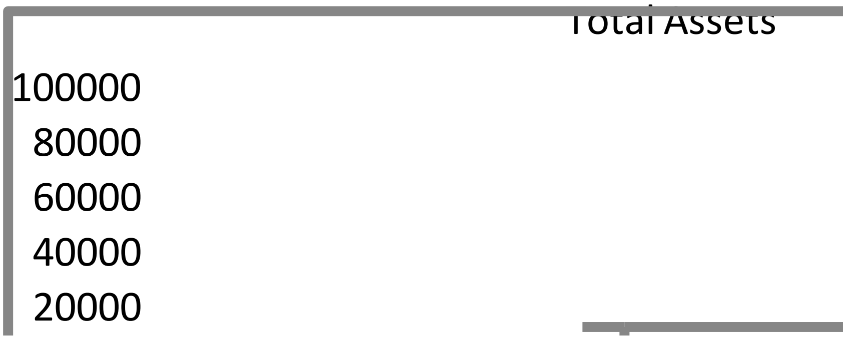
YEAR	INCOME	EXPENSES	PROFIT
2013	8,768.2	5,701.3	3,066.9
2012	7,653.3	5,130.5	2,513.9
2011	6,313.5	2,513.9	2,305.6
2010	5,020.2	2,188.9	1,366.2
2009	3,335.1	1,105.2	1,281.9

Income-Expenses-Profit

3.11 Total Assets

Taka in million

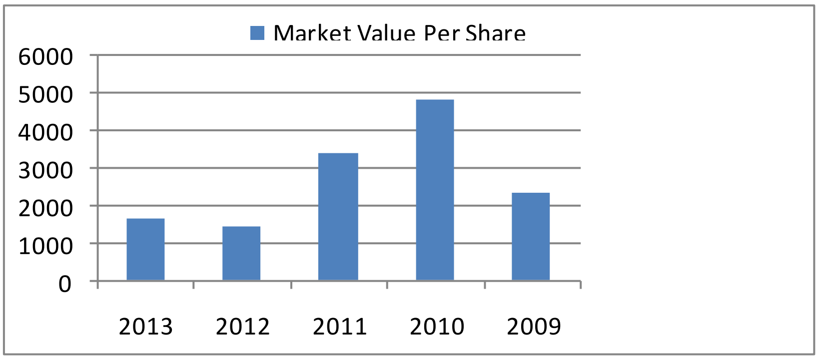
YEAR	AMOUNT
2013	81,351.8
2012	71,936.0
2011	58,333.3
2010	52,860.3
2006	35,217.0



The Bank's performance in the area was satisfactory. As of 31st December 2013 total asset of the bank stood at tk 81,351.8 million with an increase of 13.2 percent as against 2012. The increase in asset was mainly driven by significant growth of customer deposit which were used for funding in loans & advance & holding of securities. The increase in assets is determined by investment, loans & advance & money at call & short notice.

3.12 Market value per share

YEAR	AMOUNT IN TAKA
2013	1,660.75
2012	1,350.25
2011	3,393.75
2010	3,853.75
2009	2,312.25



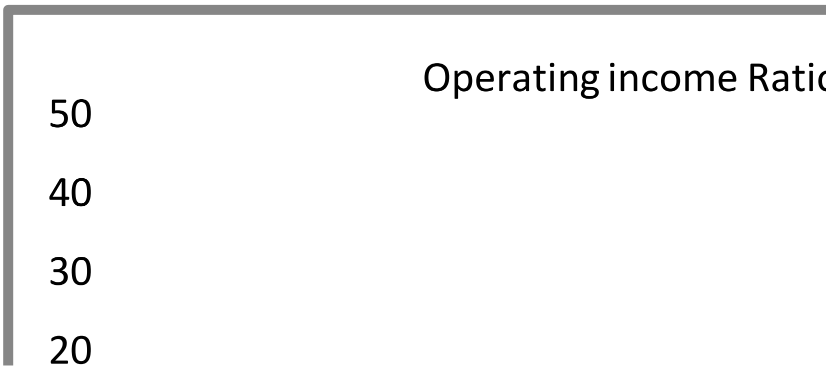
Market Value Adds (MAV) is the amount derived from the different between market capitalization of the share outstanding in the market it's the indication of progressive market growth as ell as financial strength which the company possesses. The Bank's Market value per share decreased during the year by tk 1,660.75 and stood at tk. 2,312.25 million as at 31 December 2009.

