



# TURNING LEATHER INTO LASTING GROWTH

TAGABUN TAHARIM TITUN

Bangladesh's leather sector is showing fresh signs of life. Exports of leather, leather products and footwear earned about \$1,145 million in FY2024. By June FY2025 those exports stood near \$1,039 million. For leather footwear alone the figures were \$672 million in FY2024 and \$544 million by June FY2025, reports Export Promotion Bureau (EPB). The footwear segment grew fast. Non-leather footwear, in particular, has risen sharply in recent years. While Bangladesh ranks as the eighth-largest footwear producer in the world, leather goods and footwear together brought in about \$1.6 billion last fiscal year which shows there is a good market demand and production capacity.

SEE PAGE J2



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FROM THE HOUSE OF Apex



## Price wars to premium shoes

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At Bata Bangladesh, our purpose goes beyond making shoes. It's about creating value for customers, employees, and communities, while building a sustainable future. Despite macroeconomic challenges, we are confident in our ability to deliver innovation, quality, and affordability, walking together with our customers, growing together with the nation.

Debabrata Mukherjee  
Managing Director  
Bata Bangladesh

Bata Bangladesh is part of the Bata Group, which operates in over 75 countries globally and has been part of Bangladesh over 60 years. We find out what's next.

**The Daily Star (TDS):** How would you describe the current state of the Bangladesh market for footwear?  
**Debabrata Mukherjee (DM):** Bangladesh remains one of the most dynamic footwear markets in South Asia. The long-term fundamentals are extremely strong, driven by rising urbanisation, a growing middle class, and an increasingly fashion-conscious consumer base. We are observing a steady consumer shift from unorganised, purely price-driven alternatives toward trusted brands that deliver both durability and style.

**TDS:** What major trends or consumer shifts have you noticed in the last five years?

**DM:** Over the past five years, a trend towards premiumisation has emerged. Customers are willing to invest in comfort-enhanced and health-conscious footwear featuring antimicrobial and lightweight properties. The youth market demands trend-led designs at accessible prices. This shift in consumer preference is coupled with the growing adoption of omni-channel shopping, as customers now seamlessly move between in-store, online, and hybrid purchasing models.

**TDS:** What are the biggest challenges and opportunities right now?

**DM:** To us, every challenge is an opportunity. The challenges that we are facing now, higher import costs exacerbated by the exchange rate volatility, unstable inflation, etc, are

creating significant opportunities for us to revamp our operations and become more agile. We are strengthening our local sourcing and supply chain capabilities by working closely with our local partners in product and material upgradation and process re-engineering. We are also adapting quickly to rapid advancement in Technology. During the Sneaker Fest in our stores last year, we introduced an Augmented Reality try-on experience, which was very well received by young, tech-savvy consumers.

**TDS:** How is your product made according to our weather?

**DM:** In our weather, humidity is a key factor. At Bata, we've invested in advanced adhesives, improved bonding technologies, and rigorous wear-testing to ensure durability in such conditions. Our new Floatz and Comfit ranges, designed with lightweight yet sturdy materials, are particularly suited to the local climate. We also continuously adapt global innovations to address local weather realities, ensuring our customers enjoy footwear that lasts.

**TDS:** Which line of shoes is popular in your brand among different customer segments?

**DM:** Bubblegumsters offer colourful, washable, and antibacterial protection for children, while Power and North Star provide trendy sneakers for an active youth lifestyle. For professionals, Comfit delivers unmatched all-day comfort with features like soft cushioning and a flexible, slip-resistant sole. Floatz caters to families with its lightweight, versatile, and durable design.



“

There has been a strong rise in fashion consciousness, especially among the youth. Price is no longer the only deciding factor; design and lifestyle compatibility matter greatly. Secondly, women are shaping the market more than ever before. With higher workforce participation and mobility their demand for both comfort and style has grown significantly.

Syed Nasim Manzur  
Managing Director  
Apex Footwear Limited

## Reliability meets modern style

Apex Footwear Limited has spent more than three decades shaping the way Bangladesh wears its shoes. What began in 1990 as a leather export venture has since grown into a powerhouse brand, catering to international buyers while building one of the country's largest retail footprints.

**The Daily Star (TDS):** How would you describe the current state of the Bangladesh footwear market?

**Syed Nasim Manzur(SNM):** The market is vibrant and at an inflection point: strong domestic demand driven by youth, rising incomes and fashion awareness, and a growing role as a sourcing hub for global retailers. Consumers are increasingly demanding quality, comfort, and design.

**TDS:** What major trends or consumer shifts have you noticed in the last five years?

**SNM:** Fashion consciousness has surged, women's demand has risen with higher workforce participation, e-commerce has become mainstream, and there are early moves toward sustainability and premiumisation.

**TDS:** Where does your company stand in terms of market share in the industry?

**SNM:** The market totals around BDT 12,000 crore (structured = BDT 4,000

crore; unstructured = BDT 8,000 crore). Apex reported structured sales of BDT 987 crore and unstructured sales of BDT 238 crore (total BDT 1,225 crore). This is roughly 10% of the full market and about 25% of the structured segment. Apex competes across price tiers with emphasis on reliable quality, accessible pricing, expanding product diversity and digital adoption.

**TDS:**What are the biggest challenges and opportunities right now?

**SNM:** Challenges include rising import costs for raw materials, currency volatility, inflation and the need to accelerate technology adoption.

Opportunities arise from a young urban consumer base, increased regional and global buyer interest, and returns from investment in skills, design, sustainability and compliance.

**TDS:** After long storage, some customers report sole or glue separation of their shoes. What causes this issue?

**SNM:** Separation commonly stems from prolonged storage without flexing, humid conditions and heat or moisture exposure that weaken adhesives. Apex is responding with stronger adhesives, enhanced quality checks, clearer consumer storage guidance, and strengthened after-sales service and warranty policies to protect brand trust.



## Turning leather into lasting growth

FROM PAGE J1

The industry supports many families. Recent government and sector reviews estimate employment at roughly 8 to 10 lakh people linked to leather and footwear work.

The sector's gains face clear obstacles. Waste treatment and environmental compliance are a major hurdle. The Central Effluent Treatment Plant (CETP), at the Savar tannery estate has struggled

to operate at the required standard. When the CETP is underperforming, tanneries cannot meet buyers' environmental checks. That limits access to higher-value orders.

Other problems include a thin domestic supply chain for synthetic materials, slow customs procedures, and a shortage of trained technicians for modern production lines. Small factories find it hard to raise funds for upgrades. These bottlenecks

raise costs and slow deliveries.

**The bright spot again**

Footwear is the engine now. Buyers are ordering more from Bangladesh, with non-leather exports set to cross half a billion dollars this year. Investments in modern machines and design have paid off. Factories now produce better styles, while small workshops meet buyer standards. New orders create steady jobs for cutters, stitchers,



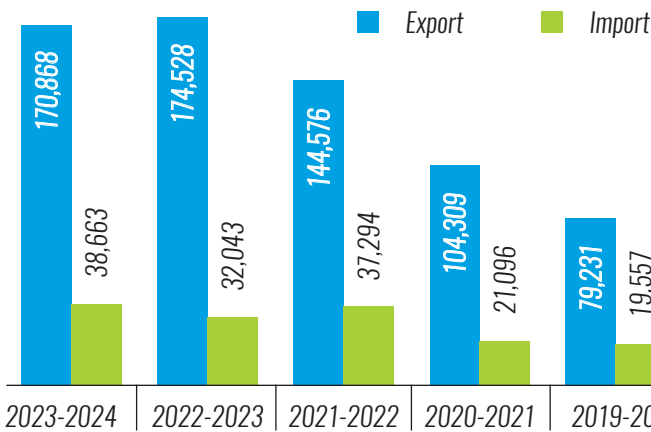
### Priority policy steps

United States France India Germany Netherlands

1. Make Savar CETP reliable; approve and back private effluent plants
2. Provide short practical training plus low-cost loans for waste upgrades
3. Simplify customs rules and incentivise local input suppliers”

SOURCE: EXPORT PROMOTION BUREAU (EPB)

### FOOTWEAR EXPORTS VS IMPORTS FOR THE LAST FIVE YEARS



and packers. Higher quality brings higher prices and repeat business, and the gains could spread further with stronger support for training, credit, and market access.

**What LWG means and where it falls short**

The Leather Working Group (LWG) is a not-for-profit group that audits tanneries. LWG checks water use, energy use, chemical safety and wastewater treatment. Tanners get ratings when they meet these checks. LWG-certified hides and leather are easier to sell to big buyers.

But many Bangladeshi tanneries are not LWG certified. The main reason is the CETP problem and weak technical records. Certification needs good waste treatment and consistent documentation. Smaller units struggle to meet both. The certification gap keeps some buyers

away. Reports also show social risks in parts of the supply chain. Investigations find vulnerable workers in small workshops. These issues raise reputational risk for the sector and for buyers. Therefore, tackling the certification gap will reduce those risks and help the industry sell more furnished leather.

