

INVEST BANGLADESH

Inside Bangladesh's 180-Day Business Climate Agenda



From

BIDA Executive Chairman



Ashik Chowdhury

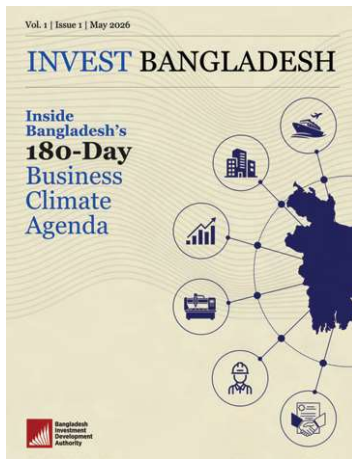
Bangladesh has always been a country of remarkable stories, and this newsletter is about telling them with the clarity and conviction they deserve. For many years, we have spoken of Bangladesh's potential. The task now is to show how that potential is being turned into execution.

This issue therefore arrives at a meaningful moment. It focuses on the joint 180-day action plan presented by Bangladesh Investment Development Authority (BIDA), Bangladesh Economic Zones Authority (BEZA), Public Private Partnership Authority (PPPA) and Maheshkhali Integrated Development Authority (MIDA) to the Hon'ble Prime Minister.

At the centre of this action plan is a practical objective: helping local businesses grow, compete and hire more people. The next six months are about practical improvements that businesses can feel. Investment policy has to show up in jobs, productivity and in the everyday experience of doing business.

This newsletter is part of the same discipline. Through this publication, we want to show the work as it happens: the progress, the decisions, and the people building the next phase of Bangladesh's investment story.

A handwritten signature in black ink, appearing to read 'Ashik', written in a cursive style.



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COVER STORY

Inside Bangladesh's 180-Day Business Climate Agenda

Nahian Rahman Rochi

Stability is exerting two opposite forces on Bangladesh at once.

On one side, two of the most serious negative “internal” signals for the investment climate have been meaningfully neutralized in early 2026: the possibility of election-led economic disruption, and the fear that key investment-related decisions taken in 2025 would be reversed at scale. That is the encouraging side of the story. It gives businesses, both domestic and foreign, greater reason to look ahead with positive intent.

But the other force is less forgiving. Global investor appetite is not what it was even 90 days ago. War, tariff uncertainty, higher costs are pushing businesses into preservation mode. The IMF's latest World Economic Outlook warns that under an adverse scenario; global growth could be reduced by 0.7 percentage point in 2026.



This creates both a constraint and a very narrow opening for Bangladesh.

The constraint is obvious: in a more cautious global environment, investors are not just assessing markets anymore; they are pricing in resource availability, logistics reliability and regulatory responsiveness. The opening, however, is equally real. As firms reassess concentration risk and look for diversified production bases, countries that can pair stability with institutional readiness will stand out. Bangladesh therefore needs to convert post-election stability into private-sector confidence by becoming more execution-oriented.

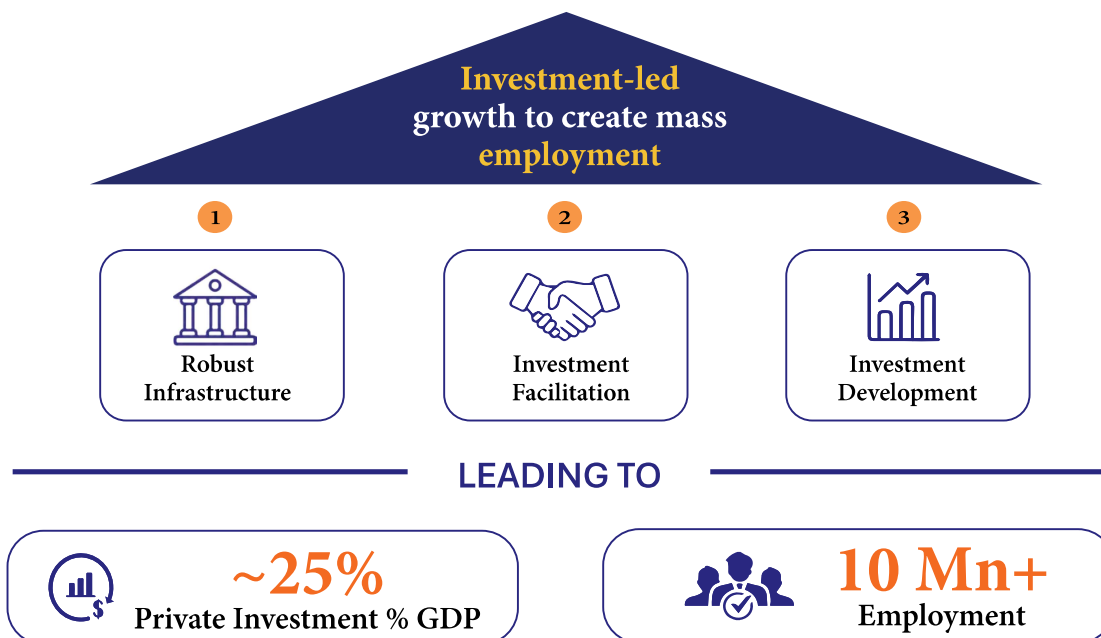
That is why the first 180 days of the new government matter disproportionately.

In 2025, BIDA's 32-point reform effort sought to address the

fundamental architecture of investment management by addressing fragmentation, improving service quality, and building an investor relationship management function. The next step is institutionalizing them.

At its core, the plan is anchored in a simple objective: investment-led growth that delivers large-scale employment, consistent with the government's election mandate. The structure of the joint plan (BIDA, BEZA, PPPA & MIDA) covers 25 initiatives under three pillars: Robust infrastructure, Investment facilitation, and Investment development. The sequence is to signal a clear focus and prioritization of robust infrastructure to minimize the risk-premium placed by investors on resource availability.

OUR PRIORITIES



PILLAR 1: Robust Infrastructure

The plan targets acceleration of key logistics initiatives, including finalizing concession agreements for Airport Terminal 3, NCT and Bay Terminal; advancing the Chinese Economic Zone; and operational revival of the Savar tannery.

Besides, act and policy finalization for catalytic initiatives are being pushed in parallel: Free Trade Zone and Defense Economic Zone frameworks, renewable energy PPP tender initiation, and alternative energy sourcing options. These priorities are directly linked to Bangladesh's ambition of becoming a regional manufacturing hub. Port modernization and the Free Trade Zone connect directly to

export competitiveness, while the Chinese Economic Zone and ready industrial plots respond to the need for faster investor landing. Renewable energy PPPs and alternative energy solutions address one of the most critical questions investors now ask: whether production can be supported by reliable and competitive energy.