4.1 RATIO ANALYSIS

Ratio Analysis expresses the relationship among selected items of financial statement data. A ratio expresses the mathematical relationship between one quantity and another. The relationship is expressed in terms of a percentage, a rate, or a simple proportion.

4.2 Operating income ratio

YEAR	RATIO
2013	**38.23**
2012	**39.80**
2011	**35.71**
2010	**31.79**
2009	**35.12**

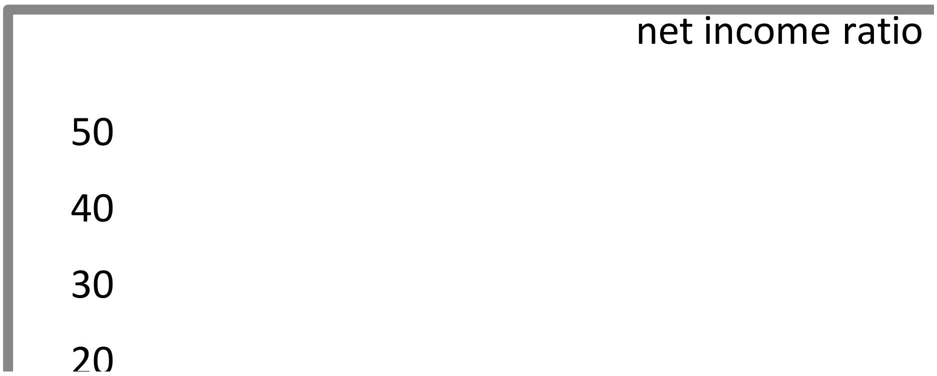


Operating income ratio decreased during the year by 1.56 % and stood at 39.80 % as at 31 December 2013.

4.3 Net income ratio (before tax)

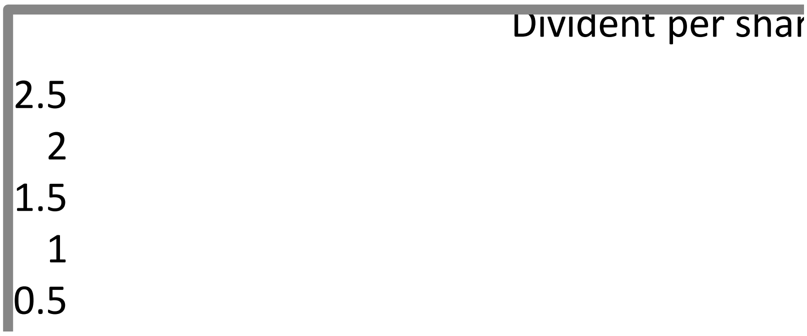
YEAR	RATIO
2013	**38.13**
2012	**37.97**
2011	**33.70**
2010	**33.53**
2009	**30.12**

Net income ratio decreased during the year by 0.2 % and stood at 13 % as at 31 December 2013.



4.4 Return on assets ratio (ROA)

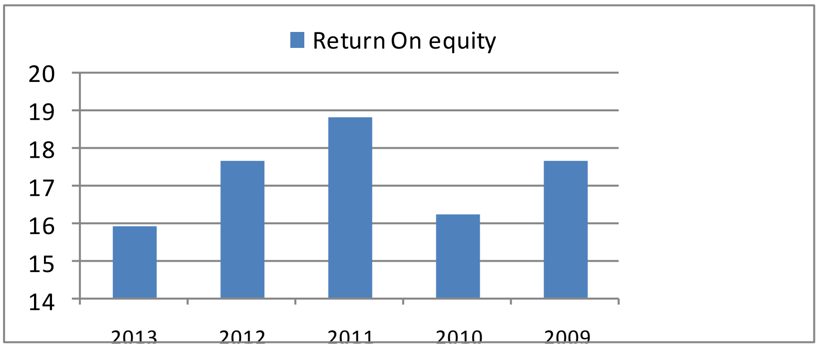
YEAR	RATIO
2013	**1.91%**
2012	**1.53%**
2011	**1.95%**
2010	**0.77%**
2009	**0.55%**



Return on assets ratio (ROA) decreased during the year by 0.55 % and stood at 1.07 % as at 31 December 2011.