**Practical steps government and industry can take**

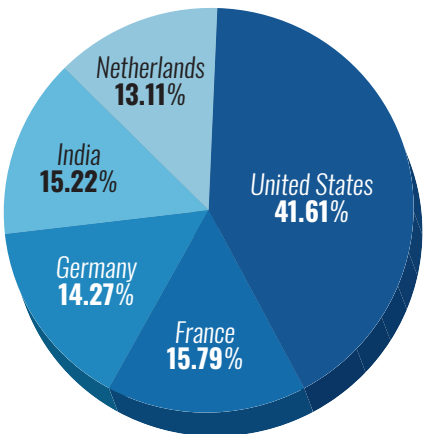
A dependable CETP at Savar would allow more tanneries to meet environmental checks and win back buyer confidence. Private effluent plants can share the load, reducing delays and keeping orders flowing. With waste management in place, factories can focus on audits like those by the Leather Working Group (LWG), which assess water use, chemical safety and treatment.

Government support—short training, low-cost loans, and phased incentives—would help smaller units upgrade and move toward certification. Compliance then becomes not just a burden, but a selling point.

Stronger treatment and certification will also deepen the supply chain, support footwear clusters, and encourage local suppliers of synthetic materials. Faster customs and simpler warehouse rules can further cut lead times. Together, reliable treatment, better suppliers, and timely deliveries create the conditions for larger orders, higher quality, and steady growth.

With this joined-up approach, Bangladesh can turn potential into higher-value exports, reliable jobs, and stronger earnings.

### BANGLADESH FOOTWEAR: TOP 5 EXPORT COUNTRIES



SOURCE: BBS





# A SHORT WALK THROUGH SHOE HISTORY

Shoes aren't just what we wear to keep sharp objects out of our feet. They are history's favourite experiment in style, science, and sometimes silliness. From status symbols and space tech to playground light shows, every era has left its footprint on how we walk the world.

1



**10,200–9,300 YEARS AGO**  
World's oldest directly dated shoes  
Woven sagebrush-bark "Fort Rock-style" sandals (Oregon, USA). Distinct toe-loop pattern; radiocarbon dated.

2



**1ST–3RD CE — ROMAN CALIGAE**  
Heavy duty hobnailed soldier sandals; the original puncture-resistant workwear.

3

4

**14TH–16TH CE — ARMORED SABATONS**  
Articulated metal foot armor for knights; think steel toe... and steel everything.

5



**EARLY 1600S — WOMEN ADOPT HIGH HEELS**  
Heels arrive in Europe via Persian riding culture (men wore them first). Women pick them up in the early 17th century; later popularised at court.

6



**1830 — FIRST COMMERCIAL RUBBER-SOLED "SAND SHOES"**  
Liverpool Rubber Company makes canvas shoes with rubber soles (a.k.a. plimsolls). Goodyear's 1839 vulcanised rubber makes it practical. The first rubber-soled shoe is generally attributed to John Boyd Dunlop and his Liverpool Rubber Company around 1830. Dunlop invented a method to attach a canvas upper to a rubber sole, creating the "sand shoe" for beachgoers. These early shoes evolved into the first "sneakers," which, despite the name, were not originally associated with sports.

7



**1892-1916 — SNEAKERS SCALE UP**  
U.S. Rubber starts selling "sneakers" (1892). Keds brand consolidates rubber-soled casual shoes (1916).

8

9

**1937 — VIBRAM'S LUGGED "CARRARMATO" SOLE**  
Vitale Bramani invents the first rubber lug sole for mountaineering; later seen on K2 boots (1954).



10

11



**1966 — MEMORY FOAM (WHAT IT IS)**  
NASA engineers create viscoelastic polyurethane foam ("memory foam") to improve crash protection and seating; later ends up in insoles for pressure dispersion.

12

13

**1979 — FIRST NIKE AIR SHOE**  
Nike Tailwind releases with encapsulated air cushioning.



14

15

**1989 — REEBOK PUMP**  
Inflatable chambers you squeeze to custom-fit the shoe. Controlled by a button, this inflatable air bladder technology created a sensation in the late 1980s and early 1990s. Basketball kids everywhere: "Pump it up."

16

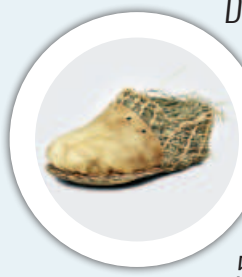
17

**2005 — VIBRAM FIVEFINGERS**  
Toe-sleeve "barefoot" shoes promise foot strength + ground feel.

18



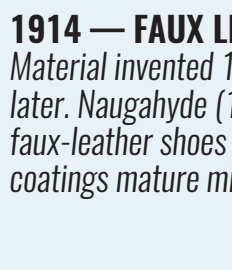
**3300 BCE — ÖTZI'S MOUNTAIN SHOES**



Deerskin uppers, bearskin soles, woven grass "socks" for warmth, basically a winter hiking boot 5,000 years early.



**1908/1917 — CONVERSE & THE ALL STAR**  
Converse Rubber Shoe Co. (1908); All Star basketball shoe lands in 1917 and becomes the court icon.



**1914 — FAUX LEATHER**  
Material invented 1914, mass footwear use follows later. Naugahyde (1914) is an early synthetic leather; faux-leather shoes become common once PVC/PU coatings mature mid-century.



**1968 — VELCRO HITS SNEAKERS**  
Puma is cited as the first major brand to sell a sneaker with Velcro fasteners. Cue the three-strap kids' era to follow.

**1984 — EMBEDDED PEDOMETER SHOE**  
Adidas Micropacer ships with a digital pedometer in the tongue. This was smart shoe V1.0.

**1992 — LED LIGHT-UP KIDS' SHOES**  
L.A. Gear's LA Lights go big in '92; a whole playground lights up.



**2011 / 2016 — BACK TO THE FUTURE REAL POWER LACES**  
Nike MAG releases in 2011 (non-self-lacing charity shoe). In 2016, a limited MAG with "power laces" arrives, and the consumer HyperAdapt 1.0 debuts self-lacing tech.



**1969 & BEYOND — SPACE BOOTS (WHY THEY'RE DIFFERENT)**  
Apollo astronauts wore pressure-suit boots with removable thermal/micrometeoroid overshoes for lunar EVA. It had insulation, dust abrasion layers, and grip patterns for regolith. Some overshoes were left on the moon to save weight.





FOR LEATHER SHOES

Dos

- Clean regularly with a damp cloth after each use.

Polish to restore the colour and to add a protective coating.
- Apply a high-quality conditioner to prevent dryness that can lead to cracking.

Waterproof shoes before wearing to protect them from water damage.
- Use shoe trees to help absorb moisture and maintain shoe's original shape.

Give your shoes breathing time a day to dry out and recover between wears.

Don'ts

- 01

Avoid direct heat as this can cause the leather to dry out and crack.
- 02

Address scuffs and scratches
- 03

Keep leather soles clean and dry, add a protective rubber sole.
- 04

Do not use harsh cleaning products, such as household cleaners or detergents.
- 05

Don't store your leather shoes in plastic.
- 06

Applying too much conditioner can clog the pores of the leather.

Shoe Care 101

FOR CONVERSE

Dos

- 01

Hand-wash your Converse shoes
- 02

Spot clean with mild dish soap and warm water.
- 03

Air dry your Converse at room temperature.
- 04

Remove shoelaces and wash them separately.
- 05

Use brush for suede Converse to remove dirt.
- 06

Protect Sneakers with a water and stain-repellent spray.

Don'ts

- Don't put your Converse in washing machine or dryer.
- Avoid using bleach or other harsh cleaning agents
- Don't soak converse in water.
- Never use a direct heat source to dry your sneakers.
- Don't use water to clean suede Converse.

IN MONSOON

Dos

- Opt for waterproof footwear like rubber boots, floaters, or sandals.
- Waterproof your existing leather, suede, and canvas shoes before the season starts.
- If shoes get wet, stuff them with newspaper to absorb moisture, then use wooden shoe trees to maintain their shape and absorb odours.
- Always let your shoes air dry after use to prevent bacteria.
- Keep feet dry and use antifungal powder to prevent infections.

Don'ts

- 01

Avoid suede, velvet, and certain leather shoes.
- 02

Don't store damp shoes in a closed space like a shoe rack or box.
- 03

Avoid wearing the same pair of shoes for consecutive days.
- 04

Make sure the inside of your shoes is also clean and dry to prevent bad smells and infections.
- 05

Never place your wet shoes near a direct heat source like a heater, fireplace, or in direct sunlight.
- 06

Keep the soles clean.

A LEGACY  
STITCHED WITH PRIDE,  
EACH STEP A TESTAMENT.