PILLAR 2: Investment Facilitation

The plan covers the launch of a council of Private Sector Entrepreneurs to enable a direct dialogue with the Prime Minister, and continuation of the bi-monthly inter-ministerial coordination mechanism (initiated in '25) to bring investor-related decisions into a single forum. At the same time, initiatives such as the

unification of investment promotion agencies, and full rollout of BanglaBiz as a single digital platform for approvals are prioritized. A concentrated push will be given to conclude a Free Trade Agreement with South Korea and to launch the first BIDA foreign office in China.

One of the key learnings from 2025 is that investors value a single point of delivery throughout their investment journey. Initiatives such as BanglaBiz, IPA unification and inter-ministerial coordination are therefore designed to reduce fragmentation within government.

An investor should not have to understand the internal map of government to get a decision; the system should organize itself around the investor journey.



PILLAR 3: Investment Development

The priority is to revitalize the loss-making SOEs through shareholding divestiture or PPP, unlocking immediate capital for government. This includes projects from ICT, Textiles & Jute, Sugar & Tourism. For investors, this initiative can substantially reduce entry time by offering existing land, utilities, facilities or operating platforms. If implemented well, SOE revitalization can serve both sides of the equation: faster private investment and better use of public capital.

Like 2025, creating a pipeline of investors (\$1.5 billion) will also be important. This will be supported by country-wide sector-based cluster mapping. The incentive scheme launched to democratize investment promotion will also be an accelerator to the pipeline.

The plan also covers areas of future growth in the blue economy space, ranging from mariculture industry development to enabling export-oriented processing industries.

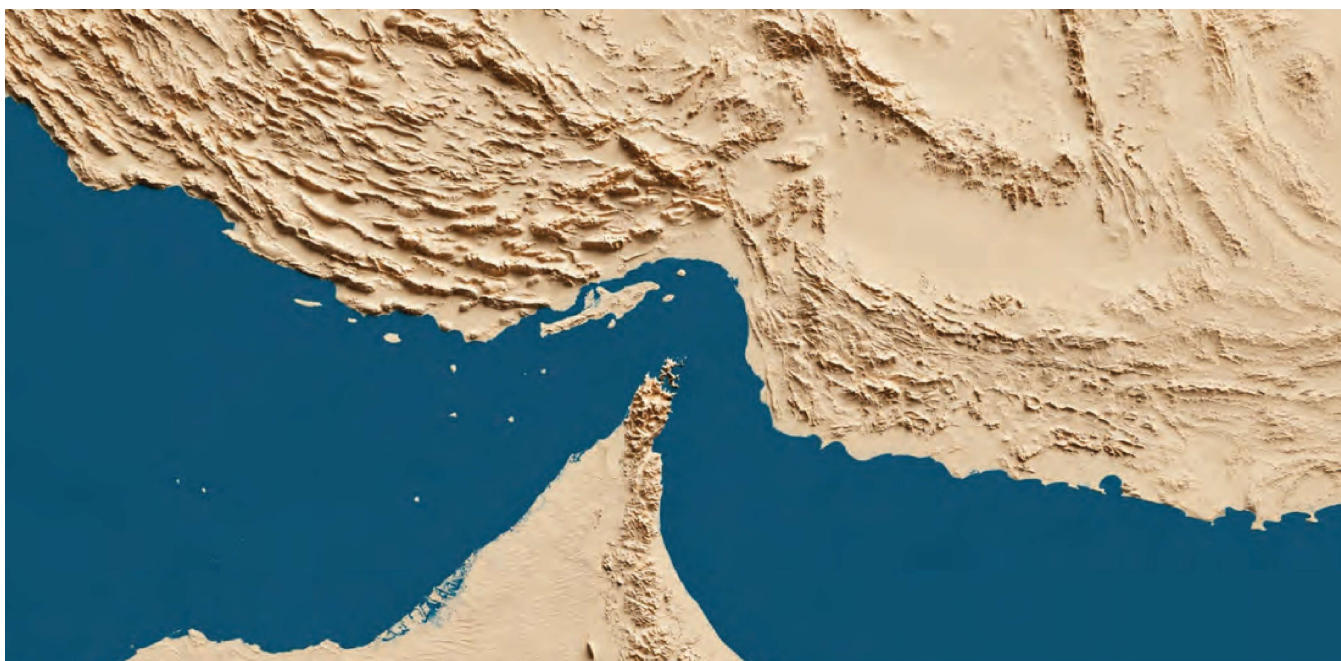
In summary, the next 180-day targets aim to create another positive data point for investors, building on momentum from recent quarters. Two data points begin to form a trendline, showing that Bangladesh has secured a degree of stability at a time when many markets have not.



“At its core, the plan is anchored in a simple objective: investment-led growth that delivers large-scale employment, consistent with the government’s election mandate.”



Nahian Rahman Rochi is Executive Member at the Bangladesh Investment Development Authority (BIDA), where he works on investment promotion, investor facilitation, and business climate reforms.



Global Economic Context

Impact of the Iran war on Bangladesh and Key Lessons

Asif Khan, CFA and Mustavi Zaman Khan, CFA

Energy prices have surged in recent months following joint US-Israel strikes on Iran in late February, which prompted retaliatory Iranian attacks on US bases in the Middle East and Israel. Iran also effectively blockaded the Strait of Hormuz—a critical artery for the global oil trade—while energy infrastructure across the Middle East also came under fire. Oil-dependent importers are facing significant duress,

grappling not only with soaring prices but also the threat of supply shortages.

Bangladesh is a net importer of energy (fuel oil, coal, and LNG) and other key commodities (fertilizer, soybeans, palm oil, etc.); hence, the country is exposed to inflation risks and supply shocks for the duration of the conflict. A prolonged war would also hamper exports (through demand contraction in

developed economies) and even remittances (through war-induced economic slowdown in gulf countries, which provide 45% of Bangladesh's remittances).

Critically, a two-week ceasefire is in effect and markets appear to be on board - crude oil prices dropped 15-16% following the ceasefire announcement. We are essentially at a crossroads here and two scenarios could play out.

Scenario A: The ceasefire holds and peace becomes a possibility

If the ceasefire successfully evolves into a long-term peace deal, that would mean no further shocks to the world's energy supply. In FY25, food (15%), fertilizer (3%), and energy (18%) comprised 36% of Bangladesh's total imports. The pre-ceasefire price hikes in these categories imply an additional monthly import bill of ~USD1bn for Bangladesh; ~USD700mn of this is energy imports. The elevated prices also imply additional monthly subsidies of ~BDT 50-60bn (3% of fiscal deficit). These represent significant, but palatable, hits for Bangladesh as long as the bills do not become recurring. Importantly, Bangladesh is seeking ~USD 2bn from development partners to cushion external shocks; securing these funds would cover the incremental import bills for two months, albeit with rising debt-servicing costs.

