



Govt seizes Tk 66,146cr in assets of 10 businesses, Hasina family

KEY POINTS

Business groups are S Alam, Beximco, Summit, Bashundhara, Gemcon, Orion, Nabil, Nassa, Sikder, and Aramit

Tk **55,638**cr frozen in Bangladesh, Tk **10,508**cr abroad under 11 priority portfolios

104 cases filed, **14** charge sheets submitted, **4** verdicts delivered

Govt to amend Money Laundering Prevention Act, 2012 for better overseas recovery

STAR BUSINESS REPORT

The interim government has so far seized assets worth Tk 66,146 crore allegedly owned by 10 major business groups and members of the family of ousted prime minister Sheikh Hasina.

The groups named are S Alam Group, Beximco Group, Summit Group, Bashundhara Group, Gemcon Group, Orion Group, Nabil Group, Nassa Group, Sikder Group, and Aramit Group, according to a finance ministry press statement issued yesterday.

The disclosure was made at the 30th meeting of the National Coordination Committee on the prevention of money laundering and recovery of laundered funds, held at the Secretariat. Chaired by Finance Adviser Salehuddin Ahmed, it focused on formulating and implementing guidelines to curb money laundering and terrorism financing.

The ministry said authorities have attached and frozen movable and immovable assets worth Tk 55,638 crore within the country and Tk 10,508 crore abroad under 11 priority portfolios, including members of Hasina's family, who have been named.

According to the statement, 104 lawsuits have so far been filed against these entities, with charge sheets submitted in 14. Courts have delivered verdicts in four cases.

In addition, 21 Mutual Legal Assistance Requests (MLARs) have been sent to relevant countries in connection with overseas asset recovery.

The government has formed joint inquiry and investigation teams for all 11 priority portfolios involving money and assets siphoned off abroad, and steps have been taken to seize those assets, the ministry said.

The meeting also decided to amend the Money Laundering Prevention Act, 2012, to

make the recovery of laundered money and assets from overseas more effective. Relevant authorities were instructed to expedite the submission of charge sheets, send MLARs promptly and ensure speedy disposal of cases.

Bangladesh is scheduled to undergo the fourth round of Mutual Evaluation by the Asia Pacific Group on Money Laundering (APG) in 2027-28 to assess compliance with international standards on anti-money laundering and counter-terrorist financing.

Treating the evaluation as a top priority, the meeting directed all concerned ministries, divisions and agencies to make necessary preparations.

Senior officials, including the Bangladesh Bank governor, finance secretary, ACC chairman, NBR chairman, BSEC chairman, and representatives from law enforcement agencies and the Bangladesh Financial Intelligence Unit, were present at the meeting.

After the meeting, BB Governor Ahsan H Mansur said the central bank would legally fight the petition filed by S Alam Group owner Mohammad Saiful Alam at the World Bank's arbitration forum, the International Centre for Settlement of Investment Disputes (ICSID).

"We will fight the case. S Alam and his family members have claimed to be Singapore citizens, but we will prove that S Alam is a Bangladeshi citizen," he said.

Regarding the recovery of laundered money, the governor said the process usually takes at least four to five years.

He also said Bangladesh is hopeful about the resolution of a case related to the former land minister Saifuzzaman Chowdhury in London.

"The defendant did not contest the case there, which increases Bangladesh's chances," he pointed out.

Internet subscribers plunge in Oct as SIM caps bite

MAHMUDUL HASAN

Bangladesh lost about 27 lakh internet subscriptions in October, driven by a fall in mobile users following restrictions on SIM ownership per individual.

According to the latest figures from the Bangladesh Telecommunication Regulatory Commission (BTRC), total internet subscriptions fell to 13.15 crore in October from 13.42 crore in the previous month.

The contraction was driven entirely by mobile internet connections, which declined by some 31 lakh to 11.68 crore in October from September.

This slump follows eight consecutive months of growth since February 2025, during which subscriber numbers rose by 41 lakh, after a prior decline of over 1.20 crore customers from June 2024 to January 2025.

Shahed Alam, chief corporate and regulatory affairs officer at Robi Axiata, said, "Due to limiting SIM ownership, the subscriber number will decrease more drastically. The government will also lose revenue."

IPDC ডিপার্জেট | ১৬৫১৯

An industry official added that if the SIM limit is further reduced, the existence of smaller operators could be threatened due to restrictions on SIM ownership.