Bata  
MAKE YOUR WAY



star

BUSINESS



EVs becoming a common sight on Dhaka roads

More than 500 electric vehicles registered with BRTA since 2022

JAGARAN CHAKMA

Electric vehicles (EVs), once seen as a novelty for the rich, are gradually becoming a familiar sight on Dhaka streets.

Well-known global carmakers, including Tesla, Mercedes-Benz, BMW, Audi and China's BYD, have brought premium and mid-range electric models to Bangladesh, signalling a shift in the country's car market.

Buyers who once dismissed battery-powered cars as expensive or impractical are now turning to them as cheaper, cleaner and less troublesome alternatives to petrol and diesel vehicles.

Yet, industry insiders say political uncertainty and lack of adequate charging points are major obstacles to wider use.

"Over 500 EVs have been registered since EV registration began in September 2022 under BRTA's guidelines, enabling official registration for the first time in Bangladesh," said Towhid Tusher, director (engineering) at the Bangladesh Road Transport Authority (BRTA).

He said that his team is still compiling the final figures. "Last year, the number was around 70. This time, it will certainly be over 300, possibly even more than 400."

Chowdhury Md Nabil Hasan, head of marketing at Mercedes-Benz Bangladesh, said sales of their EV lineup are gradually improving compared to the initial launch stage last year, as more clients begin to realise the long-term benefits of EV ownership.

The company now offers four electric models in Bangladesh, covering both luxury saloons and sport utility vehicles.

On average, Mercedes-Benz Bangladesh sells around 12 units a month. Hasan believes their sales could be far higher if the political climate were more stable.

China's BYD, one of the world's


POLICY & REGULATION

BRTA officially began registration of EVs in September 2022

Registrations follow BRTA's EV Registration and Operation Guideline 2023

The policy prioritises EV safety and battery disposal

National goal: Shift most vehicles to electric by 2030



CHALLENGES

Charging stations remain scarce; firms set up home chargers at their own cost

Lack of government incentives deters wider adoption

Political uncertainty slows EV market expansion

Market & brands

Mercedes-Benz, Audi, BMW, and BYD now sell EVs in Bangladesh

Around 20 Teslas imported privately; no official distributor yet

largest electric carmakers, entered the Bangladeshi market in March 2024 and has seen strong demand for its electric and hybrid vehicles.

"In the beginning, we faced challenges due to political uncertainty and limited models," said Md Rezwan Rahman, client experience specialist at BYD Bangladesh.

The company has sold nearly 300 units so far, with monthly deliveries now crossing 50 units.

At the initial stage, BYD launched the BYD Seal, a premium electric saloon priced at Tk 90 lakh to Tk 1 crore.

The market gained momentum after the company introduced a more affordable model in November 2024, starting at Tk 64.90 lakh.

It now runs 14 charging stations and supplies free home chargers with each car. "The market is responding positively," Rahman added.

BMW has taken a more cautious

approach. Through its local distributor Executive Motors Ltd, it currently offers only one fully electric model.

"Sales have improved slightly, but we are still not at a level where we can call it commercially sustainable," said Ashique Un Nabi, director of operations at Executive Motors Limited.

"Compared to other German manufacturers, our numbers are quite good. But not good enough," he commented.

The BMW electric model on sale costs around Tk 3.5 crore.

According to the Executive Motors director, while the company offers multiple versions abroad under its sixth-generation electric platform, bringing them to Bangladesh is not yet feasible.

"There are two core challenges," he said. "First, the lack of government incentives. Unlike many other countries, we do not receive any fiscal support for importing EVs. And second, infrastructure. Charging stations are scarce, so we are having to install home chargers for each customer, at our own expense."

Globally, BMW is investing heavily in electric technology. It has unveiled its new "Neue Klasse" platform and plans to release about 30 variants under this line by late 2025.

Despite the country's ambition of a zero-carbon future, Ashique Un Nabi believes policies still lag behind the rhetoric. "It feels more like lip service," he said. "If there were real support, we could bring in more models and scale up adoption."

Asked about the prospects for EVs in Bangladesh, he said, "We are ready. BMW has the models, the technology, and the expertise. But we need the ecosystem to support it."

Meanwhile, Tesla cars are also appearing on Dhaka's streets, albeit in very small numbers.

"Nearly 20 Tesla electric vehicles have been imported into Bangladesh by our company and other importers," said Rashed Zaman, a sales executive at Car House Imports.

Over the past two and a half years, he said, they have delivered 12 Tesla EVs to customers. However, Tesla currently has no official distributor or dealership in the country.

Performance to decide incentive bonuses at state-owned banks

STAR BUSINESS REPORT

State-run commercial banks, specialised banks and financial institutions will no longer be able to hand out incentive bonuses at will. From now on, bonuses will be tied to net profit rather than operating profit, according to a finance ministry circular issued yesterday.

**The new rules will also apply retrospectively to incentive bonuses for 2024. Any payment outside the guidelines will require prior approval from the FID**

The government has released a detailed guideline for performance-based bonuses for 14 banks and financial institutions.

The Financial Institutions Division (FID) of the finance ministry said net profit would be calculated after deducting provisions for loans and advances, changes in investment value and losses on other assets from operating profit.

The new rules will also apply retrospectively to incentive

performance indicators: net profit ratio against working capital, growth in deposits, growth in loans and advances, recovery rate of non-performing loans (NPLs) and recovery of written-off loans.

Net profit ratio will carry the most weight, worth more than 60 marks, while each of the remaining four indicators will carry 10 marks.

The total marks will determine the size of the bonus. The stronger the performance, the higher the award. Staff may receive up to three bonuses, each equal to one month of basic pay. Poor performance could mean no bonus at all.

For six specialised banks – Bangladesh Krishi Bank (BKB), Rajshahi Krishi Unnayan Bank (RAKUB), Karmasangsthan Bank, Palli Sanchay Bank, Probashi Kallyan Bank and Ansar-VDP Unnayan Bank – the calculation will differ slightly.

For them, deposit growth will not be considered.

Instead, bonuses will be based on four factors: net profit ratio against working capital, growth in loans and advances, recovery of NPLs and recovery of written-off loans.

Here, the net profit ratio will carry the highest 50 marks. Recovery from written-off loans

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bonuses for 2024. Any payment outside the guidelines will require prior approval from the FID.

Regarding the incentive bonus, there was a policy previously. But some state banks largely ignored it.

Despite a limit of three incentive bonuses, several banks awarded as many as five in 2023. The FID ordered those banks to recover the extra payments from staff, but the money was never returned.

Six state-owned commercial banks – Sonali Bank, Agrani Bank, Janata Bank, Rupali Bank, BASIC Bank and Bangladesh Development Bank (BDBL) – will now distribute bonuses using five

and raising deposits will each carry 15 marks, while recovery from classified loans and lending will each carry 10 marks.

For the Investment Corporation of Bangladesh (ICB), a new performance measure, which is growth in capital market transactions, will be added, along with net profit, dividends from investments and recovery of NPLs.

Bonuses will be calculated on the basis of an employee's basic pay in the final month of the accounting year. Newly appointed officials will only be eligible if they have completed at least six months of service.

Over 70% of transactions still non-digital BB official says

STAR BUSINESS REPORT

Over two-thirds of the country's total transactions are still done through traditional channels, despite some progress in digital transactions, Bangladesh Bank Executive Director Md Ezazul Islam said yesterday.

He said money circulation reached Tk 3.15 lakh crore as of August 2025. Of that, Tk 2.87 lakh crore remained outside the banking channel.

The rest, around Tk 29,000 crore, was transferred through banks, he said at a discussion on digital banking organised by the Dhaka Chamber of Commerce & Industry (DCCI) at its office.

"Only 27-28 percent of financial transactions have been carried out digitally, while more than 70 percent continue to be processed through traditional, non-digital channels," he noted.

According to a DCCI press statement, the central bank official stated that the country has made progress in financial services such as debit, credit, deposit, insurance and payments.

He, however, urged more citizens to be included in the ecosystem.

DCCI President Taskeen Ahmed also stressed greater inclusion.

He said although Mobile Financial Services (MFS) were introduced in 2011, only around 54 percent of the population is currently using the facility.

"Due to various challenges such as cybersecurity risks, lack of consumer protection, and trust deficit, the potential of this sector has not yet been fully realised," he said.

He also emphasised the need to make digital services more affordable, enhance financial and digital literacy, and strengthen coordination among banks, fintech companies, and regulators.

"Trust and security are intrinsically linked with digital financial services, and the relevant authorities should give top priority in this regard," he added.

READ MORE ON B3

Farmland protection ordinance on the cards: adviser

STAR BUSINESS REPORT

The interim government is preparing a farmland protection ordinance with strict measures against violations, said Agriculture Adviser Lt Gen (retd) Md Jahangir Alam Chowdhury.