4.5 Return on equity (ROE)

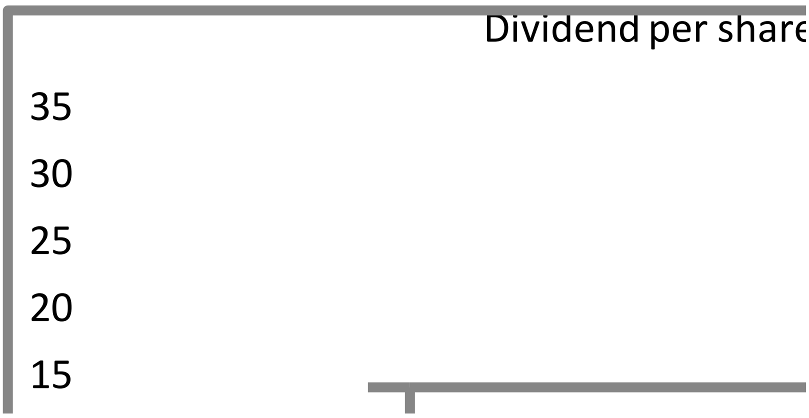
YEAR	RATIO
2013	**15.93%**
2012	**17.63%**
2011	**18.82%**
2010	**16.22%**
2009	**17.63%**



Return on equity decreased during the year by 15.93% and stood at 17.63% as at 31 December 2013.

4.6 Dividend per share

YEAR	AMOUNT IN TAKA
2013	31
2012	28
2011	26
2010	25
2009	20



Dividend per share decreased during the year by Tk-31 and stood at Tk-20 as at 31 December 2012.

4.7 Earnings per share

YEAR	AMOUNT IN TAKA
2013	63.77
2012	69.19
2011	66.00
2010	61.98
2009	56.50

Earning per share decreased during the year by Tk 69.19 and stood at Tk-63.77 as at 31 December 2013.

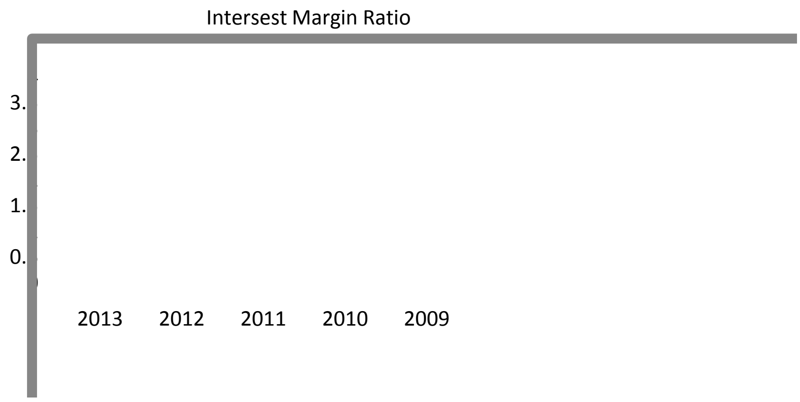
4.8 Capital adequacy ratio

YEAR	RATIO
2013	**16.90**
2012	**16.50**
2011	**18.36**
2010	**19.95**
2009	**17.65**

Capital adequacy ratio increased during the year by 0.3 % and stood at 13.30 % as at 31 December 2013.