Earlier in April 2025, the BTRC lowered the SIM ceiling from 15 to 10 per national ID (NID), a measure that has already come into effect.

As a result, approximately 67 lakh SIM cards registered under 26 lakh users exceeding the new limit were considered disabled.

According to the latest BTRC decision, from January next year, one person will be allowed to register and use a maximum of five personal SIM cards under a single NID.

As of March 2025, the country had over 18.62 crore active SIM cards, while the number of unique registered users stood at 6.75 crore, indicating multiple SIMs are often registered under names other than actual users.

BTRC data shows that 80.32 percent of users hold five or fewer SIMs, 16.23 percent hold 6-10, and only 3.45 percent have 11-15 SIM cards.

Meanwhile, fixed broadband subscriptions held steady, rising slightly by 2 lakh month-on-month in October to 1.46 crore, indicating that home and business internet demand remains resilient despite turbulence in mobile subscriber trends.

Target eight sectors to repair macroeconomic fault lines

Economic review urges long-term institution-building, not short-term numbers

STAR BUSINESS REPORT

The country's largest employer, agriculture, is stuck at low value-addition, presenting a litmus test for the nation's diversification push for future growth ahead of its graduation from the least developed country club next year.

In number, the farming sector in Bangladesh employs 44 percent of the workforce, while 75 percent of the produce remains unprocessed, according to an economic review.

It says on top of farming, the government should focus on seven other sectors, such as readymade garment, automotive industry, electronics, light engineering, IT-based freelancing, semiconductor industry, and human capital.

The authorities should adopt an approach emphasising fixing long-standing macroeconomic wounds and laying the groundwork for the future, according to the review by UCB Asset Management released yesterday.

According to the report, ready-made garment is the backbone of Bangladesh's economy, but it must move into man-made fibres and higher-value segments.

Besides, the country risks being trapped in low-value labour unless it climbs the ladder to semiconductor and IT freelancing.

The asset manager argues that the way forward lies not in chasing headline numbers, but in rebuilding institutions, restoring confidence and strategically diversifying the productive base of the economy.

RECOMMENDATIONS FOR KEY SECTORS



Farming: Shift to agro-processing, post-harvest infrastructure, certification



RMG: Diversify into man-made fibres, upgrade skills, improve compliance



Automotive: Align skills with auto and EV needs, move towards manufacturing



Electronics: Provide R&D support, testing labs and export certification



Light engineering: Expand vocational training, link SMEs to supply chains



IT-enabled services: Match skills with global demand, strengthen digital support



Semiconductors: Build specialised talent, integrate it into regional chains



Human capital: Treat skills and institutions as core economic reforms

Opportunities in automobiles, electronics assembly and light engineering are highlighted as realistic next steps, building on existing capabilities and domestic demand.

These sectors, if supported by targeted incentives, quality certification systems and skills development, could integrate Bangladesh more deeply into regional and global supply chains, the report said.

In the automotive industry, the government can consider strengthening backward linkages and developing supply chains for electric vehicles by adopting

supporting incentives.

In powering an electronics assembly boom, the country can take lessons from Vietnam's long-term and predictable tax policy in supporting industry, research and development, and human capital development.

There is immense potential in the light engineering sector, but it needs industry-focused vocational training and improved backward linkages.

Apart from these, the report described remittances as the "oxygen" of the economy for its contribution to external stability. Expanding skill-

linked overseas employment and offering more attractive, transparent investment options for expatriates are seen as ways to sustain and deepen this vital flow while strengthening foreign exchange buffers.

Underlying all these sectoral strategies is what the report calls a virtuous institutional cycle: building people to build institutions. Investing in education, healthcare and skills is presented not just as a social priority, but as the foundation for stronger governance, higher productivity and inclusive growth.

BB buys another \$67m from 7 banks

STAR BUSINESS REPORT

Bangladesh Bank purchased \$67 million from seven commercial banks yesterday as part of its ongoing intervention in the foreign exchange market.

The dollars were bought at an exchange rate of Tk 122.30 per US dollar, which was also set as the cut-off rate for the transaction, according to central bank data.

With the latest purchase, the central bank's total dollar acquisition has reached \$691.50 million so far in December 2025.

Cumulatively, Bangladesh Bank has bought \$2.87 billion in the current fiscal year to date.

Industry insiders said the continued dollar purchases indicate a relatively comfortable foreign exchange position, driven by improved inflows from exports and remittances.

The move is also helping the central bank manage excess liquidity in the interbank foreign exchange market.

