

Adopt sustainable energy to protect economy: experts

STAR BUSINESS REPORT

Bangladesh must urgently transition to a sustainable and investment-ready energy system to protect industrial growth and ensure economic stability, experts said at a policy dialogue yesterday.

The dialogue, titled “Enabling Bangladesh’s Growth and Prosperity: Developing a Sustainable Power Sector Investment Climate,” was jointly organised by Policy Exchange Bangladesh and the Economic Reporters Forum (ERF) at The Westin Dhaka.

Business leaders, policymakers, and sector specialists highlighted that rising energy demand, high production costs, and inconsistent policies are undermining investor confidence, despite years of billions invested in infrastructure.

They cautioned that without long-term reforms and greater private sector involvement, Bangladesh could face a major power crisis within the next decade.

“Bangladesh doesn’t just need more megawatts—it needs megawatts that are sustainable, investable, and competitively



PHOTO: STAR/FILE

Reforms are needed to encourage investment in solar power, say experts.

priced,” said Abu Chowdhury, director of EMA Power Investment Limited and EPV Thakurgaon Limited.

He noted that declining gas supplies, delayed project implementation, and limited fuel diversification are weakening the sector.

“Instability in tariffs and regulatory uncertainty continue to deter both local and international investors,” he added.

Chowdhury urged policymakers to review long-term contracts, accelerate renewable energy integration, and provide predictable returns, noting that “the window for meaningful intervention is shrinking.”

Jalal Ahmed, chairman of the Bangladesh Energy Regulatory Commission, stressed the need to

modernise the country’s energy policy framework, which has not been updated since 1996.

“Power sector planning has long relied on optimistic demand projections, leading to generation-focused expansion with inadequate investment in distribution and transmission,” he said.

Referring to the single-buyer model, he added, “If the buyer is not financially solvent, the entire power chain suffers.”

Ahmed also highlighted the potential of rooftop solar in the garment sector, saying, “If 4,000 RMG factories each generate 5–10 MW, it could yield 20,000–40,000 MW.” He described the dialogue as “timely and insightful.”

Mahdi Amin, adviser to the acting BNP chair, warned that industries have repeatedly suffered due to shortages of energy, gas, and even water.

He alleged that a culture of impunity has fuelled corruption in past projects and called for a diversified, sustainable energy mix, including solar, wind, waste-to-energy, nuclear, and coal, while reducing reliance on imports.

Laldia, Pangaon Despite generous incentives

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“We have numerous economic zones, special economic zones, export processing zones, and high-tech parks. Authorities can even declare industries in backyards as high-tech parks and grant tax exemptions,” he also said, while speaking about Bangladesh’s unfair tax system.

According to the study, conducted by the Office of the United Nations High Commissioner for Human Rights (OHCHR), Bangladesh could reduce poverty and make society fairer if it relied less on hidden taxes like VAT and sales tax, which everyone pays when buying goods and services.

These “indirect” taxes currently make up 67 percent of the country’s total revenue. As per the new study, unveiled in Dhaka yesterday, the poverty rate could drop by one percentage point to 17.7 percent, if the government collects tax more evenly – 50 percent indirectly and 50 percent directly.

The benefits would be strongest for the poorest people. Poverty among the lowest-income families could fall from 37.2 percent to 33.2 percent, while the next poorest group would see a 3.3 percentage point drop, the study estimates.

It also found that relying more on direct taxes can make income distribution fairer. Currently, the gap

between the richest and poorest – measured by the Gini coefficient – is very high. With a fairer tax system, this gap would shrink slightly. Spending differences among households would also become a little more equal.

The Gini coefficient measures inequality on a scale from 0 to 1. Higher values indicate higher inequality. The study suggests it will fall from 0.4999 to 0.490 for Bangladesh when the tax mix becomes more progressive.

The author of the study, Md Salay Mostofa, said that these tax changes could also create jobs.

If the government collected just two percent more of the country’s total income in taxes, overall employment could rise by around one percentage point, especially in services like banking, education, and healthcare, followed by agriculture and manufacturing, he stated.

“Progressive tax reforms have the potential not only to improve equity but also to stimulate job creation across key sectors,” he said. Mostofa also pointed out that Bangladesh has not been collecting as much tax as it could.

“Tax efforts over the last two decades have not brought any significant changes in Bangladesh’s tax efficiency and have been unable to reach the zpotential tax-to-GDP threshold,” he said.