"Cultivated land must not be destroyed under any circumstances. Construction of structures will be prohibited on land used for two or three crop cycles," he said at an event at the Bangladesh Secretariat in Dhaka yesterday.

Bangladesh lost 1 percent of its net cropped area, declining to 19.83 lakh acres in 2023 from 20.08 lakh acres in 2020, the sharpest fall in a decade, according to the Bangladesh Bureau of Statistics.

The adviser said Tk 893.20 crore in

incentives was distributed free of cost last year to more than 85 lakh small and marginal farmers in the form of fertiliser, seeds, seedlings, and other support.

In the fiscal year, the country produced 41.92 million tonnes of rice, including 16.51 million tonnes of Aman, 2.79 million tonnes of Aush, and 22.61 million tonnes of Boro.

Other outputs included 11.57 million tonnes of potatoes, 1.04 million tonnes of wheat, 7.40 million tonnes of corn, 4.45 million tonnes of onions, 0.79 million tonnes of garlic, 0.25 million tonnes of ginger, and 1.64 million tonnes of green chillies.

A total of Tk 27,684.97 crore has been disbursed, including Tk 20,691 crore in fertiliser arrears, he said, adding that 30,000 tonnes of fertiliser have been received from Russia free of cost.

By breaking the fertiliser import syndicate, the government saved Tk 233.61 crore.

To preserve vegetables, 100 mini cold storage facilities are being set up, while airflow machines and special rooms are being built to store onions and potatoes.

Protocols related to good agricultural practices for 15 fruits and vegetables have been finalised, including mango, jackfruit, guava, aubergine, and cabbage.

He added that 3.3 million native fruit and forest seedlings were distributed free, while eucalyptus and akashmoni seedlings were destroyed with Tk 4 compensation per seedling.

Disciplinary action has been taken against 19 officials in the agriculture ministry, while details of over 100 others have been forwarded to the Anti-Corruption Commission.



A cropland in Barishal selected for a project by a real estate company. Bangladesh lost 1 percent of its net cropped area between 2020 and 2023, the sharpest fall in a decade. The photo was taken recently.

PHOTO: TITU DAS

Bangladesh wants to import more limestone from Pakistan

STAR BUSINESS REPORT

Bangladesh wants to increase imports of limestone, a key raw material for the cement industry, from Pakistan to meet the growing demand for the construction input, Commerce Adviser Sk Bashir Uddin said yesterday.

He said Bangladesh requires about 50 million tonnes of limestone annually, all of which is imported.

Speaking after a meeting with Rana Ihsaan Afzal Khan, coordinator to the prime minister of Pakistan on commerce, at the commerce ministry in Dhaka, Bashir Uddin said Pakistan could also supply other construction stones, as it is a reliable source for such materials.

He called for stronger engagement between businesses in both countries to enhance trade. Bashir Uddin also urged the creation of facilities to help Bangladeshi entrepreneurs gain better access to Pakistani markets and reduce the trade gap.

Afzal Khan, for his part, proposed steps to remove trade barriers between the two nations.

He also highlighted the need for improved direct communication, exchange of trade missions, and the removal of tariff and non-tariff barriers, according to a commerce ministry statement.



# DHL Express announces annual price adjustments for 2026 in Bangladesh

STAR BUSINESS DESK

DHL Express, the world's leading international express services provider, yesterday announced that it would adjust its shipment rates in Bangladesh with effect from January 1, 2026.

The average increase has been set at 4.9 percent, according to a press release.

"We remain committed to helping our customers navigate the complexities of the current global trade landscape, which has been significantly impacted by recent geopolitical shifts," said Md Miarul Haque, managing director of DHL Express Bangladesh.

"With this annual price adjustment, we are able to strengthen our network's resilience



and adaptability, ensuring consistent support for our customers' businesses regardless of external challenges," he added.

DHL Express revises its rates annually, factoring in inflation, currency fluctuations, and administrative costs associated with regulatory and security compliance.

National and international authorities

frequently update these measures across the approximately 220 countries and territories that DHL Express serves. As a result, price adjustments vary depending on local market conditions.

DHL is part of DHL Group, which generated revenues of about €84.2 billion in 2024. Guided by sustainable business practices and a commitment to society and the environment, the Group aims to achieve net-zero emissions in logistics by 2050.

With tailored solutions for growth sectors such as technology, life sciences and healthcare, engineering, manufacturing and energy, automotive and retail, DHL continues to position itself decisively as "the logistics company for the world."



PHOTO: COMMERCIAL BANK OF CEYLON

Sharhan Muhseen, global chairman of the Commercial Bank of Ceylon PLC, poses for photographs with participants of the event, titled the "CBC Business Conclave 2025", at the Sheraton Dhaka in the capital's Banani recently.

# Bank Asia partners with Orogenic Resources for archiving services

STAR BUSINESS DESK

Bank Asia PLC has signed a partnership agreement with Orogenic Resources (BD) Limited, a data management company in the country, to ensure secure physical document archiving and management services.

Mirza Azhar Ahmad, deputy managing director of Bank Asia PLC, and AHA Al Rahman, managing director of Orogenic Resources (BD) Limited, inked the agreement at Bank Asia Tower in Karwan Bazar, Dhaka recently, according to a press release.

Under the agreement, Bank Asia's key documents such as account opening forms, card forms, credit files, and others will be securely stored and managed at Orogenic Resources' dedicated warehouse facilities in a structured and organised manner.

ANM Mahfuz, additional managing director of the bank; Syed Zulkar Nayen, deputy managing director; and Md Abdul Haq, director of the data management company, along with other senior officials from both organisations, were also present.



AHA Al Rahman, managing director of Orogenic Resources (BD) Limited, and Mirza Azhar Ahmad, deputy managing director of Bank Asia PLC, exchange signed documents of the agreement at Bank Asia Tower in Karwan Bazar, Dhaka recently.

PHOTO: BANK ASIA

# Commercial Bank of Ceylon highlights growth prospects in Bangladesh

STAR BUSINESS DESK

The Commercial Bank of Ceylon PLC (CBC) Bangladesh Operations recently organised an event, titled the "CBC Business Conclave 2025" at the Sheraton Dhaka in the capital's Banani.

The event brought together prominent business leaders, policymakers, diplomats, and dignitaries from across various industries to foster strategic dialogue and collaboration, according to a press release.

The conclave served as a premier platform for high-level discussions on critical themes shaping the future of Bangladesh's financial landscape.

Sharhan Muhseen, global chairman of the Commercial Bank of Ceylon PLC, attended the programme as chief guest.

Commenting on the initiative, Muhseen said, "The CBC Business Conclave 2025 has been a remarkable success, further affirming Bangladesh's immense potential. The dialogue and partnerships

formed here will be vital in advancing our initiatives in digital innovation and sustainable development."

"We are confident that through collaboration, we can strengthen local businesses and make a meaningful contribution to the nation's economic progress," he added.

Sanath Manatunge, global managing director; Najith Meewanage, chief executive officer; Kasun Herath, deputy chief executive officer and chief operating officer; and Mahmud Hossain, deputy CEO and head of corporate banking, also attended the event.

The management committee collectively underscored the bank's strong commitment to long-term investment in Bangladesh and its strategic vision for the future of its operations in the country.

Nimal Fernando and Palitha Kumarasinghe, directors of the bank, along with other senior officials, were also present.

# Pubali Bank opens CRM booth at Tongi Industrial Area sub-branch



Azizur Rahman, director of Pubali Bank PLC, inaugurates the CRM booth at its Tongi Industrial Area sub-branch in Gazipur recently.

PHOTO: PUBALI BANK

STAR BUSINESS DESK

Pubali Bank PLC has opened a CRM booth at its Tongi Industrial Area sub-branch in Gazipur, to provide modern banking services.

A CRM booth houses a Cash Recycling Machine (CRM), an advanced electronic device that enables customers to both deposit and withdraw cash using the same machine.

Unlike traditional ATMs, CRMs can recycle deposited cash for subsequent withdrawals, offering greater efficiency and convenience. They also provide 24/7 access to services such as fund transfers, utility bill payments, and mobile top-ups from a single self-service point.

Azizur Rahman, director of Pubali Bank PLC, inaugurated the booth as chief guest, according to a press release. Mohammad Ali, managing director and CEO, attended as special guest.

Mohammad Arifur Rahman, deputy general manager and regional manager for Gazipur, and Mohammad Mizanur Rahman, assistant general manager and public relations officer, along with senior executives of the bank, local businesspeople, and customers, were also present.

# Union Capital holds 27th AGM

STAR BUSINESS DESK

Union Capital Limited recently organised its 27th annual general meeting (AGM) at the Gulshan Shooting Club in Gulshan-1, Dhaka.

Munshi Shafiul Haque, chairman and independent director of Union Capital Limited, presided over the meeting, according to a press release.

Several shareholders joined the meeting virtually.