Bangladesh Bank has been following a market-based exchange rate regime, intervening periodically to smooth volatility and maintain stability in the taka-dollar market.

Over the past three years up to fiscal year 2024-25, BB sold more than \$25 billion from its foreign exchange reserves, largely to cover import bills for fuel, fertiliser, and food.

READ MORE ON B3

Energy efficiency saved \$3.3b in FY24

Households and industries adopting LED lighting, efficient furnaces, and waste-heat recovery contributed to the amount

ASIFUR RAHMAN

Bangladesh saved an estimated \$3.3 billion in energy costs in a single year by using electricity and fuel more efficiently across homes, factories and the power system, according to a report.

Besides, the savings reflect reduced fossil fuel consumption and avoided energy imports equivalent to 7 million tonnes of oil in fiscal year 2023-24, said the report published by the Institute for Energy Economics and Financial Analysis (IEEFA) yesterday.

In that period, the country faced higher global fuel prices, spiked rates for liquefied natural gas (LNG) deliveries and a severe dollar crisis.

The report said the savings were achieved through efficiency improvements across major consuming sectors, allowing the economy to deliver the same level of output while using less fuel.

In the report, IEEFA, a United States-based nonprofit organisation that promotes the transition to cleaner energy, said that the country's effort to improve energy efficiency by adopting a national master plan in 2016 is now paying off.

The Energy Efficiency and Conservation Master Plan set a target to cut energy intensity by 15 percent by 2021 and 20 percent by 2030.

From fiscal year 2014-15 to 2023-24, energy efficiency rose by 13.64 percent, according to the report, titled "Bangladesh's Energy Efficiency Goals Within Reach".

Although the progress remained limited until FY2020-21, energy efficiency gained momentum thereafter as global fuel volatility and domestic supply disruptions made it a priority, according to the report.

The Energy Efficiency and Conservation Master Plan set a target to cut energy intensity by 15 percent by 2021 and 20 percent by 2030.

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Although the progress remained limited until FY2020-21, energy efficiency gained momentum thereafter as global fuel volatility and domestic supply disruptions made it a priority, according to the report.

According to the report, widespread adoption of energy-efficient appliances in households, particularly LED lighting, fans and air conditioners, helped reduce electricity demand. This eventually reduced the need for fuel-based power generation.

Industry, the country's largest energy consumer, also contributed through improved boilers, reduced leakages, waste heat recovery from captive generators and adoption of technologies such as vertical roller mills and efficient furnaces, said the report.

The report recommended a previous IEEFA

FACTORS BEHIND LOWER ENERGY IMPORTS

- Higher global prices
- LNG supply constraints
- Fast-depleting forex reserve



DOMESTIC EFFICIENCY DRIVERS

Households

LED lighting, efficient fans and air conditioners

Industry

Improved boilers, reduced leakages, waste heat recovery, energy-efficient machinery

Commercial & power systems

Reduced transmission and distribution losses

POLICY BACKING

Energy Efficiency Master Plan adopted in 2016

Energy efficiency increased 13.6% from FY15 to FY24



OBSTACLES

Rising import duties may slow uptake of efficient appliances

Continued action needed to prevent higher future fuel costs

"Yet, the industry still offers significant untapped energy efficiency opportunities such as using more efficient motors, a gradual shift towards electric boilers from gas boilers, and upgrades in captive power machineries," it added.

The report mentioned a previous IEEFA study, saying almost half of the country's captive power generators do not operate efficient generators and fail to utilise waste heat in industrial processes, which could save Bangladesh up to 50.18 billion cubic feet of LNG imports a year.

The report recommended setting minimum energy performance standards and labelling for household appliances to guide consumers towards the most efficient options.

It also urged enforcement of the national building code, which promotes passive design and energy efficiency features in new buildings to reduce cooling demand.

Additional savings came from the commercial sector and reductions in transmission and distribution losses across the power system.

While the commercial sector uses

READ MORE ON

Prime Bank signs payroll banking deal with Selise Bangladesh

STAR BUSINESS DESK

Prime Bank PLC has signed a payroll banking agreement with Selise Bangladesh Limited, a leading software development company in Bangladesh.

Md Asif Bin Idrish, senior executive vice-president and head of emerging market of Prime Bank PLC, and Julian Andrin Weber, managing director of Selise Bangladesh Limited, signed the agreement at the bank's corporate office in Dhaka recently, according to a press release.