4.9 Net Interest Margin Ratio

YEAR	PERCENTAGE
2013	**3.33%**
2012	**2.11%**
2011	**2.81%**
2010	**3.26%**
2009	**2.37%**

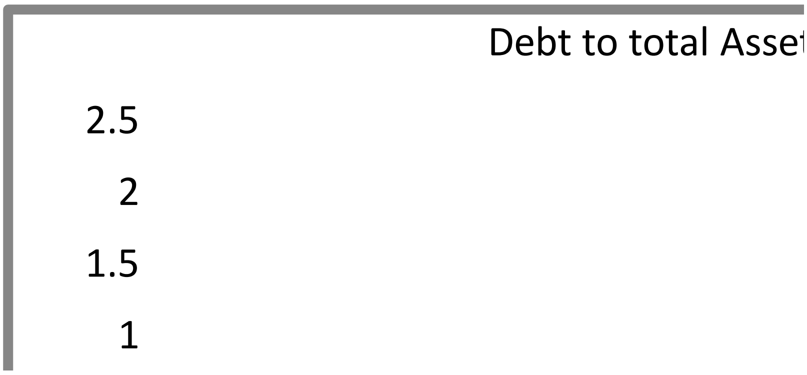


Net interest margin increased during the year by 1.23 % and stood at 3.33 % as at 31 December 2013.

4.10 Debt to total assets ratio

The Debt to total assets ratio measures the percentage of the total assets provided by creditors. It is computed by dividing total debt by total assets. This ratio indicates the company's degree of leverage.

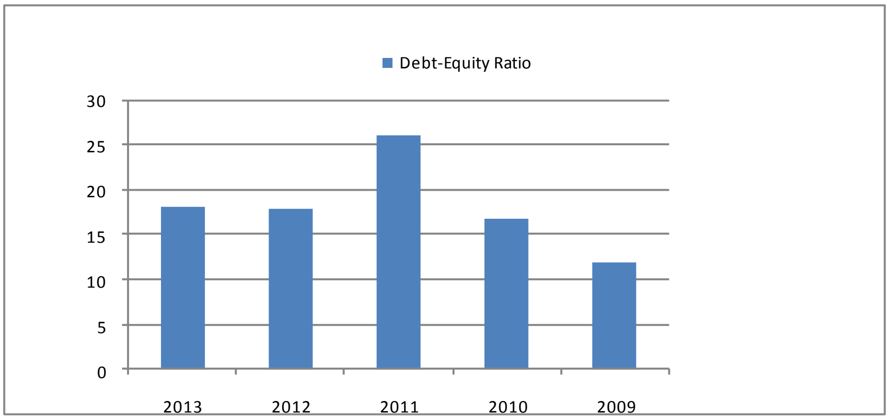
YEAR	RATIO
2013	**1.91**
2012	**1.53**
2011	**1.95**
2010	**0.77**
2009	**0.55**



Debt to total assets ratio remain same during the year and stood at 91 % as at 31 December 2013.

4.11 Debt-equity Ratio

YEAR	RATIO
2013	**18.02**
2012	**17.8**
2011	**30.86**
2010	**16.69**
2009	**11.93**



Debt-equity ratio increased during the year by 0.62 % and stood at 10.36 % as at 31 December 2010.

COMPERATIVE ANALYSIS

5.1 INTRODUCTION

Make comparison anything with other requires extensive & significant knowledge about the subject matter. In this chapter I critically analyze the comparisons the performance at different area with other two leading banks in Bangladesh. Here BRAC Bank & The City Bank Limited is two companies have the prominent position in their own position in banking sector. Both are practices various tools & techniques in their management style which is the major factor for their success.

5.2 Number of Branch

YEAR	2013	2012	2011	2010	2009
UBL	220	217	207	207	201
BRAC	100	95	90	87	87
CBL	77	77	78	83	83

One of the main lacks of Uttara Bank is absence of extant branch network. Now, UBL has only 28 branches only in Dhaka and some big city. On the other hand city bank has large branch network which is the strength of the bank.

5.3 Number of Employees

Uttara bank has the larger employee than Brac and city Bank.