The conclusion of the war would mean fuel oil supplies would gradually normalize, although the damage to Qatar's LNG facilities entails higher LNG and fertilizer prices at least in the near-term. Damages to energy infrastructure across the Middle East also mean oil prices may not cool back to pre-war levels. Taking into account the drop in energy prices observed today, Bangladesh's incremental monthly import bill halves to ~USD500mn.

Scenario B: The war resumes and drags on

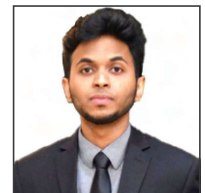
The longer the war persists, the greater the inflationary spiral will become as energy price hikes ultimately push up prices of other commodities. Bangladesh will then have to weather multiple months of higher imports and subsidies, depreciating the BDT and stretching the fiscal budget in the process. The latter also points to greater fiscal borrowing, higher treasury yields, and even private sector crowding out.

Regarding key fuel stocks, Bangladesh's planned diesel and octane imports are sufficient to cover most of April and May this year, but additional imports will be needed thereafter. Crucially, Bangladesh sources most of its crude oil from Saudi Arabia and the UAE; these imports are especially impacted by the war and Hormuz closure. These factors also materially affect LNG supply to Bangladesh, as more than two-thirds of our LNG cargoes are typically sourced from the Middle East; both higher prices and fewer cargoes are on the cards. Fertilizer stocks are sufficient till June (~359,000 tonnes of urea as of 1 April) but significant urea imports are necessary to meet 3Q26 demand (~665,000 tonnes).

What can Bangladesh do to strengthen energy security?

There are a few lessons from this war. In an increasingly de-globalized and protectionist world, it is imperative Bangladesh:

- | Intensifies gas exploration endeavors
- | Expands crude oil refining capacity (the government is presently working on tripling domestic refining capacity to ~4.5mn tonnes p.a.)
- | Improves integration of coal power generation
- | Increases focus on renewables with solar being emphasized
- | Expands storage capacities for key inputs



Asif Khan, CFA and Mustavi Zaman Khan, CFA are the CEO and Head of Research respectively for EDGE Research & Consulting Limited.

Bangladesh Economic Context

Bangladesh's Economic Outlook in A Cautious Global Environment

BIDA News Desk

Bangladesh remains a large, resilient and strategically located economy, but its next phase of growth will depend less on momentum alone and more on productivity, reform delivery and investor confidence. The latest macroeconomic indicators point to an economy adjusting to tighter financing conditions and softer external demand, while retaining important sources of resilience: an expanding industrial and services base, strong remittance inflows, and continued FDI exposure in core sectors.

For investors, this is a more nuanced story than a simple cyclical slowdown. Bangladesh's market scale, export platform and labour force remain important advantages, but recent assessments by the World Bank and IMF stressed that macro-financial stability, banking-sector reform, revenue mobilisation and an improved business environment will be central to restoring stronger private investment. This also places greater attention on whether current reform efforts are beginning to translate into renewed investor activity and confidence.

The opportunity remains, but the quality and speed of reform will increasingly determine how much of it can be converted into investment. In this context, the 180-day business climate agenda offers an important signal: it points to a more coordinated, facilitation-oriented and implementation-focused approach to reforms that investors have long viewed as essential to Bangladesh's next phase of growth.

The external position also shows both exposure and resilience. Softer export and import growth point to a cautious recovery in trade and domestic demand, while remittances continue to provide an important cushion for consumption and external balances. ADB's latest outlook similarly expects growth to recover gradually in FY2026 and FY2027 as inflationary pressures ease.

FDI adds a useful forward-looking signal. Bangladesh's FDI base remains anchored in long-standing partners, particularly the United Kingdom and Singapore. Recent inflows, however, show where investment momentum is currently strongest,

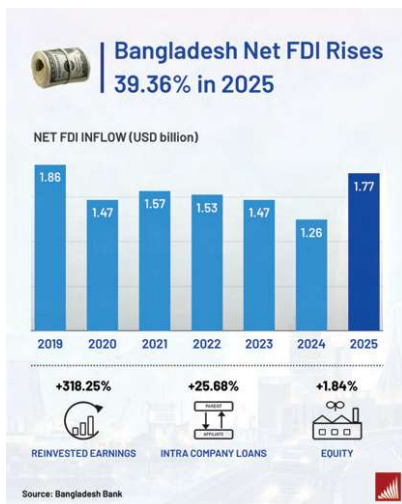


with the Netherlands and China leading CY2025 inflows, followed by Singapore, South Korea and the United Kingdom. Sectorally, inflows remain concentrated in power, food products, textiles, banking and telecommunications, suggesting that investors are still committing capital where Bangladesh offers scale, infrastructure demand, export capability and consumer-market depth. More importantly, recent FDI data suggests that despite tighter global investment conditions, investors already operating in Bangladesh continue to expand and deepen their exposure to the market.

The IFC's 2025 Country Private Sector Diagnostic makes a similar point: private-sector opportunities remain significant, provided targeted policy and regulatory constraints are addressed. Against this backdrop, Bangladesh's latest FDI performance offers an early indication of how investors are responding to both improving domestic stability and ongoing investment climate reforms.

FDI: A Rebound with Reform Momentum

Bangladesh's 2025 inflows point to renewed investor engagement and a stronger reform agenda



Bangladesh's foreign direct investment performance in 2025 offers an encouraging signal. Net FDI inflows rose by 39.36% to USD 1.77 billion, up from USD 1.27 billion in 2024, according to Bangladesh Bank's latest FDI survey.

Much of the increase came from investors already operating in Bangladesh, suggesting continued confidence in the market. Reinvested earnings rose more than fourfold and intra-company loans also increased, indicating that existing investors remained engaged even as the country headed towards an election and political transition in early 2026. Equity capital remained broadly stable, a notable outcome against a global backdrop of weaker equity flows and geopolitical uncertainty. After declining for three consecutive years from CY2022 to CY2024, net equity capital showed

early signs of recovery in CY2025, increasing by 1.8%. According to the United Nations Trade and Development (UNCTAD), global greenfield project announcements fell by 16% in 2025, with developing economies facing particular pressure. Against this more selective investment environment, Bangladesh's FDI performance points to resilience and continued investor engagement.