The shareholders expressed full confidence in the steps taken by the current board of directors and the management in steering the company forward. They also assured their continued cooperation, as and when required, so that the company can carry out its business activities in future with the same reputation as before.

Nadeem A Chaudhury, director and independent director nominated by the Bangladesh Securities and Exchange Commission; Qazi Moinuddin Mahmud, director and associate professor of the

Department of Management Studies at the University of Dhaka; Fakhruddin Ahmed, director and independent director; Mohammad Anwarul Haque and Mohammad Eklas Uddin, directors; and Md Ferdaush Hossain, administrator appointed by Bangladesh Bank, attended the AGM.

Md Abdul Hannan, company secretary (current charge) of the non bank financial institution, was also present, along with representatives of auditor Syful Shamsul Alam & Co, scrutinising institute Suraiya Parveen & Associates, and other senior officials of Union Capital Limited.



Munshi Shafiul Haque, chairman and independent director of Union Capital Limited, presides over the non-bank financial institution's 27th annual general meeting at the Gulshan Shooting Club in Gulshan-1, Dhaka recently.

PHOTO: UNION CAPITAL

# Midland Bank joins hands with NSU to promote financial literacy



Prof Abdul Hannan Chowdhury, vice-chancellor of North South University; Rup Ratan Pine, executive director of Bangladesh Bank, and Md Ahsan-uz Zaman, managing director and CEO of Midland Bank PLC, pose for group photographs with participants of the seminar on the university campus in Dhaka recently.

PHOTO: MIDLAND BANK

STAR BUSINESS DESK

Midland Bank PLC, in collaboration with North South University's Career & Placement Centre (CPC), recently organised a seminar on "Financial Literacy" on the university campus in Dhaka.

The seminar aimed to raise awareness of financial literacy among students and future professionals, highlighting financial inclusion, sustainable economic development, and access to finance, while equipping participants with essential knowledge to make informed financial decisions.

Rup Ratan Pine, executive director of Bangladesh Bank, attended the event as chief guest, according to a press release.

Prof Abdul Hannan Chowdhury, vice-chancellor of North South University (NSU), chaired the seminar, while Prof Abdur Rob Khan, treasurer and pro-vice-chancellor (in-charge), delivered the welcome address.

# গণপ্রজাতন্ত্রী বাংলাদেশ সরকার

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পত্র নং-এস/০৪.০৯.০০.১৫১.০৪.০০৩.২৫-৩৭০২

তারিখ: ২৪ সেপ্টেম্বর/২০২৫ খ্রি  
০৯ আশ্বিন/১৪৩২ বঙ্গাব্দ

## দরপত্র বিজ্ঞপ্তি

১	মাসপত্র/বিজ্ঞপ্তি	দরপত্র বিজ্ঞপ্তি
২	সম্পদ	করা দরপত্র, সীল, ব্যালোপ
৩	সম্পদের কার্যকরতার সময়	১. বিলি প্রকাশের তারিখ: ২৫.০৯.২০২৫ (২৪ ঘণ্টা)
৪	দরপত্র প্রদানের সময়	২. দরপত্র প্রদানের সময়: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫	দরপত্রের নাম	৩. দরপত্র প্রদানের সময়: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৬	দরপত্রের মূল্য	(১) ০২/০১/২০২৫ থেকে ০২/০১/২০২৬ সালের বিলি প্রকাশের সময়: ২৪ ঘণ্টা (২৪ ঘণ্টা)
৭	দরপত্রের মূল্যের বিবরণ	(২) ০১/১০-০১/২০২৬ সালের বিলি প্রকাশের সময়: ২৪ ঘণ্টা (২৪ ঘণ্টা)
৮	দরপত্রের মূল্যের বিবরণ	(৩) ০১/১০-০১/২০২৬ সালের বিলি প্রকাশের সময়: ২৪ ঘণ্টা (২৪ ঘণ্টা)
৯	দরপত্রের মূল্যের বিবরণ	৪. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১০	দরপত্রের মূল্যের বিবরণ	৫. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১১	দরপত্রের মূল্যের বিবরণ	৬. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১২	দরপত্রের মূল্যের বিবরণ	৭. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৩	দরপত্রের মূল্যের বিবরণ	৮. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৪	দরপত্রের মূল্যের বিবরণ	৯. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৫	দরপত্রের মূল্যের বিবরণ	১০. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৬	দরপত্রের মূল্যের বিবরণ	১১. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৭	দরপত্রের মূল্যের বিবরণ	১২. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৮	দরপত্রের মূল্যের বিবরণ	১৩. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
১৯	দরপত্রের মূল্যের বিবরণ	১৪. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২০	দরপত্রের মূল্যের বিবরণ	১৫. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২১	দরপত্রের মূল্যের বিবরণ	১৬. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২২	দরপত্রের মূল্যের বিবরণ	১৭. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৩	দরপত্রের মূল্যের বিবরণ	১৮. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৪	দরপত্রের মূল্যের বিবরণ	১৯. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৫	দরপত্রের মূল্যের বিবরণ	২০. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৬	দরপত্রের মূল্যের বিবরণ	২১. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৭	দরপত্রের মূল্যের বিবরণ	২২. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৮	দরপত্রের মূল্যের বিবরণ	২৩. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
২৯	দরপত্রের মূল্যের বিবরণ	২৪. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩০	দরপত্রের মূল্যের বিবরণ	২৫. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩১	দরপত্রের মূল্যের বিবরণ	২৬. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩২	দরপত্রের মূল্যের বিবরণ	২৭. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৩	দরপত্রের মূল্যের বিবরণ	২৮. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৪	দরপত্রের মূল্যের বিবরণ	২৯. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৫	দরপত্রের মূল্যের বিবরণ	৩০. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৬	দরপত্রের মূল্যের বিবরণ	৩১. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৭	দরপত্রের মূল্যের বিবরণ	৩২. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৮	দরপত্রের মূল্যের বিবরণ	৩৩. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৩৯	দরপত্রের মূল্যের বিবরণ	৩৪. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪০	দরপত্রের মূল্যের বিবরণ	৩৫. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪১	দরপত্রের মূল্যের বিবরণ	৩৬. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪২	দরপত্রের মূল্যের বিবরণ	৩৭. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৩	দরপত্রের মূল্যের বিবরণ	৩৮. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৪	দরপত্রের মূল্যের বিবরণ	৩৯. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৫	দরপত্রের মূল্যের বিবরণ	৪০. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৬	দরপত্রের মূল্যের বিবরণ	৪১. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৭	দরপত্রের মূল্যের বিবরণ	৪২. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৮	দরপত্রের মূল্যের বিবরণ	৪৩. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৪৯	দরপত্রের মূল্যের বিবরণ	৪৪. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫০	দরপত্রের মূল্যের বিবরণ	৪৫. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫১	দরপত্রের মূল্যের বিবরণ	৪৬. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫২	দরপত্রের মূল্যের বিবরণ	৪৭. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৩	দরপত্রের মূল্যের বিবরণ	৪৮. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৪	দরপত্রের মূল্যের বিবরণ	৪৯. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৫	দরপত্রের মূল্যের বিবরণ	৫০. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৬	দরপত্রের মূল্যের বিবরণ	৫১. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৭	দরপত্রের মূল্যের বিবরণ	৫২. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৮	দরপত্রের মূল্যের বিবরণ	৫৩. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
৫৯	দরপত্রের মূল্যের বিবরণ	৫৪. দরপত্রের মূল্যের বিবরণ: ২৬.০৯.২০২৫ (২৪ ঘণ্টা)
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তারিখ: ২০২৫

স্বাক্ষর করেছেন:

পদ: জেলা সুপার

তারিখ: ২৪ সেপ্টেম্বর/২০২৫ খ্রি



# Bank, pharma lift Dhaka stocks for third day

STAR BUSINESS REPORT

Equities at the Dhaka Stock Exchange (DSE) ended higher yesterday, extending their winning streak to a third straight session, lifted by gains in banking and pharmaceutical shares, while turnover also picked up.

The DSEX, the benchmark index of the bourse, increased 22.48 points, or 0.41 percent, to close at 5,415.13, according to DSE data.

Other indices followed the performance of the main index, as both the Shariah-based DSES and the blue chip DS30 ended the day higher.

Turnover, a key indicator of investor activity, stood at Tk 708.94 crore, up from Tk 576 crore in the previous session, reflecting higher investor participation.

The market closed in the green, while the large-cap sectors posted mixed performances, said BRAC EPL Stock Brokerage Ltd in its daily market update.

Block trades, high-volume transactions involving large numbers of securities, contributed 3.8 percent of the overall market turnover.

Market breadth was positive, with 175 issues advancing against 157 declining, while 66 remained unchanged.

Among the major sectors, bank shares experienced the highest gain of 0.63 percent, followed by pharmaceuticals at 0.59 percent and food and allied at 0.2 percent.