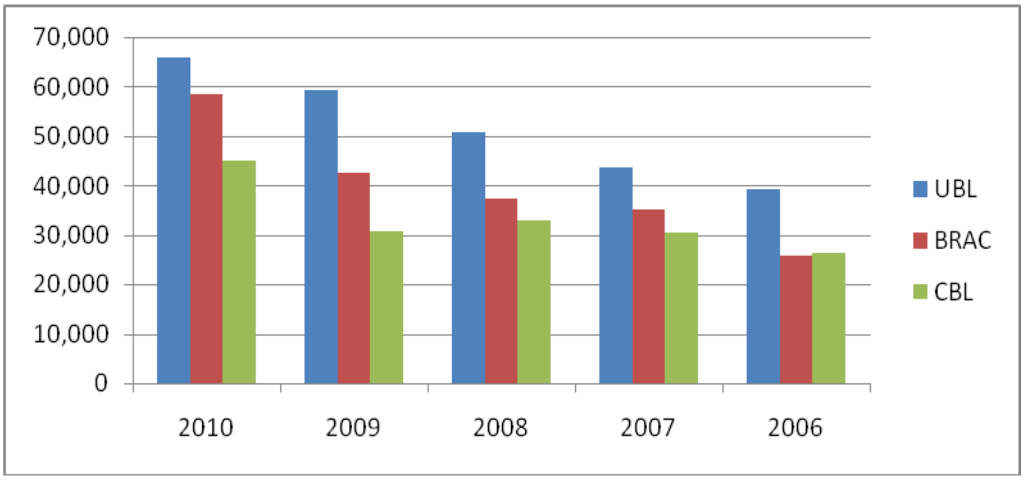
YEAR	2013	2012	2011	2010	2009
UBL	3,262	3291	3,376	3,376	3,505
BRAC	2,950	2,500	2370	2356	2356
CBL	1803	1829	1989	1991	2035

5.4 Deposit

Amount in Million

YEAR	2013	2012	2011	2010	2009
UBL	65,868.0	59,387.0	50,817.0	33,586.3	39,360.2
BRAC	58,387	32,537	37.368	35,002	25,682
CBL	35033	30,637	32,881	30,539	26,325

Deposit Mobilization In year 2009-2013

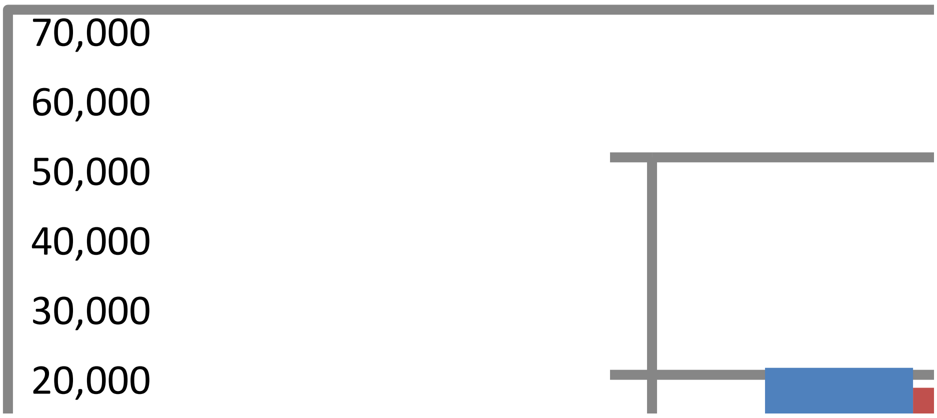


If we separately see to the deposit mobilization data of UBL with some important contemporary banks then it will be seen that the UBL position is not good compare to CBL and BRAC.

5.5 Credit Creation

Amount in Million

YEAR	2013	2012	2011	2010	2009
UBL	60,281	52,022	38,321	23,632	13,163
BRAC	59,356	39,892	32,137	28,178	13,156
CBL	33,320	26,788	30789	22,782	12,159



The credit creation position of is relatively good but UBL is also good in progress and City Bank position is not good enough.