Under this agreement, employees of Selise Bangladesh Limited will enjoy a range of banking benefits, including dual-currency debit card, customised

loan and credit card facility, and a wide range of consumer banking products and services on preferential terms.

Md Enamul Kabir, executive vice-president and regional head, Branch Distribution Network of the bank; Mohammed Zubair, vice-president and team head of Emerging Market, HM Mamun, assistant vice-president and relationship manager of Emerging Market; Hasina Fardous, vice-president and head of payroll banking; and Md Reaz Ahmad, head of admin and company secretary; and Kazi Adnan Raihan, principal admin manager of the software developer company, along with other senior officials from both organisations, were also present.



Julian Andrin Weber, managing director of Selise Bangladesh Limited, and Md Asif Bin Idrish, senior executive vice-president and head of emerging market at Prime Bank PLC, pose for a photograph after signing an agreement at the bank's corporate office in Dhaka recently.

PHOTO: PRIME BANK

Bank Asia partners with Incepta Pharma for integrated cash management solution

STAR BUSINESS DESK

Bank Asia PLC has signed a strategic partnership agreement with Incepta Pharmaceuticals Limited to introduce an integrated cash management solution and strengthen the partnership between the two organisations.

Nurullah Chaudhury, additional managing director and chief wholesale banking officer of Bank Asia PLC, and Naimul Huda, executive director for finance and accounts at Incepta Pharmaceuticals Limited, signed the agreement at the pharmaceutical company's head office in Tejgaon, Dhaka recently, according to a press release.

Under the partnership, Incepta will utilise Bank Asia's extensive collection network to enhance



Naimul Huda, executive director for finance and accounts at Incepta Pharmaceuticals Limited, and Nurullah Chaudhury, additional managing director and chief wholesale banking officer of Bank Asia PLC, pose for a photograph after signing the deal at the pharma's head office in Tejgaon, Dhaka recently.

PHOTO: BANK ASIA

financial efficiency, streamline organisations attended the fund management, and improve the service delivery across its nationwide operations.

Senior officials from both

organisations attended the ceremony, highlighting the importance of the collaboration and their shared commitment to innovation and sustainable growth.

Islami Bank grabs top spot in Remittance Award 2026

STAR BUSINESS DESK

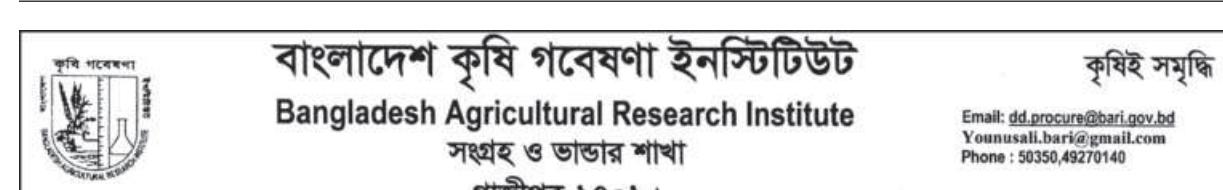
Islami Bank Bangladesh PLC has secured first position in the "Remittance Award 2026", conferred by the Ministry of Expatriates' Welfare and Overseas Employment, for collecting the highest amount of remittance in the fiscal year 2024-25.

Asif Nazrul, adviser to the Ministry of Expatriates' Welfare and Overseas Employment, handed over the award to Md Omar Faruk Khan, managing director of Islami Bank Bangladesh PLC, at an award-giving ceremony held at Osmani Memorial Auditorium in Dhaka yesterday, according to a press release.

The Ministry of Expatriates' Welfare and Overseas Employment organised the programme on the occasion of International Migrants Day and National Expatriates Day 2025.



Md Omar Faruk Khan, managing director of Islami Bank Bangladesh PLC, receives "Remittance Award 2026" from Asif Nazrul, adviser to the Ministry of Expatriates' Welfare & Overseas Employment, at Osmani Memorial Auditorium in Dhaka yesterday.