Workers at a dairy in the Bondor area of Barishal's Gournadi upazila prepare traditional doi (yogurt) in earthen pots. Using 8-12 maunds of milk daily, they produce about six maunds of doi, which are sold at Tk 160 per kg to traders in both urban and rural markets. The photo was taken recently.

PHOTO: TITU DAS

## BB lifts condition on retaining advance export proceeds

STAR BUSINESS REPORT

Bangladesh Bank has waived the requirement for exporters to retain 10 percent of export proceeds received in advance from overseas buyers, in a move aimed at boosting cash flow and easing trade settlement.

The revised instructions would provide exporters quicker access to funds while ensuring safeguards for genuine transactions, according to a circular from the central bank yesterday.

As per the new guidelines, exporters must have a confirmed letter of credit (LC) or contract to execute shipments. Their past export performance must also be satisfactory, and they will need to demonstrate adequate capacity to fulfil the export order.

The central bank further said the advance payment must be interest-free, among other conditions.

Business insiders noted that the relaxation will help exporters procure raw materials and continue operations amid global trade challenges, while banks will oversee compliance to ensure accountability.

## Saarc Agriculture Centre teams up with IFPRI for research

STAR BUSINESS REPORT

The Saarc Agriculture Centre (SAC), Dhaka, and the International Food Policy Research Institute (IFPRI), Washington, DC, have signed a memorandum of understanding (MoU) to strengthen collaboration in food and agriculture research, policy analysis, and capacity building across South Asia.

The agreement followed rigorous reviews and approvals across the member states of the South Asian Association for Regional Cooperation (Saarc) and reflects a strong commitment to addressing the region's pressing challenges in agriculture and food systems, said Saarc Secretary General Md Golam Sarwar.

The partnership will enhance South-South and Triangular cooperation, allowing

South Asia's innovations to contribute to the wider Global South, he said.

The MoU was signed on Wednesday in New York on the sidelines of the United Nations General Assembly by Sarwar and IFPRI Director General Johan Swinnen in the presence of SAC Director Md Harunur Rashid and IFPRI South Asia Director Shahidur Rashid.

Swinnen said the MoU came at a critical time, as the region faces climate vulnerability, widespread undernutrition, and unaffordable diets for many households.

The partnership, he added, will help scale up policy and technology solutions.

The three-year MoU outlines cooperation in research, training, policy dialogue, and joint projects, with a joint advisory committee to guide implementation.

## Guardian Life celebrates 12th anniversary

STAR BUSINESS DESK

Guardian Life Insurance Limited, one of Bangladesh's leading life insurers, yesterday celebrated its 12th founding anniversary.

Known for its pioneering leadership in bancassurance, digital and microinsurance, and industry-first innovations, the insurer has significantly reshaped the country's insurance landscape.

Backed by corporate houses such as Square, BRAC and Apex, Guardian Life has advanced its mission through innovative products, strict compliance, sound governance, and a focus on customer experience.

Reflecting on the milestone,

Sheikh Rakibul Karim, additional managing director and acting CEO, said: "Guardian has already secured a leading position in several key areas, including bancassurance, microinsurance and group insurance, and we remain committed to sustaining this legacy."

"As we move forward, our focus will be on data-driven solutions, digitalisation, and customer-centric innovations that redefine the insurance experience in Bangladesh."

"Over these 12 years we have learned, grown, and gathered invaluable experience, all of which will help us realise our larger vision of making insurance accessible to every individual across the country," he added.

## Global debt hits record high of \$338tn

REUTERS

Global debt hit a record high of \$337.7 trillion at the end of the second quarter, driven by easing global financial conditions, a softer US dollar and a more accommodative stance from major central banks, a quarterly report showed on Thursday.

The Institute of International Finance, a financial services trade group, said that global debt rose over \$21 trillion in the first half of the year to \$337.7 trillion.

China, France, the United States, Germany, Britain, and Japan recorded the largest increases in debt levels in US dollar terms, though some of that was due to a waning dollar, the IIF found. The US currency has weakened 9.75 percent since the start of the year against a basket of major trading partners.

**DEBT SURGE COMPARABLE TO COVID-ERA INCREASE**

"The scale of this increase was comparable to the surge seen in H2 2020, when pandemic-related policy responses drove an unprecedented buildup in global debt," the IIF said in its Global Debt Monitor. Looking at debt-to-GDP ratios - an indicator of

the ability to repay debt by comparing to what is being produced - Canada, China, Saudi Arabia and Poland saw the sharpest increases. The ratio declined in Ireland, Japan, and Norway, the report found.

Overall, the global debt-to-output ratio continued to move slowly lower, standing just above 324 percent. However, in emerging markets the ratio hit 242.4 percent - a new record after a downward revision on the last report in May.

Total debt in emerging markets rose by \$3.4 trillion in the second quarter to a record high of more than \$109 trillion.

**BOND MARKET PRESSURE**

Emerging markets face a record high of nearly \$3.2 trillion in bond and loan redemptions in the remainder of 2025, the IIF said.

It warned that fiscal strains could intensify in countries such as Japan, Germany, and France, urging caution over so-called "bond vigilantes" - referring to investors who sell off bonds of countries whose finances they deem unsustainable. "While government debt ratios rose sharply across emerging markets in H1 - most notably in Chile and China - market reaction has been stronger in mature markets this year," the IIF said.



China, France, the United States, Germany, Britain, and Japan recorded the largest increases in debt levels in US dollar terms, though some of that was due to a waning dollar.

PHOTO: REUTERS/FILE

## Over 70% of transactions

FROM PAGE B1

ICT Division Secretary Shish Haider Chowdhury said the government has set four priorities - integration, accessibility, interoperability, and scalability - to digitalise the banking sector.

Stressing the importance of robust data encryption and enhanced monitoring, he pointed out that improper registration processes had exposed the data of 50 million citizens to the dark web.

Chowdhury said the government would provide all necessary policy support to implement digital banking for all citizens.

He added that the government is making efforts to deliver all services through a one-stop platform, with 10 services already available in the capital, and informed that a Personal Data Protection Ordinance is expected within a month.

In the keynote address, Sanjid Hossain, head of commercial partnerships at Robi Axiata PLC, said Bangladesh's digital banking has the potential to reach \$30 billion.

However, he cautioned that unless a comprehensive cybersecurity ecosystem is established, the sector might face risks.

Hossain also said that in 2025, the digital banking market in the Asia-Pacific region is valued at \$4.67 billion. It is projected to grow to \$11.23 billion by 2033.

### চট্টগ্রাম প্রকৌশল ও প্রযুক্তি বিশ্ববিদ্যালয়

চট্টগ্রাম-৪৩৪৯, বাংলাদেশ

তারিখ: ২৫/০৯/২০২৫ খ্রিঃ

নিয়োগ বিজ্ঞপ্তি

চট্টগ্রাম প্রকৌশল ও প্রযুক্তি বিশ্ববিদ্যালয়-এর নিম্নবর্ণিত স্থায়ী/অস্থায়ী পদসমূহ পূরণের নিমিত্তে বাংলাদেশের প্রকৃত নাগরিকদের নিকট থেকে দরখাস্ত আহ্বান করা যাচ্ছে:

ক্রমিক	পদের নাম, পদ সংখ্যা ও জাতীয় বেতন স্কেল-২০১৫	গ্রেড	বয়সসীমা
১	প্রভাষকঃ ক) কম্পিউটার সায়েন্স এন্ড ইঞ্জিনিয়ারিং বিভাগ-৩টি পদ (সহযোগী অধ্যাপক পদের বিপরীতে)। খ) তত্ত্ব ও ইলেকট্রনিক্স বিভাগ-২টি পদ (সহযোগী অধ্যাপক পদের বিপরীতে)। গ) যন্ত্রকৌশল বিভাগ-২টি পদ। ঘ) পদার্থবিজ্ঞান বিভাগ-২টি পদ। ঙ) স্থাপত্য বিভাগ-১টি পদ (সহযোগী অধ্যাপক পদের বিপরীতে)। বেতন স্কেলঃ ২২,০০০-৫৩,০৬০/-	৯	১৮-৩২ বছর
২	সেকশন অফিসার-১টি পদ। বেতন স্কেলঃ ২২,০০০-৫৩,০৬০/-	৯	১৮-৩২ বছর
৩	উপ-প্রশাসনিক কর্মকর্তা-১টি পদ। বেতন স্কেলঃ ১১,০০০-২৬,৫৯০/-	১৩	১৮-৩২ বছর
৪	টেকনিশিয়ানঃ ক) শীট মেটালা এন্ড ওয়েল্ডিং-১টি পদ। খ) স্থাপত্য বিভাগ-১টি পদ। বেতন স্কেলঃ ১১,০০০-২৬,৫৯০/-	১৩	১৮-৩২ বছর