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Economic Zone in Cox’s Bazar, Bangladesh Specialised Economic Zone at Araihaaz in Narayanganj, Shreehatta Economic Zone in Habiganj and Jamalpur Economic Zone.

Despite reducing the EZ number for quality investment, several zones are still unable to meet basic industrial requirements, such as gas supply.

The shortage is so acute that the country’s first electric vehicle plant is lying idle in the Chattogram zone, recording losses of up to Tk 8 crore each month.

Private EZs, however, face fewer utility constraints, according to officials and investors.

UTILITIES DELAY INVESTMENTS

At the National Special Economic Zone, Bangladesh Auto Industries Ltd (BAIL) has invested Tk 1,440 crore in a large-scale EV plant.

Construction finished in June this year, but the facility sits idle due to a delay in gas connection.

Mir Masud Kabir, managing director of BAIL, said the company needs 1,333 cubic metres of gas an hour to begin operations.

“We applied for the gas connection through Karnaphuli Gas Distribution Company Ltd, following Beza’s recommendation. The site inspection is complete, but

the connection has yet to be provided,” said Kabir.

According to the company, ten banks have provided Tk 790 crore in loans, while the remainder came from company equity. With the factory idle, the firm is meeting interest payments, salaries and upkeep of machinery, including remuneration for 50 foreign specialists.

The overheads amount to Tk 7 to Tk 8 crore a month.

“We have been incurring this loss since June,” Kabir told The Daily Star.

The company first applied for a gas connection in 2021. Technical studies were finalised in April 2025, and two other firms in the zone have been approved ahead of BAIL.

The launch date has already slipped due to currency devaluation, rising material costs, import delays and political uncertainties. As a result, Kabir said construction costs have climbed by 36 percent.

He said service agencies do not respond in line with Beza’s commitments to investors, which discourages new entrants to the zone.

At the same site, leading steelmaker BSRM is facing water shortages.

Tapan Sengupta, deputy managing director of BSRM, said its \$200 million expansion could move faster once gas and

water are available.

He said the company has already built boundary walls and developed land, and expects Beza to deliver gas by the time the project proceeds.

POLITICAL UNCERTAINTY COOLS EXPANSION PLANS

Berger Paints Bangladesh Ltd is investing Tk 1,300 crore in a third factory in the Narayanganj Special Economic Zone.

The plant is scheduled to begin production in April 2027 and will make water-based paints. Berger’s piling work for the factory and boundary walls is complete.

Mohsin Habib Chowdhury, chief operating officer of Berger Paints Bangladesh, said the investment is a reinvestment by an existing foreign-controlled company.

According to him, despite growing interest, FDI in private zones is moving slowly due to weak infrastructure and patchy utility services.

Besides, he added that political uncertainty ahead of elections has led many firms to delay expansion. He said confidence may return once the stability improves.

Fahmida Khatun, executive director of local think tank Centre for Policy Dialogue (CPD), said economic zones reflect the wider challenges facing the

economy.

“Bangladesh has rarely attracted FDI worth even 1 percent of GDP,” she said. “Political uncertainty, fragile law and order, inflation and exchange rate instability are weighing on long-term investors.”

The economist said structural problems such as poor infrastructure, shortages of skilled workers, bureaucracy and corruption further raise business costs.

Preferring anonymity, an executive member of Beza said the EZs are not solely designed to attract foreign capital. The primary aim is to build import-substituting industries and reduce reliance on overseas purchases.

The official said Beza is prioritising joint ventures over fully foreign-owned companies to encourage technology transfer and long-term commitment.

M Masrur Reaz, chairman and CEO of Policy Exchange Bangladesh, said EZs are underperforming due mainly to slow implementation and inadequate readiness.

He highlighted delays in infrastructure and regulatory arrangements, the absence of essential production facilities despite investor interest, and weak reinvestment from existing firms that still prefer established non-EZ areas with better supply chains and skilled labour.

Half of Bangladeshi

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The HSBC survey found that nearly half of Bangladeshi corporations are diversifying suppliers, 9 percentage points above the global average. Another 48 percent are regionalising operations, and 46 percent are building up inventory.

Across industries, 45 percent of Bangladeshi firms in the transport and industrials sectors are increasing sales in Germany.

In the technology, media and telecommunications sector, 41 percent are lifting sales in the United Kingdom.

The report also found that 40 percent of Bangladeshi firms are increasing sales to consumers in France, above Bangladesh’s average of 38 percent and well ahead of the global average of 16 percent.