5.6 Import Businesses

Amount in Million

YEAR	2013	2012	2011	2010	2009
UBL	29,613.5	29,129.3	31,136.9	25,307.9	26,630.7
BRAC	27,153	20,139	28,156	19,169	22,325
CBL	26,169	19,153	22,569	21,869	17,185

Import Business In year 2009-2013

The market share of UBL in Export Business is on top. Though the growth rate of Uttara Bank is good. On the other hand, the position of CBL is in declining situation.

5.7 Export Businesses

Amount in Million

YEAR	2013	2012	2011	2010	2009
UBL	12,986.7	15,096.9	15,039.6	13,783.5	18,133.9
BRAC	9,357,7	13511	13,873	12,771	6178
CBL	10,198	11,218	13,211	13151	12,198

Export

In the above table it shows that the market share of Uttara bank in Export Business is highest and the CBL and BRAC Bank also require gearing up.

5.8 Net profit after tax

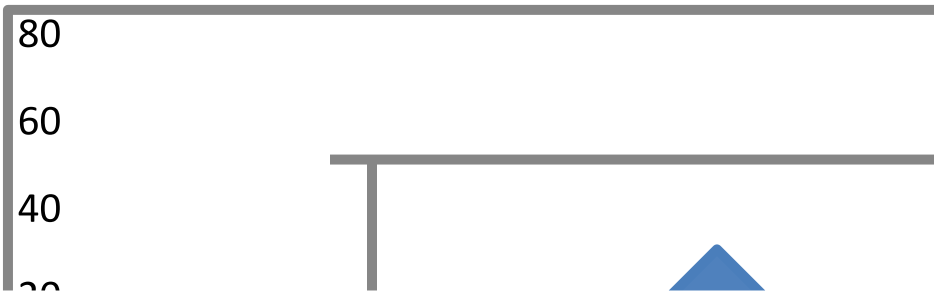
Amount in Million

YEAR	2013	2012	2011	2010	2009
UBL	2,801.9	2,188.9	2,098.1	1,133.7	866.8
BRAC	1,550.3	1,320.5	1,750	1,800	887
CBL	1,220	1,100	1,550	1,350	598

In the 2013 the growth of the net profit is negative for UBL. This is alarming situation for the bank. The growth of BRAC income increase in a steady rate but it is opposite situation in CBL.

5.9 Profit Growths (%)

YEAR	2013	2012	2011	2010	2009
UBL	70.02	36.05	26.03	33.03	37.06
BRAC	27.31	33.33	35.22	27.21	13.83
CBL	16.03	32.92	27.56	32.11	23.15



The variance of UBL is high so the risk is high. On the other hand, variance of CBL is low thus the risk is low.

5.10 Capital Adequacy Ratio

YEAR	2013	2012	2011	2010	2009
UBL	**12.71%**	**18.76%**	**13.02%**	**13.13%**	8.20%
BRAC	11.12%	6.90%	11.50%	13.00%	**7.83%**
CBL	**12.82%**	**9.63%**	**9.21%**	**12.61%**	**9.03%**

In this case of capital adequacy, Uttara Bank is most efficient that means depositors of UBL bear less risk than CBL and BRAC. BRAC is the 2nd most efficient and increasing consistently and other Banks have erratic nature.

5.11 Earnings per Share

Amount in Taka

YEAR	2013	2012	2011	2010	2009
UBL	63.77	69.19	66.00	61.98	56.50
BRAC	100.12	56.88	54.78	80.51	90.06
CBL	115.35	131.13	89.72	95.06	98.96

Earnings Per share

Among three banks earning per share (EPS) of Uttara Bank is most stable then CBL and BRAC. The variance of CBL is high so the risk is high. On the other hand, variance of UBL and BRAC is low thus risk is low.

5.12 Operating Efficiency (O/E)

YEAR	2013	2012	2011	2010	2009
UBL	5.56	1.55	1.37	1.53	2.6
BRAC	3.25	1.36	1.33	1.51	1.5
CBL	3.00	1.53	1.39	1.25	2.00

In this case Uttara Bank is most efficient. BRAC is the 2nd most efficient and increasing consistently and other Banks have erratic nature.