ক) ১-২ম পদের যোগ্যতা ও অভিজ্ঞতা, শর্তাবলী এবং আবেদনপত্রের নির্ধারিত ফরমেট ওয়েবসাইট [www.cuet.ac.bd](http://www.cuet.ac.bd) থেকে সংগ্রহ করা যাবে।  
খ) ৩-৪ম পদের জন্য আবেদন সাদা কাগজে করতে হবে। সংশ্লিষ্ট পদের যোগ্যতা ও অভিজ্ঞতা এবং শর্তাবলী ওয়েবসাইট [www.cuet.ac.bd](http://www.cuet.ac.bd) থেকে সংগ্রহ করা যাবে।  
গ) গ্রেড-৯ পদের জন্য ২০০/- টাকার এবং গ্রেড-১৩ পদের জন্য ১০০/- টাকার সোলদালী ব্যাংক লিঃ এর ব্যাংক ড্রাফট/পে-অর্ডার গোদালী ব্যাংক লিঃ, সি.ইউ.ই.টি. শাখা, চট্টগ্রাম-এর অনুকূলে "রেজিস্ট্রার, চট্টগ্রাম"-এর বরাবরে আবেদনপত্রের সঙ্গে জমা দিতে হবে।  
ঘ) গ্রেড-৯ পদের জন্য ৭ (সাত) সেট দরখাস্ত এবং গ্রেড-১৩ পদের জন্য আবেদনকারীর ০২ (দুই) সেট দরখাস্ত আগামী ২০/১০/২০২৫ খ্রিঃ তারিখের মধ্যে রেজিস্ট্রার, চট্টগ্রাম প্রকৌশল ও প্রযুক্তি বিশ্ববিদ্যালয়ের অফিসে (অফিস চলাকালীন সময়ে) পৌঁছাতে হবে।  
ঙ) চট্টগ্রাম প্রকৌশল ও প্রযুক্তি বিশ্ববিদ্যালয়ে কর্মরত প্রার্থীদের ক্ষেত্রে বর্ণিত বয়সসীমা প্রযোজ্য নয়।  
চ) শিক্ষক পদে নিয়োগের ক্ষেত্রে উক্ততর ভূমিগারীদের বয়সসীমা শিথিলযোগ্য।

(স্বাক্ষরিত)  
অধ্যাপক ড. শেখ মোহাম্মদ হুমায়ুন কবির  
রেজিস্ট্রার (অতিরিক্ত দায়িত্ব)  
চট্টগ্রাম প্রকৌশল ও প্রযুক্তি বিশ্ববিদ্যালয়

জিডি-২০১৯

## Gold holds steady

REUTERS

Gold prices were little changed on Thursday with a slightly weaker dollar lending some support, while investors awaited key US economic data for further insights into the Federal Reserve's policy path.

Spot gold was up 0.1 percent at \$3,739.22 per ounce, as of 0557 GMT. US gold futures for December delivery were unchanged at \$3,769.60.

Safe-haven bullion, which tends to thrive in a low-interest-rate environment, had hit a record high of \$3,790.82 on Tuesday. The US dollar index fell 0.1 percent, making greenback-priced bullion less expensive for overseas buyers.

"The move (gold's rise) may reflect expectations that the Fed intends to run the US economy hot as it rebalances its focus to the labour market," said Ilya Spivak, head of global macro at TastyLive.

"Initial support levels line up around \$3,700 and \$3,600. Breaking resistance at the latest high near \$3,790 might expose \$3,870-\$3,875, followed by \$4,000."

### Mymensingh City Corporation

Mymensingh  
Estd: 2018  
Engineering Division  
[www.mcc.gov.bd](http://www.mcc.gov.bd)

Memo No. 46.21.6100.014.01.106.25.1302

Dated: 24/09/2025

**e-Tender Notice-04/2025-26 (2nd Time)**

e-Tender is Re-invited in the National e-GP System Portal (<http://www.eprocure.gov.bd>) for the Procurement of following works under Mymensingh City Corporation, Mymensingh:

SL No.	Tender ID & Package No.	Name of work	Tender publication date & time	Tender document last selling date & time	Tender closing and opening date & time
01	ID No. 1140211 & MCC/DPP/03/PW-113	Construction of Foot Over Bridge at Engineering College Mour under MCC	25/09/2025 10.00am	08/10/2025 16.00pm	09/10/2025 13.00pm

This is online tender, where only e-Tender will be accepted in National e-GP Portal and no offline/hard copies will be accepted. To submit e-Tender, registration in the National e-GP System Portal (<http://www.eprocure.gov.bd>) is required. The fees for downloading the e-Tender documents from the National e-GP System Portal have to be deposited online through any registered banks branches. Further information and guidelines are available in the National e-GP System Portal and from e-GP help desk ([helpdesk@eprocure.gov.bd](mailto:helpdesk@eprocure.gov.bd)).

**Md. Rafiqul Islam Miah**  
Project Director  
"Development of Road and Drainage Network with Citizen Service of Mymensingh City Corporation"-Project  
Mymensingh City Corporation, Mymensingh

GD-2099



# How duck farming reshaped Chalan Beel's economy

AHMED HUMAYUN KABIR TOPU, back from Sirajganj

When monsoon waters from surrounding rivers pour into Chalan Beel, the vast wetland once famed as the "House of Fish" comes alive. For generations, fishing in the wet season and field farming in the dry season sustained its people. In recent decades, thousands of ducks have joined the ecosystem, gliding across the waters in their flocks, lifting people out of poverty and reshaping the economy.

For many families who could no longer live off fish or paddy, ducks have become the new lifeline. Once a full-time housewife, Momeena Khatun of Sirajganj's Naogaon village under Tarash upazila is a prime example.

A couple of decades ago, her family was fully dependent on field farming. The flowing water made it impossible to work for about five to six months a year. Poverty lingered until she bought 30 ducks.

"The profit was so good that I expanded my farm with 100 ducks in my second year. Now I have over 1,000 ducks in Chalan Beel at Mannan Nagar," she said. "We can easily earn a minimum of Tk 30,000 from each 1,000 ducks if we get full production."

Khatun is now considered one of the region's top success stories in duck farming. She is not alone. Over the past two decades, more than 200 duck farms have appeared across Chalan Beel, which spans multiple districts.

According to district livestock offices, about 25 lakh ducks are raised in Pabna, Natore and Sirajganj, though the real figure is likely higher since small family farms often go unrecorded.

Most farms are set up in Tarash and Ullapara upazilas of Sirajganj; Chatmohar and Vangura in Pabna; and Gurudashpur, Boraigram, and Singra upazilas of Natore. Sirajganj leads in numbers, with over 13.26 lakh ducks.

"The vast wetland provides ample food and a favourable environment for ducks to grow, turning the farms incredibly profitable," said AKM Anwarul Haque, district livestock officer (DLO) for Sirajganj.

Describing the process, Md Bojlur Rahman, a veteran farmer from Beelhori village in Natore's Gurudashpur, said, "We bring one-day-old ducklings before the monsoon floods the beel and nourish



Chalan Beel has seen a surge in duck farming in recent decades, lifting up the rural economy and bringing many out of poverty.

PHOTO: AHMED HUMAYUN KABIR TOPU

them in sheds for a month before letting them into the water."

The waterbody, with its seemingly unending resources, does the rest. "Within five months they start laying eggs."

Md Selim Uddin, Natore DLO, said more than 6.9 lakh ducks are farmed across three upazilas, producing 5 crore eggs and 9,000 tonnes of meat annually. "Duck farming plays a vital role in the rural economy in Chalan Beel as commercial duck farming has been increasing."

The appeal lies partly in low start-up costs. "Simply setting up a shed beside the waterbody is enough. There is no extra effort needed," Uddin said, adding that vaccinations provided by livestock officials keep flocks healthy.

This has led to a dependable supply chain. Most eggs go to local hatcheries, which incubate them to produce new ducklings, while the rest are sold in markets within and beyond the districts.

"We are supplying most of the eggs to

hatcheries in Chalan Beel areas. Mannan Nagar in Sirajganj has become a hub of eggs and ducklings," said Md Saddam, a farmer. Md Manju, who owns Palli Hatchery in Ullapara, Sirajganj, added, "There are about 100 hatcheries in the region that buy lakhs of eggs every month. I alone buy 40,000 50,000 eggs per month."

The growth of duck farming has created other new income streams. Ducks thrive on snails, leading many to catch them for sale.

"Each bag of snails is sold for Tk 350-400," said Abdul Motaleb, a snail catcher from Tarash upazila. Around 400 to 500 boats are used for snail collection across the beel.

Yet the practice has raised concerns. Md Mahabubur Rahman, Sirajganj district fisheries officer, cautioned, "Snails work as natural purifiers of water. Rampant catching could destroy the ecosystem. If natural water purification is lost, pollution will increase."