“Additionally, businesses are seeking new trade corridors to build resilience against instability,” HSBC said.

It added that globally, Europe and Southeast Asia are the preferred destinations for expansion, followed by North America and East or North Asia.

South Asian firms are leading the drive towards Europe, with 55 percent targeting growth there.

Meanwhile, businesses plan to scale back reliance on North America, followed by South America. “This

reorientation signals a deliberate rebalancing of global trade flows.”

“Bangladeshi businesses are also actively reorienting their trade footprint across Asia and the Western hemisphere, and are particularly likely to increase reliance within South Asia,” HSBC said.

Business-to-business firms are at the forefront of this shift, with 66 percent increasing reliance on Europe, 47 percent on Latin America and 43 percent on Oceania.

“Bangladeshi businesses are quickly adapting to global shifts, standing out for their resilience and optimism,” said HSBC Bangladesh Chief Executive Officer Md Mahbub ur Rahman, citing the survey.

“With the strength of our global network, we remain confident to connecting them with new avenues of opportunities, trade or investment alike, around the world,” he said.

Vivek Ramachandran, head of Global Trade Solutions at HSBC, said that despite global negotiations and shifting tariffs, businesses appear to be settling into a rhythm of constant adaptation.

“Improved clarity over trade and tariffs has emboldened businesses to plan ahead, with many seeing international trade not as a risk, but as an opportunity to reinvent,” he added.

Local drugmakers

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He urged the High Commission of India in Bangladesh to facilitate smoother cross-border cooperation, faster technical clearances and greater use of land ports.

Pranay Verma, high commissioner of India to Bangladesh, described India as “a trusted and reliable partner for Bangladesh’s pharmaceuticals industry”, highlighting collaboration in API sourcing, innovation and manufacturing technologies.

However, he acknowledged the strain caused by recent visa delays, attributing them to downsized operations rather than deliberate obstruction.

“When there is a genuine requirement, you will not find us missing,” he said, adding that longer-term business visas would be facilitated, especially when endorsed by credible bodies such as Bapi.

The high commissioner said limited operational

capacity and the temporary closure of several visa centres due to law-and-order concerns had slowed processing.

“Despite constraints, we are issuing a large number of visas every day and have resumed business visa services. With limited capacity, we are prioritising urgent and essential cases.”

He encouraged pharmaceutical executives to communicate directly with the High Commission in urgent cases, noting that visas are often prioritised for medical emergencies because of limited daily quotas.

Verma also said the High Commission would explore additional cargo flights and land-route options for critical pharmaceutical shipments, while supporting efforts to harmonise standards and ease customs barriers.


“We will not let you down,” he said, calling for a “future-oriented, innovation-led partnership”.

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Invitation for e-Tender
e-Tenders are invited in the National e-GP System Portal (https://www.eprocure.gov.bd) for the procurement of following goods:

Sl. No.	Tender ID	Invitation Reference No.	Tender Description	Tender Closing Date & Time
01	1180042	JB/IT-Proc-37/eGP/OTM/Call Center/2025	Tender for Procurement of Managed Call Center Service for Janata Bank PLC	09/12/2025 03:00 PM

This is an online Tender, where only e-Tenders will be accepted in the national e-GP portal and no offline/hard copies will be accepted.
To submit e-Tender, registration in the national e-GP System portal (https://www.eprocure.gov.bd) is required.
Further information and guidelines are available in the national e-GP portal and e-GP Help Desk (Email: helpdesk@eprocure.gov.bd).


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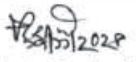
GD-2501

**ওয়েস্ট জোন পাওয়ার ডিস্ট্রিবিউশন কোম্পানি লিমিটেড**
West Zone Power Distribution Company Limited
(An Enterprise of Bangladesh Power Development Board)
নির্বাহী প্রকৌশলীর দপ্তর, আঞ্চলিক মেরামত কারখানা, গুজোপাড়িকো, যশোর
www.wzpdcl.org.bd E-mail: wzpdcl.zrs@gmail.com টেলিফোন নং-০২৪৭৭-৭৬২৭১ মোবাইল নং-০১৭০০-৭০৯৮২০