For Bangladesh, the figures point to something beyond a single year's performance. Existing investors continued to stay engaged, while new reforms moved forward. Investment agencies are also working to make the business environment more predictable, better coordinated and more responsive to investors.

As Ashik Chowdhury, Executive Chairman of Bangladesh Investment Development Authority (BIDA), noted, the absolute volume is below Bangladesh's potential, but the direction matters, especially in a transition year. "With current global conditions still uncertain, Bangladesh is using this period to strengthen its investment readiness — improving systems, coordination and facilitation — so that as investor appetite recovers, the country is better positioned to compete for long-term capital," he added.

Bangladesh Investment Reforms Offer Lessons for Developing Economies: UNCTAD

Bangladesh's investment reforms have received a new external assessment. The Investment Policy Review Implementation Report 2026 was launched on 28 April 2026 by UNCTAD, UNDP and BIDA.

"As global capital tightens, trade rules shift and sustainability expectations rise, Bangladesh's reform agenda shows why investment policy must move from promotion to delivery," it says.

UNCTAD points to progress in several areas: stronger focus on regulatory predictability and digitalization; expanded digital investor services that reduce approval times and improve transparency; more streamlined investment promotion and facilitation; and ongoing consideration of a merger of investment agencies to simplify entry points for investors.

The report also notes that FDI rose to USD 1.77 billion in 2025 despite multiple shocks, suggesting that investor interest has remained intact in a difficult global environment.



Bangladesh Macro Snapshot

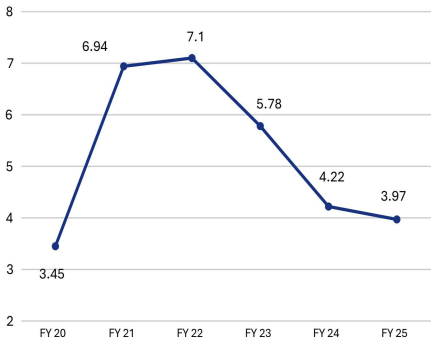
RESILIENT FOUNDATIONS, STRONG MOMENTUM, ATTRACTIVE OPPORTUNITIES



GROWTH REMAINS POSITIVE, THOUGH MOMENTUM HAS MODERATED

GDP growth remained positive, though the pace has eased compared with the post-pandemic rebound.

GDP Growth Rate (%)



KEY TAKEAWAY

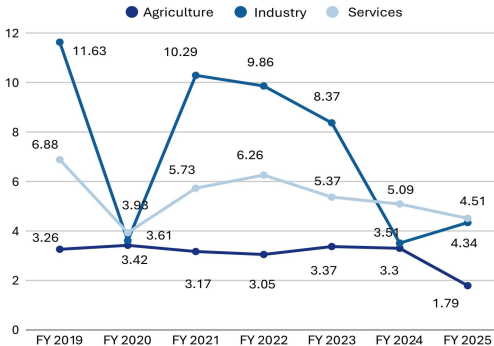
GDP growth in FY25 **3.97%** FY22 Peak **7.11%**



SERVICES CONTINUE TO LEAD, INDUSTRY MODERATES

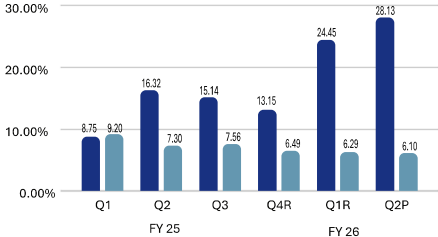
Services continue to lead, while industry growth moderates and agriculture remain subdued.

Sectoral GDP Growth Rate (%)



Credit Growth (%)

- Public Sector Credit Growth
- Private Sector Credit Growth

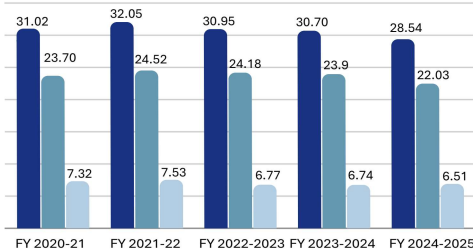


CREDIT GROWTH MODERATED; INVESTMENT LEVELS REMAIN STABLE

Private credit growth has softened in recent quarters. Investment as a share of GDP remains sizeable, though the trend is easing.

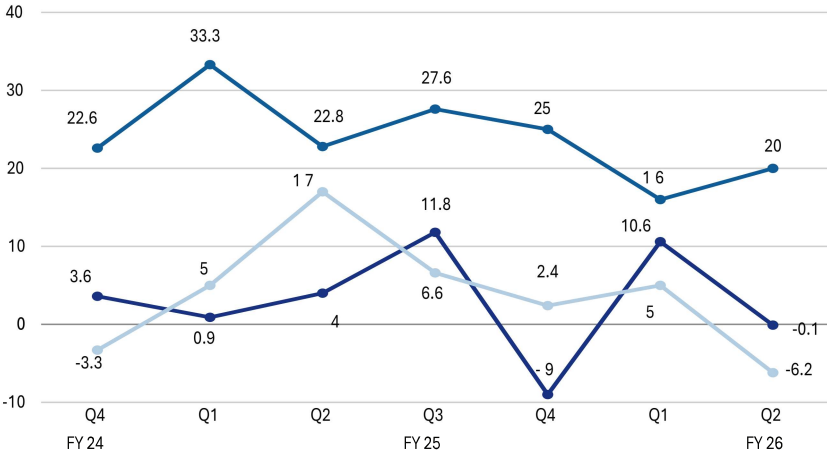
Investment as % share of GDP

- Investment
- Private
- Public



Import, Export and Remittance Growth in (%)

- Import Growth
- Remittances Growth
- Export Growth



REMITTANCES RESILIENT; TRADE FLOWS VOLATILE

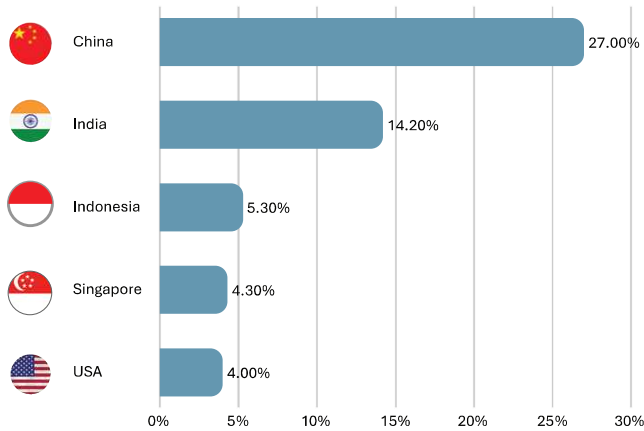
Remittances continue to support the economy. Import and export growth show volatility driven by external and policy-related factors.