Memo No: 12.21.0000.000.007.03.0291.25.2276

Date: 14 December, 2025

e-GP: Tender Notice No. 12 (2025-2026)

e-Tender is invited in the e-GP system Portal (<http://www.eprocure.gov.bd>) for the procurement of the following goods. Details are given below :

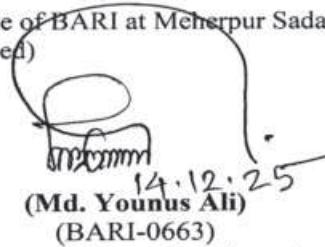
Sl No	Package no.	Tender ID & Ref No	Description of goods	Tender Documents Last selling (Date & Time)	Tender Closing date & Time	Tender Opening date & Time
01.	PN-GD-04	1195673 & IRN : 0291	Laboratory Equipments 10 (Ten) Items.	24.12.2025 11:30	24.12.2025 12:30	24.12.2025 12:30
02.	PN-GD-07	1195417 & IRN : 0285	Office Equipments 13 (Thirteen) Items.	24.12.2025 11:30	24.12.2025 12:30	24.12.2025 12:30
03.	PN-GD-09	1195587 & IRN : 0288	Office Furniture 13 (Thirteen) Items.	24.12.2025 11:30	24.12.2025 12:30	24.12.2025 12:30

The interested persons/firm may visit the website www.eprocure.gov.bd to get the details of the tender.

This is an online tender, where only e-Tender will be accepted in the national e-GP portal and no offline/hard copy will be accepted. To submit e-Tender, Registration in the National e-GP system portal is required.

Further information and guidelines are available in the National e-GP system portal and e-GP Help Desk (helpdesk@eprocure.gov.bd).

Budget Type : Establishment of Agricultural Research Institute of BARI at Meherpur Sadar and Strengthening of Research Activities (1st Revised)


14.12.25
(Md. Younus Ali)
(BARI-0663)
Deputy Director (In-Charge)
On behalf of Director General

GD-2765

Mainul Kabir appointed MD of SBAC Bank

STAR BUSINESS DESK



Md Mainul Kabir

SM Mainul Kabir has been appointed as the managing director (MD) and chief executive officer of SBAC Bank PLC.

Before joining SBAC Bank, Kabir served as a deputy managing director at United Commercial Bank PLC, according to a press release. He brings over 30 years of distinguished experience in the banking industry.

Kabir began his professional journey as a probationary officer at National Bank PLC.

He obtained his honours and master's degrees in finance and banking from the University of Dhaka, and an MBA from the Department of Management Studies at the same university.

NRBC Bank holds business review meeting in Cox's Bazar

STAR BUSINESS DESK

NRBC Bank PLC recently held its "Business Review Meeting 2025" in Cox's Bazar.

Md Touhidul Alam Khan, managing director and CEO of NRBC Bank PLC, attended the meeting as the chief guest, according to a press release.

In his speech, Khan said, "We are committed to ensuring the highest standard of banking services for our customers. In this region, cottage, micro, small, and medium entrepreneurs are widely spread across various areas. Through our branches and sub-branches, we want to support and strengthen the CMSME sector by providing comprehensive assistance."

He added, "Bangladesh Bank is implementing the 'Cashless Initiative' to make customer transactions easy, fast, and secure. We are working to implement this initiative by ensuring all types of banking services and transactions through online platforms and the Planet App, NRBC Bank's mobile banking app."

He further stated, "Transparency and accountability must be ensured in all banking activities. Good governance will be the cornerstone of the bank's future journey. We must enhance monitoring of loan recovery.



Md Touhidul Alam Khan, managing director and CEO of NRBC Bank PLC, poses for a group photograph with participants of the bank's "Business Review Meeting 2025" in Cox's Bazar recently.

PHOTO: NRBC BANK

Proper rules and regulations must be strictly followed in customer selection, loan application verification, and loan disbursement processes."

The meeting covered discussions on various important issues, including the bank's ongoing operations, business targets, corporate governance, compliance, customer service, expansion of technology-based services, financial inclusion of marginalised communities, and capacity building of employees.

Md Mahbubul Hoque, head of the Chattogram zone, and Rafiqul Haider, in-charge of the Cox's Bazar area, along with all branch managers, area in-charge, sub-branch in-charges, and officials, were present at the meeting.