স্মারক নং-২৭.২২.৪১৪৭.৫০৭.৭৫.০০১.২৫.২০৩ তারিখ ১৭/১১/২০২৫খ্রিঃ

পুনঃ নিলাম দরপত্র বিজ্ঞপ্তি

১	মন্ত্রণালয়ের নাম	বিদ্যুৎ, জ্বালানি ও খনিজ সম্পদ মন্ত্রণালয়।
২	সংস্থার নাম	ওয়েস্ট জোন পাওয়ার ডিস্ট্রিবিউশন কোম্পানি লিমিটেড, খুলনা।
৩	নিলাম আহ্বানকারী দপ্তরের নাম	নির্বাহী প্রকৌশলী, আঞ্চলিক মেরামত কারখানা, গুজোপাড়িকো, যশোর।
৪	নিলামের মালিকানের বিবরণ	আঞ্চলিক মেরামত কারখানা, গুজোপাড়িকো, যশোর দপ্তরের ভারতের বাক্তি ১৫ (পনের) আইটেম অব্যবহারযোগ্য নষ্ট মাল্যমালা।
৫	দরপত্র পদ্ধতি	খোলা দরপত্র।
৬	নিলাম দরপত্র বিক্রয়ের শেষ তারিখ ও সময়	১৪/১২/২০২৫ইং (অফিস চলাকালীন সময়)।
৭	নিলাম দরপত্র দাখিলের শেষ তারিখ ও সময়	১৫/১২/২০২৫ইং, দুপুর ১২-০০ ঘটিকা পর্যন্ত।
৮		ক) অন্যান্য শর্তাবলী ও প্রস্তাবাদেশের ওয়েবসাইটে (www.wzpdcl.org.bd) পাওয়া যাবে।


মোঃ রাশেদুল ইসলাম চৌধুরী
নির্বাহী প্রকৌশলী

জিডি-২৪৯৪

**রাজশাহী কুশি উন্নয়ন ব্যাংক**
প্রধান কার্যালয়, রাজশাহী।
সাধারণ সেবা বিভাগ
ওয়েবসাইট : www.rakub.org.bd; ফোন নং : ০২৫৮৮-৮২০১০১; ই-মেইল : dgmcsd@rakub.org.bd
সূত্র নং-প্রকা/সাসেবি-১১(তালিকাভুক্তি)/২০২৫-২০২৬/৩৬৪ তারিখ: ১৯-১১-২০২৫

রাজশাহী কুশি উন্নয়ন ব্যাংক বিভিন্ন পদে আউটসোর্সিং এর মাধ্যমে জনবল নিয়োগের লক্ষ্যে জনবল সরবরাহকারী কোম্পানী তালিকাভুক্তির বিজ্ঞপ্তি

এতদ্বারা জানানো যাচ্ছে যে, রাজশাহীতে অবস্থিত রাজশাহী কুশি উন্নয়ন ব্যাংক এর প্রধান কার্যালয়, রাজশাহী ও রংপুর বিভাগে অবস্থিত বিভিন্ন শাখা/কার্যালয়ে আউটসোর্সিং প্রক্রিয়ায় সেবা গ্রহণ নীতিমালা অনুযায়ী জনবল নিয়োজিতকরণের লক্ষ্যে নিম্নোক্ত যোগ্যতা ও অভিজ্ঞতা সম্পন্ন প্রতিষ্ঠানের নিকট হতে তালিকাভুক্তিকরণের আবেদন আহবান করা যাচ্ছে।

তালিকাভুক্তির শর্তাবলী

০১। ক) Registrar of Joint Stock Company and Firms কর্তৃক প্রাইভেট লিমিটেড কোম্পানি হিসাবে নিবন্ধিত হতে হবে। তবে Sole Proprietorship প্রতিষ্ঠানের ক্ষেত্রে প্রযোজ্য নয়।
খ) কোম্পানির প্রথম ও হালনাগাদ ট্রেড লাইসেন্স এর কপি।
গ) সর্বনিম্ন ৫(পাঁচ) বছরের নিরাপত্তাসেবা প্রদানের অভিজ্ঞতা।
ঘ) বিগত ৫ (পাঁচ) বছরের মধ্যে ন্যূনতম ৫০০(পাঁচশত) নিরাপত্তারক্ষী সরবরাহের অভিজ্ঞতা।
ঙ) ব্যাংক ও আর্থিক প্রতিষ্ঠানে কাজের অভিজ্ঞতা।
চ) সামরিক/আধাসামরিক বাহিনীর কর্মকর্তা কর্তৃক পরিচালিত প্রশিক্ষণ কেন্দ্র থাকতে হবে।
ছ) হালনাগাদ VAT রেজিস্ট্রেশন সার্টিফিকেট, হালনাগাদ TIN সার্টিফিকেট ও আয়কর পরিশোধের প্রত্যয়নের সত্যায়িত কপি দাখিল।
জ) সরকারী যে কোন প্রতিষ্ঠান হতে কোনো তালিকাভুক্ত (Blacklisted)/ নিষেধাজ্ঞা (Debarred) নেই মর্মে ঘোষণাপত্র দাখিল করতে হবে।
ঝ) কোম্পানী প্রোফাইল দাখিল করতে হবে।