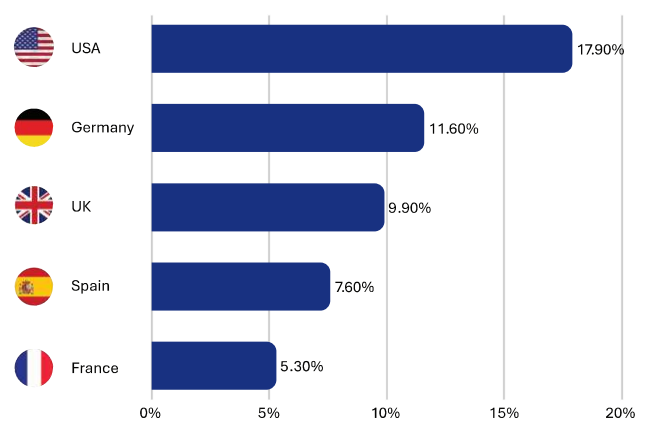
WHAT TO WATCH

Sustained external stability will remain important for macroeconomic resilience.

Import by Major Countries (%)
FY 2024-25



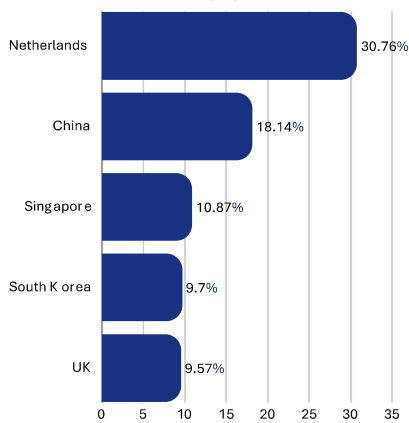
Export by Major Countries (%)
FY 2024-25



KEY TAKEAWAY

Bangladesh's trade relationships remain diversified, providing resilience against external shocks and supporting long-term growth.

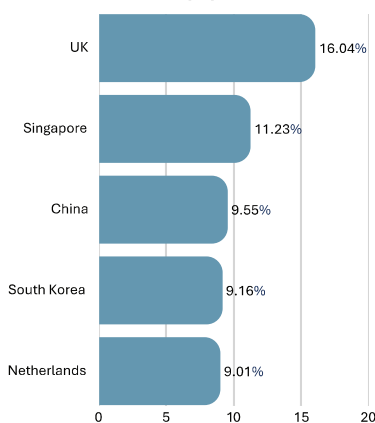
Top Countries for FDI Inflows, CY 2025 (%)



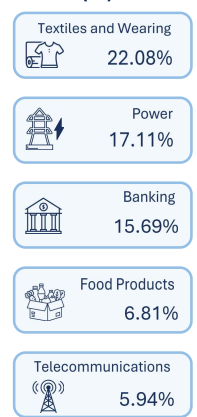
Top sectors for FDI Inflows, CY 2025 (%)



Top Countries for FDI Stock, CY 2025 (%)



Top sectors for FDI Stocks, CY 2025 (%)



FDI RECOVERY
Inflows reached USD 1.77 bn in CY 2025.



TOP INFLOW SOURCE
The Netherlands led new FDI inflows.

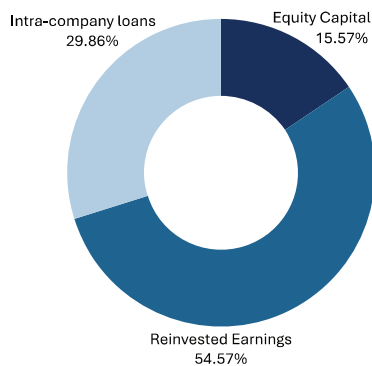


SECTOR MOMENTUM
Power and food products attracted the most inflows.

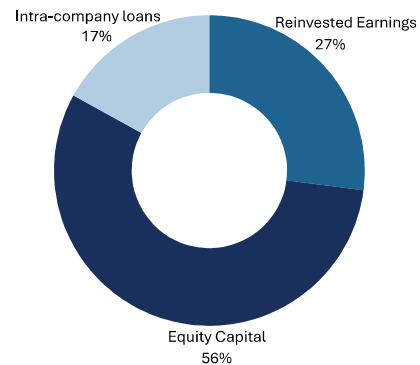


STOCK ANCHOR
FDI stock remains led by long-standing partners.

Component-wise Net FDI Inflow, CY 2025



Component wise FDI Stock position, CY 2025



180-Day Priorities

Bringing Idle State Assets Back into Production

BIDA News Desk



Revitalizing idle public assets is a priority for the new government, and a strategic one. For Bangladesh, closed or underused factories are not only balance-sheet concerns. They represent industrial capacity, land, infrastructure and employment potential waiting to be brought back into productive use.

The Hon'ble Prime Minister Tarique Rahman has placed emphasis on simplifying project permits, removing avoidable clearances, and making it easier for private investors to bring idle state assets back into production. This gives investment facilitation a clear operating focus: working with the relevant arms of government to remove bottlenecks and help viable

projects move faster. As part of this effort, the Ministry of Textiles and Jute announced on 23 April 2026 that six jute mills will be reopened through private initiative within the next 180 days, while the remaining closed mills



will be reopened or leased in phases. The Public Private Partnership Authority (PPPA) is playing an important role in the ongoing process of revitalizing

idle state-owned mills through private investment. Non-operational mills under the Bangladesh Jute Corporation are being transferred to private operators through long-term lease arrangements. Investors from sectors including agro-processing, apparel, poultry, footwear, pharmaceuticals, jute processing, accessories and logistics are already taking part. Through PPPs, idle public assets can be brought back into use with private capital, operational expertise and clearer accountability for delivery. The government retains strategic oversight, while private partners bring the management capacity, sector knowledge, technology and market access needed to make dormant assets commercially viable. Well-designed PPPs can also improve resource management, allocate risks more effectively and reduce pressure on public expenditure, helping move projects faster from reopening to production. Revived mills can

support employment, local supply chains and industrial diversification, while reducing the fiscal burden of maintaining non-performing public assets.

180-Day Priorities

Unlocking the Blue Economy's White Gold: The Case for a Shrimp Economic Zone

BIDA News Desk



Shrimp has long been known in Bangladesh as “white gold” for its role in fisheries exports and its promise as a diversification story beyond readymade garments. It remains the main export earner within fisheries and one of the clearest diversification opportunities beyond readymade garments. In FY2024–25, shrimp accounted for about 76% of frozen fish and shrimp export earnings, rising 19% to USD 296.29 million out of a combined sector total of USD 388.7 million.