Government of the People's Republic of Bangladesh

Assistant Director Office
Fire Service and Civil Defence
Agrabad, Chittagong

Date: 15/12/2025

e-Tender Notice (OTM)

e-Tender is invited in the National e-GP System Portal (<http://www.eprocure.gov.bd>) for the procurement of the following goods under revenue budget. Details are given below:

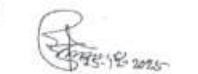
Sl No.	Description of the goods & package	Tender Id No.	Tender closing date & time	Tender security submission date & time
1	58.03.0000.014.36.001.23.13633(30), dated 26/11/25 Procurement of Lentil/Masur Dal (High Quality Dashi Small grain) for the months of July/25 to December/25 for Chattogram Fire Service and Civil Defence, Agrabad, Chittagong Divisional Ration in financial year 2025-2026	1196564	30-December-2025 12.00.00	30-December-2025 11.00.00
2	58.03.0000.014.36.001.23.13633(30), dated 26/11/25 Procurement of edible Soyabean Oil (enriched in Vitamin-A) for the months of July/25 to December/25 for Chattogram Fire Service and Civil Defence, Agrabad, Chittagong Divisional Ration in financial year 2025-2026	1196677	30-December-2025 12.00.00	30-December-2025 11.00.00

* This is an online tender, where only e-Tender 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 (<http://www.eprocure.gov.bd>).

* The fees for the downloading the e-Tender documents from the National e-GP System Portal have to be deposited online through any registered bank branches up to selling 30-December-2025.

* Further information and guideline are available in the National e-GP System Portal and from e-GP (helpdesk@eprocure.gov.bd).


Md. Anwar Hossain (BFM)
Assistant Director
Fire Service & Civil Defence
Agrabad, Chittagong

Government of the People's Republic of Bangladesh

Local Government Engineering Department
Office of the Upazila Engineer
Bagherpara, Jashore
www.lged.gov.bd

Date: 17-12-2025

e-Tender Notice: 04/2025-2026

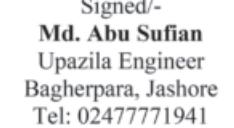
e-Tender is invited in the National e-GP System Portal (<http://www.eprocure.gov.bd>) for

Sl No.	Package No.	Name of scheme	e-TID No.
1.	ADP/JAS/BAG/2025-26/W.01	Improvement of Brick Flat Soling Roads (ADP-W.01) under Bagherpara Upazila, Jashore.	1194822
2.	ADP/JAS/BAG/2025-26/W.02	Improvement of Brick Flat Soling Roads (ADP-W.02) under Bagherpara Upazila, Jashore.	1194823
3.	ADP/JAS/BAG/2025-26/W.03	Improvement of Brick Flat Soling Roads (ADP-W.03) under Bagherpara Upazila, Jashore.	1194824
4.	ADP/JAS/BAG/2025-26/W.04	Improvement of Brick Flat Soling Roads (ADP-W.04) under Bagherpara Upazila, Jashore.	1194825

This is an online tender, where only e-Tender 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 (<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 up to: 29 December '2025, Time: 12:30pm.

Further information and guidelines are available in the National e-GP System Portal and also from E-mail: ue.bagherpara@lged.gov.bd or Call to 0247771941. For any queries interested tenderers are requested to communicate with the undersigned during office hours.

Signed-


Md. Abu Sufian
Upazila Engineer
Bagherpara, Jashore
Tel: 0247771941

E-mail: ue.bagherpara@lged.gov.bd

GD-2765

Govt unveils new 5-year plan to bolster fiscal governance

STAR BUSINESS REPORT

The Finance Division under the finance ministry has launched its third Public Financial Management (PFM) Reform Strategy, a five-year plan designed to shift fiscal governance from system-based reforms to outcome-driven accountability and service delivery.

For the first time, the plan mainstreams climate-smart PFM, gender-responsive budgeting, and sector-specific reforms in health, education, and social protection, reads a press statement issued by the division yesterday.

The strategy, unveiled by Finance Adviser Salehuddin Ahmed, comes as

the country grapples with rising public expenditure, climate pressures, and global economic volatility.

Speaking at the ceremony, he stressed that the framework is intended to strengthen transparency and ensure citizens receive tangible benefits from public spending.

The Finance Division states that the 2025-2030 roadmap sets out 15 reform pillars, ranging from fiscal sustainability and debt management to procurement, oversight, and digital transformation.

Finance Secretary Md Khairuzzaman Mozumder described the strategy as the product of "sustained and collaborative efforts" across ministries, constitutional

bodies, and development partners.

Comptroller and Auditor General Md Nurul Islam underscored the role of independent audit in ensuring fiscal discipline and citizen-focused services.

Jean Pesme, World Bank's Division Director for Bangladesh and Bhutan, highlighted progress in reforms such as iBAS++ and pension digitalisation, which have enhanced oversight and credibility.

Yet, he cautioned that institutional capacity, fiscal management, and public debt remain pressing challenges.