## Paperwork over powerplay

MAHTAB UDDIN AHMED

One of my friends has been working with a government agency for the last three years on a project, bringing more than a decade of hard-earned experience to the table, as well as the rare distinction of having actually managed the kind of project they were struggling with. His company, of course, is only a few years old, having been started by him after three decades of corporate experience. The verdict? "Not enough years of company experience." It felt like showing up at a football match with Messi on your side, only to be told the team jersey was too fresh off the tailor's table. A chamber pulled the same stunt on a skill development bid, politely ignoring the fact that we had a world-class line-up of resources.

This isn't an evaluation; this is bureaucracy's favourite sport: worshipping forms while ignoring substance. They clutch "company age" the way a drowning man clutches a straw, never mind that the actual capacity to deliver is standing right in front of them. And of course, the excuse is always wrapped in polite jargon, "procedural requirements," "minimum experience criteria", which is just a sophisticated way of saying, "We'd already decided who to give it to." The humour is dark, but the truth is simple: in these circles, paperwork outranks performance, and logic has long been declared missing.

In one of these episodes, the corporate setup resembled something out of a satire: an MD who was a bureaucrat, a DMD from the defence forces, and an evaluation committee composed of teachers and more bureaucrats. None of them had ever managed a real business, but they were asked to decide who could deliver one. It was like calling in a cricket umpire, a music teacher, and a retired major to judge a cooking competition. They would check if the curry had proper file numbers, ensure the rice stood in attention, and then mark you down because you didn't follow the "approved syllabus." That's how proposals get evaluated here: by committees that know rules better than risks, and procedure better than profit.

When decision-making is guided by rigid checklists instead of real capability, the damage runs deeper than one rejected proposal. For a company, it means being locked out of opportunities despite proven expertise, leaving talent underutilised and morale damaged. For a nation, the cost is far greater. Innovation gets sidelined, fresh players are discouraged, and projects often land in the laps of those who "fit the form" rather than those who can actually deliver. Over time, this creates a culture where rules overshadow results, mediocrity becomes the norm, and the best minds either give up or look abroad. In short, the economy pays the price while the file pushers enjoy the illusion of "due process" or the comfort of saying "interests not served."

The problem of rigid, age-based eligibility can be overcome by shifting to best-value procurement, where capability, past performance, technical approach, and resources are given more weight than the incorporation date. Global best practices highlight this: the USTDA's Global Procurement Initiative promotes life-cycle cost and quality-based evaluation; the OECD recommends principles of transparency, fairness, and inclusivity; and the World Bank encourages "rated criteria" that reward technical merit and innovation. Committees should include sector experts, not just bureaucrats, while governments can support emerging firms through mentorship and policy reforms. Such approaches foster competition, reward real expertise, and ultimately deliver better outcomes for the nation.

However, the real tragedy, or comedy, depending on one's perspective, is that Bangladesh may be the only country where university professors hold more board seats and serve on national committees than business leaders themselves. From banks to telecom to chambers, there's always a professor sitting quietly in the corner, nodding wisely, sometimes without ever having run a business or balanced a payroll. Why are they there? Two possibilities. One: they are the hidden geniuses who understand every sector better than the practitioners. Two: they're simply there to stay quiet and provide the illusion of "neutral wisdom." Either way, the nation keeps confusing silence for strategy.

The writer is the president of the Institute of Cost and Management Accountants of Bangladesh and founder of BuildCon Consultancies Ltd

## Eastern Bank to issue Tk 800cr bonds

STAR BUSINESS REPORT

Eastern Bank PLC (EBL) has announced that its board of directors has approved the issuance of subordinated bonds worth Tk 800 crore to strengthen its Tier-II capital.

The approval came at a board meeting on September 24, EBL said in a disclosure published on the Dhaka Stock Exchange website yesterday.

With a tenure of seven years, the subordinated bonds will be issued through private placement.

The issuance remains subject to approval from the regulatory authorities concerned, according to the disclosure. The private commercial lender posted a profit of Tk 196.28 crore in the second quarter of 2025, up 11 percent year-on-year.

As of August 31, sponsor directors held 31.44 percent of shares, while institutions owned 43.06 percent, the public 24.93 percent, and foreign investors 0.57 percent, as per DSE data.

## China, EU stress cooperation as Trump tariffs bite

REUTERS

China's Premier Li Qiang and European Union chief Ursula von der Leyen stressed cooperation during their meeting in New York, as the world's No.2 and No.3 economies looked to defuse trade tensions while squeezed by US President Donald Trump's tariffs.

Von der Leyen, in a statement on her X account after the meeting on Wednesday, said she had discussed trade matters with China's No.2 leader on the sidelines of the United Nations General Assembly, and that she appreciated "China's willingness to engage with us in a spirit of mutual understanding."

"Europe's concerns regarding export controls, market access, and overcapacity are well-known," she said.

China and the EU have spent the past two years on the brink of a trade war, which most analysts trace back to the European Commission's 2023 decision to open an anti-subsidy investigation into Chinese-

**EU chief Ursula von der Leyen said she had discussed trade matters with China's No. 2 leader on the sidelines of UN General Assembly**

made electric vehicles, setting off probes into EU brandy, dairy, pork and other goods.

But with Trump's trade policy squeezing both Chinese and European exports, Beijing and Brussels have had reason to seek a rapprochement.

Li Qiang said he hoped China and the EU could "uphold the original aspirations of establishing diplomatic relations," a statement from China's foreign ministry said on Thursday, adding that "he also expressed hope that the EU will fulfill its commitment to maintaining open trade and investment markets."

"As two important poles in the world, China and the EU should demonstrate responsibility and maintain strategic independence," the statement added.

Chinese trade officials have struggled to negotiate with Washington and Brussels simultaneously, with foreign industry groups complaining of lengthy delays while bureaucrats work long hours on contentious issues such as rare earth export permits.

## Monno Ceramic's profit drops 43%

The company recommended 2% cash dividend for FY25

STAR BUSINESS REPORT

Monno Ceramic Industries, one of the leading ceramics producers in the country, saw a fall in profit in fiscal year 2024-2025 as rising finance costs weighed on its earnings.

The company reported a 43 percent year-on-year decline in profit for the financial year that ended on June 30, 2025.

It posted earnings per share (EPS) of Tk 0.22, down from Tk 0.39 in the previous year, according to a disclosure posted on the Dhaka Stock Exchange (DSE) website yesterday.

While the company achieved incremental revenue and organic sales growth during the year, the EPS dropped as finance costs increased compared to the previous financial year, Monno Ceramic said in the disclosure.

The company's net operating cash flow per share (NOCFPS) stood at Tk 5.44 in the negative, compared to Tk 0.17 in the negative a year earlier.

This decline in the NOCFPS was attributed to higher payments of advance income tax, interest, and suppliers during the period.

Its net asset value per share rose from the previous year owing to an increase in current assets.

The board of directors recommended a 2 percent cash dividend for the year, up from 1 percent in the previous year.

As of August 31, 2025, sponsors and directors held 37.43 percent of the company's shares, institutions 14.58 percent, foreign investors 0.10 percent, and general shareholders 47.89 percent.

## 'ChatGPT, what stocks should I buy?' AI fuels boom in robo-advisory market

REUTERS, London

As ChatGPT nears its third birthday, at least one in 10 retail investors is using a chatbot to pick stocks, fuelling a boom in the robo-advisory market, but even fans say it is a high-risk strategy that cannot replace traditional advisors just yet.

Thanks to artificial intelligence, anyone can select stocks, monitor them and obtain investment analysis that was once only available to big banks or institutional investors.

The robo-advisory market - which includes all companies providing automated, algorithm-driven financial advice such as fintech, banks and wealth managers - is forecast to grow to \$470.91 billion in revenues in 2029 from \$61.75 billion last year, marking a roughly 600 percent increase, according to data analysis firm Research and Markets.

Jeremy Leung, who spent almost two decades analysing companies for UBS, has been using ChatGPT to chase stocks for his multi-asset portfolio since he lost his job at the Swiss bank earlier this year.

"I no longer have the luxury of a Bloomberg (terminal), or those kinds of market data services which are very, very expensive," Leung said.

"Even the simple ChatGPT tool can do a lot and replicate a lot of the workflows that I used to do," he said, cautioning that

such a tool might however miss some crucial analyses as it can't access data behind a paywall. Leung isn't alone. The industry is growing fast and exponentially.

About half of retail investors say they would use AI tools such as ChatGPT, whose launch in November 2022 ignited

the AI boom on the markets, or Google's Gemini to pick or alter investments in their portfolio, and 13 percent of them already use these tools, according to a survey from broker eToro, which polled 11,000 retail investors across the world.

In the UK, 40 percent of the respondents



Traders work on the floor of the New York Stock Exchange in New York City. About half of retail investors say they would use AI tools such as ChatGPT to pick or alter investments in their portfolio.

PHOTO: AFP/FILE