The Maheshkhali Integrated Development Authority is now proposing a dedicated Shrimp Economic Zone to unlock the sector’s next phase of growth. The idea is to move shrimp production from fragmented, conventional farming toward a controlled, compliant and commercially scalable production ecosystem. The proposed zone would bring together:

- † hatcheries, feed mills, laboratories and farms under strict biosecurity controls;
- † controlled Vannamei cultivation, subject to required approvals;
- † EU/USA compliance standards;
- † real-time monitoring and full e-traceability;
- † processing, cold storage, logistics and AgriTech solutions; and
- † value-added production to move Bangladesh beyond raw commodity exports.

The proposal has been shaped through close engagement with long-term investors, operators and industry leaders in the sector. These consultations have pointed to the same constraints: recurring

disease outbreaks, low productivity, certification and traceability gaps, price volatility, and limits around Vannamei imports, despite the species’ dominant position in global production and retail markets. Under the proposed framework, Bangladesh Investment Development Authority would lead investment promotion and facilitation, Bangladesh Economic Zones Authority would oversee the zone, and Maheshkhali Integrated Development Authority would provide the policy coordination needed to support its development. The expected result is a stronger export-ready production base, targeting over 85% survival rates and three crop cycles annually. Drawing on examples from China, Thailand and Vietnam, the proposal also points to a larger prize: shifting from raw commodity exports toward value-added brand creation, which could unlock five times or more in shrimp export earnings per kilogramme. Industry leaders have expressed broad agreement with the Shrimp Economic Zone plan, with potential locations discussed in Khulna, Maheshkhali, Cox’s Bazar and Satkhira. Priority actions include support for value-added industries, domestication, SPF hatcheries, feed mill facilities, import-to-export bonded warehouse processing, and greater participation of women across the sector.

Policy Reform & Progress

FY2026–27 Budget Proposals for Building the Next Industrial Base

BIDA News Desk

As Bangladesh prepares the national revenue budget for FY2026–27, Bangladesh Investment Development Authority (BIDA), Bangladesh Economic Zones Authority (BEZA), Public Private Partnership Authority (PPPA), Maheshkhali Integrated Development Authority (MIDA) and other investment agencies have placed key recommendations before the National Board of Revenue (NBR).

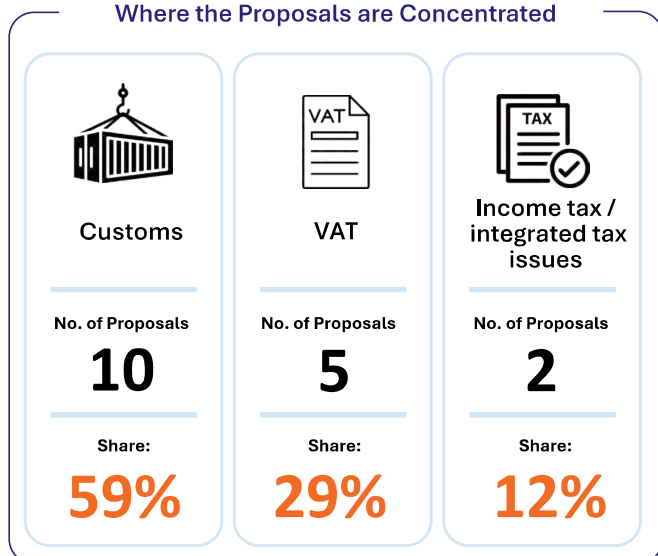
The proposals focus on a practical question: how fiscal policy can help Bangladesh build its next industrial base. They cover emerging and priority sectors such as lithium and sodium batteries, electronics, e-bikes, home appliances and seafood processing, while also addressing customs and tax concerns by export-oriented manufacturers.

A central theme is value addition. Several proposals seek to link VAT benefits to the depth of local production, so that firms are

encouraged to move beyond assembly and build stronger backward linkages. Others aim to make export production easier by simplifying raw-material imports, input-output coefficient approvals and customs procedures.

These proposals also reflect enhanced inter-agency cooperation. Investment promotion agencies and NBR now engage more closely through regular discussions at both leadership and task levels, helping convert investor feedback into more structured policy proposals.

Where the Proposals are Concentrated



Strategic Objectives and Sectors Covered

Objective	Proposals areas
Support emerging industries	Battery & energy storage; Electronics & appliances
Improve export competitiveness	Export-oriented manufacturing; Blue economy / seafood processing
Deepen local value addition	Battery & energy storage; Electronics & appliances; Export-oriented manufacturing
Reduce procedural friction	Export-oriented manufacturing
Ease cash-flow pressure	Industrial cash-flow support; Consumer manufacturing



Key sectors covered

Battery & energy storage

Electronics & appliances

Export-oriented manufacturing

Blue economy / seafood processing

Consumer manufacturing

Policy Reform & Progress

Capital Repatriation Reform: Making Exit More Predictable

BIDA News Desk

The Bangladesh Investment Development Authority (BIDA) has been working to address one of the most important questions in the investment cycle: how predictably investors can exit when they need to.










That work is now reflected in Bangladesh Bank's FEID Circular No. 01, issued on 8 March 2026. The Master Circular simplifies share transfer, valuation and

repatriation procedures for non-resident investors in unlisted companies, while keeping regulatory safeguards in place.

The reform package was finalised by a high-level Capital Repatriation Committee formed jointly by BIDA and Bangladesh Bank, and chaired by Nahian Rahman Rochi, Executive Member of BIDA. It gives Authorised Dealer banks greater

autonomy, raises transaction thresholds, simplifies documentation and shortens processing timelines. For investors, exit shapes the entry decision.

The comparison below shows how the 2026 Master Circular simplifies and updates the earlier 2018 and 2020 circulars, and what this means for non-resident investors.