Bangladesh's tax-to-GDP ratio is among the lowest in South Asia, while liabilities from state-owned enterprises and contingent risks continue to expand,

the Finance Division noted.

The new framework emphasises resilience through improved macro-fiscal forecasting, integrated debt management, and transparent reporting of fiscal risks, it added.

The division expects the PFM Reform Strategy to position public finance as a cornerstone of economic governance, equity, and public trust as Bangladesh advances toward upper-middle-income status.

Its success will depend on sustained political commitment, stronger inter-agency coordination, and investment in public sector capacity, it added.

US unemployment rises further

AFP, Washington

The US jobless rate picked up again in November, hovering at its highest level in four years, official data showed Tuesday in a report underscoring a labor market cooldown in the world's biggest economy.

The report, delayed by a lengthy government shutdown, also indicated that the US economy lost 105,000 jobs in October.

Hiring picked up again in November with a gain of 64,000 jobs, but this was still a slower pace than before, according to the Labor Department figures.

"Employment rose in health care and construction in November, while (the) federal government continued to lose jobs," the department said.

There was a sharp decline of 162,000 government jobs in October, "as some federal employees who accepted a deferred resignation offer came off federal payrolls," the report added.

In November, unemployment climbed to 4.6 percent from 4.4 percent in September. It is the highest rate since September 2021.

There was no October jobless rate as officials were unable to retroactively collect data after the shutdown, which lasted until November 12. The figures will be closely scrutinized for their potential bearing on US interest rates.



Jobseekers speak with recruiters at a job fair in Sunrise, Florida. Hiring picked up in November with a gain of 64,000 jobs, but this was still a slower pace than before.

PHOTO: AFP/FILE

While President Donald Trump's tariffs have not sparked a broad inflation surge, firms say they have caused business costs to grow and fueled uncertainty.

Trump's chief economic adviser Kevin Hassett told reporters Tuesday that government workers who took buyouts "are staying in the labor force and looking for work."

He said he expects "that they'll be very successful with it."

Elizabeth Warren, the top Democrat on the Senate Banking Committee, slammed Trump's "chaotic tariffs" and economic policies, saying they were "hammering the labor market."

"With wages struggling to keep up with higher costs, it's no wonder Americans are more anxious about the economy than ever," she said.

In November, average hourly earnings climbed 0.1 percent to \$36.86, while wages rose 3.5 percent on an annual basis. But both numbers represent a slowdown from the prior month.

In another sign that the economy appears to be cooling, a separate report released Tuesday by the Commerce Department said that retail sales were flat in October at \$732.6 billion.

This came on the back of sales declines at motor vehicle and parts dealers, and gasoline stations. Consumers also pulled back at restaurants and bars.

"Americans are feeling squeezed," said Heather Long, chief economist at the Navy Federal Credit Union, adding that consumers were shifting to spending more on necessities.

On employment, Long said: "The US economy is in a jobs recession. The nation has added a mere 100,000 in the past six months."

Government of the People's Republic of Bangladesh

Office of the Project Director
Comprehensive Environmental Impact and Damage Assessment
of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division
Department of Environment
E-16, Agargaon, Sher-e-Bangla Nagar, Dhaka
Ministry of Environment, Forest and Climate Change

Invitation for Tenders (IFT)