5.13 Return on Assets (ROA)

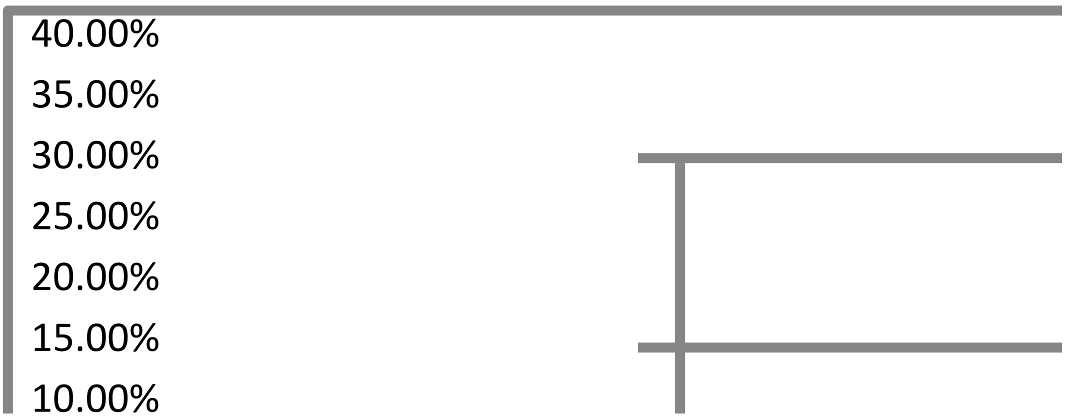
YEAR	2013	2012	2011	2010	2009
UBL	1.91%	1.53%	1.95%	0.77%	0.55%
BRAC	1.00%	0.86%	1.66%	1.90%	1.09%
CBL	1.09%	1.75%	0.58%	0.71%	0.75%

Return on assets ratio position of Uttara Bank is almost stable but CBL and BRAC position are not good enough.

5.14 Return on Equity (ROE)

YEAR	2013	2012	2011	2010	2009
UBL	18.63%	19.17%	16.07%	11.93%	18.33%
BRAC	12.87%	17.63%	17.98%	19.90%	17.06
CBL	13.33%	12.05%	10.69%	32.71%	33.13%

Return on Equity (ROE)



In this case BRAC is most efficient. UBL is the 2nd most efficient and increasing consistently and other Banks have erratic nature.

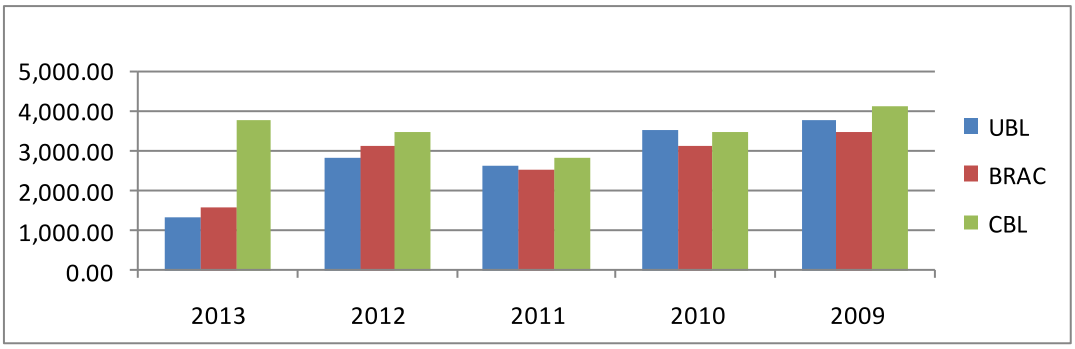
5.15 Deposit Advance Ratio

YEAR	2013	2012	2011	2010	2009
UBL	54.79%	64.17%	68.56%	53.56%	62.67
BRAC	1.27	1.18	1.12	1.15	1.17
CBL	1.27	1.28	1.33	1.51	1.31

The above table shows that CBL is highly prudent in asset management whereas UBL and BRAC can gear up in asset management thereby help achieve profit target.