Policy Area	2018 and 2020 Circulars	2026 Master Circular
 Approval from Bangladesh Bank	Most share transfer and repatriation cases required prior approval from Bangladesh Bank, with limited delegation to AD banks in certain cases. →	Expanded authority for Authorized Dealer (AD) banks to process many transactions without prior approval from Bangladesh Bank.
 Threshold Without Independent Valuation	No independent valuation required for transactions up to BDT 10 million (earlier threshold was BDT 1 million in 2018). →	No independent valuation required up to BDT 10 million, subject to joint declaration by buyer and seller.
 Transactions Requiring Independent Valuation	AD banks could process transactions above BDT 10 million up to BDT 100 million with independent valuation and post-facto reporting. →	AD banks can process transactions up to BDT 1 billion with independent valuation using prescribed valuation methods.
 Net Asset Value (NAV)-Based Transactions	NAV-based valuation accepted, but approvals often required from Bangladesh Bank depending on transaction size. →	AD banks may directly process transactions where the deal value does not exceed NAV based on audited financial statements.
 Valuation Methods	Fair value generally determined using Net Asset Value (NAV), Market Value, or Discounted Cash Flow (DCF) methods. →	Same valuation methods retained with clearer valuation guidelines and documentation requirements.
 Processing Timeline	No standardized timeline for processing share transfers or repatriation. →	Defined timelines introduced: share transfer within 45 days and repatriation within 5 working days by AD banks if documentation is complete.
 Institutional Review Mechanism	No formal internal review structure required at AD bank level. →	AD banks required to establish internal committees (led by senior management) to review valuation and repatriation cases.
 Reporting to Bangladesh Bank	Applications submitted to Bangladesh Bank or reported post-facto depending on transaction size. →	Post-facto reporting within 14 days for transactions processed by AD banks.
 Policy Objective	Establish procedures for foreign investors to transfer shares and repatriate proceeds, with a cautious approval-based approach. →	Simplification, delegation, and faster processing to facilitate easier exit for foreign investors and improve the investment climate.

Strategic Investment

APM Terminals at Laldia: Bangladesh's Next Port Chapter

BIDA News Desk



For an export economy, ports are not simply infrastructure. They are part of the cost of every shirt, every carton of food products, every light-engineering component and every shipment that must reach buyers on time. Bangladesh's next growth phase will therefore depend not only on how much it produces, but on how reliably it can move what it produces.

The Laldia Container Terminal is a strategic step in that direction. Under a Public-Private Partnership framework, Chittagong Port Authority has entered into a long-term concession with APM Terminals B.V., a wholly owned subsidiary of A.P. Møller-Maersk A/S, to design, finance, build and operate the terminal. The port will remain under the ownership of Chittagong Port Authority, while APM Terminals and a local joint-venture partner will be responsible for construction, operations and management. This is the central logic of the project: Bangladesh retains strategic ownership, while bringing in global capital, technology and operating discipline.

The investment case is significant. APM Terminals is bringing USD 550 million in foreign direct investment for the greenfield terminal at Laldia, Chattogram. This would make it the single

largest European equity investment in Bangladesh to date. For Bangladesh, a marquee global terminal operator entering the port sector can help reduce perceived risk and crowd in further investment into logistics, manufacturing and ancillary services.

The project also addresses a hard capacity constraint. Once commissioned, expected around 2030, Laldia Container Terminal is expected to add over 800,000 TEUs per year, increasing current capacity by around 44%. It will be designed to accommodate larger container vessels, around twice the current size, and support 24/7 port operations with night navigation for ships within permissible length and draught.

For a country whose trade volumes are growing, that added headroom is not cosmetic. It is part of the logistics base needed for a more competitive export economy.

The larger prize is efficiency. Global port operators bring systems, not only cranes. Faster vessel turnaround, better container dwell times and more disciplined terminal operations can lower logistics costs for exporters and importers. For time-sensitive sectors such as readymade garments and agro-processing, reduced waiting time can help firms meet delivery

schedules, retain buyers and compete more effectively in regional and global markets.

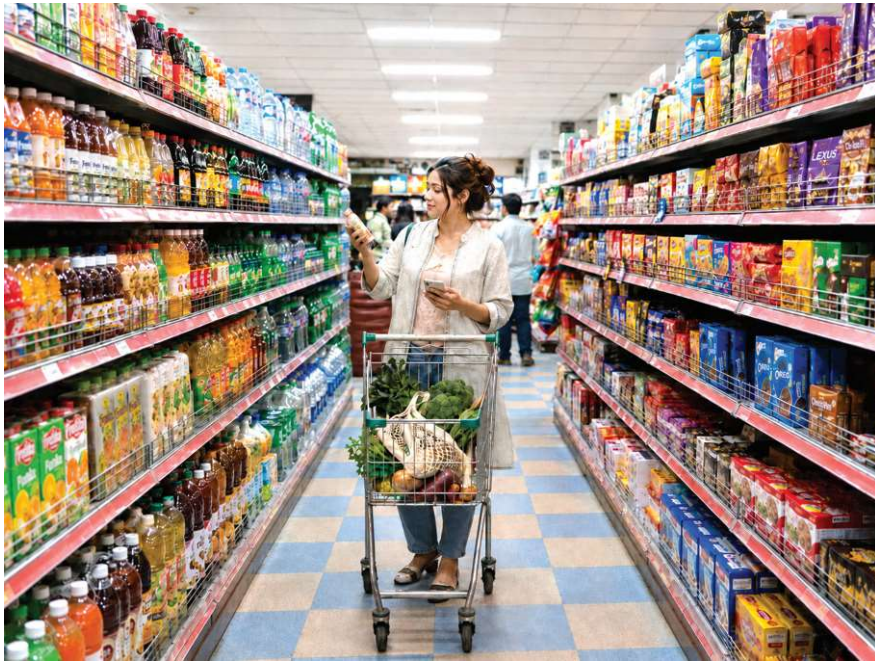
The project is also designed to generate public value without relying on traditional public capital expenditure. Developed under a revenue-sharing concession model, it is expected to create a stable foreign-currency income stream for Bangladesh through revenue received by Chittagong Port Authority for every container handled, alongside tax payments and ancillary marine-service revenues. It is also expected to generate 500-700 direct formal jobs and several thousand indirect jobs across construction, trucking, warehousing, freight forwarding and local small and medium enterprises.

Just as important is the demonstration effect. A successful long-term concession with APM Terminals would show that Bangladesh can structure, tender and oversee complex Public-Private Partnerships in line with international practice. That matters beyond ports. It can help lower investor caution for future investment decisions in energy, transport and social infrastructure, while strengthening Bangladesh's broader PPP pipeline.

Strategic Investment

Mitsui's Bet on Bangladesh's Modern Consumer

BIDA News Desk



Mitsui & Co. has been present in Bangladesh for more than 68 years. But its recent investments suggest a shift from long-standing presence to deeper strategic engagement.

The Japanese company, once known mainly as a global trading house, is now a major investor across Asia, with interests spanning automotive, food, healthcare and other consumer-facing sectors. In Bangladesh, that shift is visible through its financing enhancements in ACI Motors, which operates Yamaha in Bangladesh, and ACI Shwapno, one of the country's leading modern retail chains.

The logic is straightforward. Bangladesh's consumer market is changing. A growing middle class is demanding better products, better service and more reliable retail formats. For a company like Mitsui, investments in motorbikes, automotive and retail are not isolated bets. They sit close to the direction of the economy: mobility, consumption, modern distribution and higher expectations from households.