০২। তালিকাভুক্তির জন্য চূড়ান্তভাবে নির্বাচিত কোম্পানীসমূহকে রাজশাহী কুশি উন্নয়ন ব্যাংক এর পর্যদ কর্তৃক নির্ধারিত সেবামূল্য ও কোম্পানীর সার্ভিস চার্জ মেনে নেওয়ার অঙ্গীকারপূর্বক ফ্রেম ওয়ার্ক কন্ট্রাক্ট (FWC) সম্পাদন করতে হবে। সরকারী বিধি মোতাবেক ভ্যাট ও উৎসেকর প্রযোজ্য হবে।

০৩। চূড়ান্তভাবে নির্বাচিত কোম্পানীসমূহের সাথে ফ্রেম ওয়ার্ক কন্ট্রাক্ট (FWC) সম্পাদনের পূর্বে জামানত হিসেবে বাংলাদেশের যেকোন তফসিলি ব্যাংক হতে রাজশাহী কুশি উন্নয়ন ব্যাংক এর অনুকূলে ৫,০০,০০০/- (পাঁচ লক্ষ) টাকা মূল্যমানের পে-অর্ডার/ব্যাংক ড্রাফট (ফেরতযোগ্য) দাখিল করতে হবে।

০৪। তালিকাভুক্তির অংশ হিসেবে আগ্রহী আবেদনকারী প্রতিষ্ঠান সমূহকে কোম্পানীর প্যাডে ব্যাংকের ব্যবস্থাপনা পরিচালক বরাবরে আবেদনপত্র ও কোম্পানী প্রোফাইলসহ যোগ্যতা ও অভিজ্ঞতা সংশ্লিষ্ট যাবতীয় কাগজপত্রাদি আগামী ১৭.১২.২০২৫ তারিখ দুপুর ১২:০০ ঘটিকার মধ্যে হার্ড কপি সরাসরি/কুরিয়ার/ডাক যোগে রাজশাহী কুশি উন্নয়ন ব্যাংক, প্রধান কার্যালয়, ২৭২ বনলতা বানিজ্যিক এলাকা, সপুড়া, রাজশাহী অথবা রাজশাহী কুশি উন্নয়ন ব্যাংক, ঢাকা কর্পোরেট শাখা, ১০-দিলকুশা, জীবন বীমা টাওয়ার (২য় তলা), মতিঝিল, ঢাকা-তে প্রেরণ করতে হবে। অসম্পূর্ণ/ত্রুটিপূর্ণ/বিলম্বে প্রাপ্ত আবেদন বিবেচনা করা হবে না।

০৫। যোগ্যতার নিরিখে যাচাই-বাছাই অন্তে সঙ্গ সংখ্যক কোম্পানি তালিকাভুক্ত করা হবে।

০৬। কর্তৃপক্ষ কোন কারন দর্শানো ব্যতিরেকে যে কোন আবেদন বাতিল করার ক্ষমতা সংরক্ষণ করেন।

তাজ উদ্দীন আহমদ
মহাব্যবস্থাপক (পরিচালন)

GD-2497


Bangladesh Lamps PLC.
Head office: House-22, Road-4, Block-F, Banani, Dhaka-1213


Notification for general information of the shareholders

This is for the kind information of all our valued shareholders that the Annual Report 2024-2025 of Bangladesh Lamps PLC., in soft form, including all relevant annual audited financial statements, management's discussion and analysis, report or certificate on compliance of the Corporate Governance Code and Directors' Report along with the notice of the 64th Annual General Meeting, etc., has been transmitted to the respective shareholders of the Company through their email ID available in their beneficial owner (BO) accounts with the depository.

The said Annual Report 2024-2025 is also available in the website of Bangladesh Lamps PLC. (www.bll.com.bd).

This is in compliance with the Bangladesh Securities and Exchange Commission's Notification No. BSEC/ CMRRCD/2006-158/ 208/Admin/ 81, dated 20 June 2018.


Dhaka 20-11-2025
Mohammad Ruhana Miah
Company Secretary


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