5.16 Classified of total loans

YEAR	2013	2012	2011	2010	2009
UBL	1,350	2,832.0	2,633.8	3,530.9	3,783.9
BRAC	1,580	3,120	2,500	3,125	3,900
CBL	2,985	3,380	2,800	3,365	3,100



Findings, Recommendation

&

Conclusion

6.1 FINDINGS

1. Operating income ratio decreased during the year by 1.56 % and stood at 39.80 % as at 31 December 2013, which is lower than previous year.
2. Return on assets ratio (ROA) decreased during the year by 0.55 % and stood at 1.07 % as at 31 December 2011.
3. UBL's gross profit margin is decreasing day by day.
4. Net working capital has gradually decreasing and in 2013 it was negative, which was not good for the bank.
5. Return on equity decreased during the year by 15.93% and stood at 17.63% as at 31 December 2013.
6. Dividend per share decreased during the year by Tk-31 and stood at Tk-20 as at 31 December 2012.
7. Earnings per share decreased during the year by Tk 69.19 and stood at Tk-63.77 as at 31 December 2013.
8. Capital adequacy ratio increased during the year by 0.3 % and stood at 13.30 % as at 31 December 2013.
9. Net interest margin increased during the year by 1.23 % and stood at 3.33 % as at 31 December 2013.
10. Debt ratio of UBL is in satisfactory level as it is in trend.
11. The deposit mobilization data position of UBL is not good compare to CBL and BRAC.
12. The variance of UBL is high so the risk is high.
13. The capital adequacy of UBL is most efficient that means depositors of UBL bear less risk than BRAC and CBL.
14. Classified total loans of UBL are higher than other bank that is alarming for the bank.

6.2 RECOMMENDATIONS

It is not unexpected to have problems in any organization. There must be problems to operate an organization. But there must be remedies to follow. The following recommendations can be suggested:

1. As the operating income ratio decreased at 2013 compared to the previous year, bank should concentrate on it to increase.
2. Return on assets ratio (ROA) also decreased in 2013 which is negative for the bank. Bank should take necessary steps to increase ratio.
3. UBL's gross profit margin is decreasing day by day, so from that point of view UBL was not utilized its resources in generating profit and shareholder value, so they should utilize their resources properly to generate profit.
4. UBL should take necessary steps to manage working capital properly.
5. UBL's dividend per share in 2013 is lower than previous years. So the bank should concentrate on that.
6. UBL should take necessary steps to increase EPS.
7. A classified total loan of UBL is high, so it should be minimized.
8. The variance of UBL is high so the risk is high. On the other hand, variance of CBL is low thus the risk is low. So UBL should keep low variance to minimize risk.

6.3 CONCLUTION

It is widely accepted that credit is a phenomenon of economic development and the banking system is a vital agent which plays a crucial role in this process. As the economic development is rapid and meaningful proper utilization of bank funds is required. Financial intermediaries, particularly banks have a very important role in rising of the financial resources because of their capacity to tap resources from a wider spectrum of people and diversified nature of their operations. Banks ability to make a positive contribution in igniting the process growth depends to a great extent on the way the banking funds are invested. Uttara Bank places utmost importance on managing credit risk. The whole process includes management of Credit Risk, Foreign Exchange Risk, Prevention of money Laundering, Asset liability Management, Internal control and Compliance. The 10 years success story though helped the bank to attain a leading role but to remain unrivalled among new generation banks, the bank must face new challenges. Overall, the bank must make a positive attempt to be more outward looking in their goals and aware of what is happening. They must also emphasize on the domestic scenario more closely and analyze any certain trends and strategies of their competitors. The bank must accept any failures and think of them as an objective to pursue future goals instead of blaming such failures on other factors. I hope in spite of my all limitations, this experience of sharing works with such working environment will help me a lot in my professional life.

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