Bangladesh Investment Development Authority supported Mitsui's engagement by helping address barriers around its investment process and by maintaining close facilitation with the company and its local partners. For strategic investors,

this kind of support matters. It reduces friction, builds confidence and helps turn market interest into actual investment.

During a recent visit to Bangladesh Investment Development Authority, Mr Tatsuo Yasunaga, Chairman of the Board of Directors of Mitsui & Co., Ltd., met Executive Chairman Ashik Chowdhury and the team. It was the first visit to Bangladesh by Mitsui's top leadership. Mr Yasunaga expressed confidence in Bangladesh's long-term growth and noted that the company's recent investments are aligned with the country's changing market dynamics. He also indicated that the Yamaha business operated by ACI Motors has become one of the stronger performers within its global portfolio.

For Bangladesh, Mitsui's growing interest carries a wider signal. Strategic investors bring more than capital. They bring operating experience, discipline and long-term partnership that can help local companies improve quality, resilience and scale over time.

Investor Story

From Summit to Site:

KMK's Bangladesh Story

Contributed by KMK



We are KMK Industrial Limited, a company established in Bangladesh with principal investment from Mega Rich (HK) Industrial Limited. Our core business specializes in the manufacturing and global export of premium amenity kits for international airlines.

Our investment journey in Bangladesh began through a personal connection: a long-standing friend who has successfully operated a garment manufacturing business in Dhaka for more than thirty years. Through his introduction, we had the opportunity to engage with the Bangladesh Investment Development Authority (BIDA), which guided us in participating in the Bangladesh Investment Summit on 25 April 2025.

The Summit became a turning point for us. During the event, we engaged with key government agencies, including BIDA, the National Board of Revenue (NBR), and the Bangladesh Export Processing Zones Authority (BEPZA), and visited active industrial production sites. We were deeply impressed by the warmth, industriousness, skilled craftsmanship, and humility of the Bangladeshi people.

We also observed a government system that was welcoming, open-minded, and committed to facilitating investment. This positive exposure laid the foundation for our serious interest in Bangladesh.

However, the feasibility of our project depended on a unique operational requirement specific to our industry. To establish a manufacturing base for airline amenity kits in Bangladesh, we required duty-free import of inner items, such as cosmetics, perfume, toothpaste, and related products, from international sources. These components would then be packed into locally produced pouches and re-exported as finished goods. Securing this customs dispensation under a bonded re-export framework was the single most critical determinant of our investment decision.

At this crucial stage, BIDA and NBR demonstrated a level of commitment and professionalism that truly distinguished Bangladesh as an investment destination. Upon understanding the specialized nature of our business model, officials from both institutions proactively guided us through the process of applying for the necessary approval. Their hands-on support, clear communication, and responsiveness were instrumental in helping us navigate the regulatory landscape.

Thanks to the dedicated efforts of NBR, alongside the coordination and support provided by BIDA, we received formal approval for the required exemption within a remarkably short timeframe.

This direct experience with the efficiency, agility, and investor-centric approach of both BIDA and NBR removed any lingering doubts. It showed us a government that is not only open for business, but actively facilitating investment through tangible action.

Our confidence was further strengthened in July, when we had the opportunity to meet senior government representatives in Guangzhou, China. Despite their demanding schedules, they set aside time to meet our delegation and share valuable insights into the investment landscape for Chinese enterprises in Bangladesh. They highlighted the strategic advantages of establishing manufacturing operations in the country and discussed how regional connectivity and investment cooperation are supporting Chinese investment in Bangladesh. This high-level engagement reinforced our understanding of Bangladesh's strategic vision and strengthened our determination to proceed.

Encouraged by these sustained and constructive interactions with Bangladeshi authorities across multiple levels, we finalized our plans and established KMK Industrial Limited in July. In September, we signed a lease agreement with BEPZA for a site within the Mirsarai Economic Zone in Chattogram, committing to an initial investment plan of US\$10 million.

We look forward to contributing to Bangladesh's economic growth and building a prosperous future here.

BIDA Highlights

On 22 February 2026, Hon'ble Prime Minister Tarique Rahman chaired a meeting on the third terminal of Hazrat Shahjalal International Airport, attended by BIDA Executive Chairman Ashik Chowdhury, focusing on operational readiness, faster launch, improved passenger services, and modernization of Bangladesh's aviation sector.



On 8 April 2026, Bangladesh and the United Kingdom signed an MoU to strengthen PPP cooperation in the aviation sector, with a focus on investment facilitation, knowledge exchange, capacity building, and increased private sector participation. The MoU was signed by Ashik Chowdhury, Chief Executive Officer of the Public Private Partnership Authority (PPPA), and Sarah Cooke, British High Commissioner to Bangladesh, in the presence of UK Trade Envoy Rt. Hon. Baroness Rosie Winterton of Doncaster, DBE.



On 12 April 2026, BIDA and the Bangladesh Economic Zones Authority (BEZA) held a discussion with H.E. Yao Wen, Ambassador of China to Bangladesh, on practical next steps to support Chinese investment in Bangladesh. The meeting focused on priorities under the joint 180-day plan, including infrastructure, investment facilitation, progress on the Chinese Economic and Industrial Zone in Anwara, Chattogram, the Bangladesh-China Bilateral Investment Treaty, and closer investor engagement through BIDA's planned overseas office in China.





On 16 April 2026, BIDA hosted the third round of its continuous dialogue with the Japanese Commerce & Industry Association in Dhaka (JCIAD), bringing together Japanese businesses and relevant government agencies to discuss practical improvements in trade and customs processes. The consultation focused on customs handling, valuation, digitalization, focal-point support and wider use of the Authorized Economic Operator framework, helping translate investor feedback into more predictable and investor-friendly services.



On 12 May 2026, BIDA hosted a workshop to strengthen investment-focused presentation and communication skills across Bangladesh's investment promotion agencies. The session featured expert inputs from Mashfique Khalid, Managing Director, Lie to Eye; Adnan Rahman, Portfolio Manager, Inspira Advisory & Consulting Limited; and Ashiquel Alam, Head of Performance, HSBC Bangladesh, covering branding, strategic communication, effective presentation and investor engagement.



On 14 May 2026, the Bangladesh Economic Zones Authority (BEZA), the Public Private Partnership Authority (PPPA), and the Power Division hosted a market sounding workshop on the proposed 130 MW Sonagazi solar power project. The PPP-based pilot will use 412 acres of BEZA-owned land to develop a bankable model for renewable energy investment, helping address land constraints in utility-scale solar while mobilising private capital for clean energy.



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