Memo. No. 22.02.0000.020.14.002.25.117

Date: 17.12.2025

1	Ministry/Division	Ministry of Environment, Forest and Climate Change		
2	Agency	Department of Environment		
3	Procuring entity name	Project Director, Comprehensive Environmental Impact and Damage Assessment of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division.		
4	Procuring entity district	Dhaka		
5	Invitation for	Transport hiring (Jeep)		
6	Issued date	17.12.2025		
7	Invitation Ref. No.	22.02.0000.020.14.002.25.117		
8	Procurement method	Open Tendering Method (OTM); National Competitive Tender (NCT)		
9	Budget and source of funds	World Bank		
10	Project/program name	Comprehensive Environmental Impact and Damage Assessment of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division.		
11	Tender Package No.	S-11 (Non-Consulting Service)		
12	Tender package name	Transport hiring (Jeep)		
13	Tender document last selling date	28/12/2025 (office hours)		
14	Tender closing date and time	29-12-2025 at 3:00pm		
15	Tender opening date and time	29-12-2025 at 3:30pm		
16	Name and address of the office of selling the tender document	Office of the Project Director, Comprehensive Environmental Impact and Damage Assessment of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division, 1st Floor, Room-211, E-16, Agargaon, Sher-e-Bangla Nagar, Dhaka-1207, Ministry of Environment, Forest and Climate Change		
17	Name and address of the office of receiving & opening tender document	Office of the Project Director, Comprehensive Environmental Impact and Damage Assessment of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division, 1st Floor, Room-211, E-16, Agargaon, Sher-e-Bangla Nagar, Dhaka-1207, Ministry of Environment, Forest and Climate Change		
18	Pre-tender meeting place, date and time	N/A		
19	Eligibility of tenderer	As per Tender Document		
20	Brief description of service	Transport hiring (Jeep), (including driver and fuel)		
21	Price of tender document	Tk.1000/- (one thousand) only [non-refundable]		
22	Identification of tender package	Location	Tender security amount (in Taka)	Completion time
23	Name of official inviting tender	Md. Samsuzzaman Sarker		
24	Designation of official inviting tender	Project Director, Comprehensive Environmental Impact and Damage Assessment of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division, 1st Floor, E-16, Agargaon, Sher-e-Bangla Nagar, Dhaka-1207, Ministry of Environment, Forest and Climate Change		
25	Address of official inviting tender	Office of the Project Director, Comprehensive Environmental Impact and Damage Assessment of Rohingya Influx in Cox's Bazar and Bhasanchar of Chattogram Division, 1st Floor, E-16, Agargaon, Sher-e-Bangla Nagar, Dhaka-1207, Ministry of Environment, Forest and Climate Change		
26	Contact details of official inviting tender	Telephone: 88-(02)-222218378, E-mail: helpdoepd@gmail.com		
27	The procuring entity reserves the right to accept or reject any or all Tenders.			

Md. Samsuzzaman Sarker
Project Director
Department of Environment
E-16, Agargaon, Sher-e-Bangla Nagar, Dhaka

GD-2764

CDBL declares 22% cash dividend

STAR BUSINESS REPORT

The Central Depository Bangladesh Ltd (CDBL) has approved a 22 percent cash dividend for the 2024-25 fiscal year for its shareholders.

The declaration was made yesterday at the company's annual general meeting held at the DSE building in Dhaka.

The meeting was presided over by AKM Habibur Rahman, director of CDBL, while other directors — Naser Ezaz Bijoy, Md Shakil Rizvi, and Niranjan Chandra Debnath — were also present, along with Md Abdul Mutaleb, managing director and CEO of CDBL.

Last year, the company's profits grew by 8 percent year on year to Tk 65 crore.

Meanwhile, its earnings per share stood at Tk 3.25, up from Tk 2.99 in the previous fiscal year.

CDBL's net asset value per share was Tk 42.18 at the end of the 2024-25 fiscal year, compared to Tk 40.31 at the end of the previous year.

Amazon in talks to invest \$10b in OpenAI

REUTERS

Amazon.com Inc is in talks to invest in ChatGPT-maker OpenAI in a potential deal that could value the artificial intelligence firm at more than \$500 billion, a source familiar with the matter said on Tuesday.

Amazon may invest about \$10 billion in OpenAI, but the talks between the two firms are "very fluid", the source said on condition of anonymity because the matter is private.

The potential deal highlights the AI sector's relentless demand for computing power as companies race to build systems rivaling or surpassing human intelligence.

Firms such as Nvidia and Oracle have signed AI deals worth several billion dollars with OpenAI this year. OpenAI also signed a \$38-billion deal to buy cloud services from Amazon in November. However, investors are on guard for signals that demand for AI is tailing off or that the massive spending is not paying off as anticipated.

The discussion between Amazon and OpenAI come at a time when the AI giant is laying the groundwork for an initial public offering that could value the company at up to \$1 trillion, Reuters reported in October.

Bangladesh Lamps PLC.

House # 22, Road # 4, Block # F, Banani, Dhaka- 1213

NOTICE TO THE SHAREHOLDERS/ INVESTORS

[Transfer of Unpaid/Unclaimed Cash Dividend for the year 2021-2022 to the Capital Market Stabilization Fund]

Notice is hereby given that pursuant to the Bangladesh Securities and Exchange Commission (BSEC) Directive No. BSEC/CMRRC/2021-386/03 dated 14 January 2021 and the Bangladesh Securities and Exchange Commission (Capital Market Stabilization Fund) Rules, 2021, cash dividend, which remains unpaid or unclaimed or unsettled or undistributed for a period of 3 (three) years from the date of declaration or approval or record date or date of subscription or refund, as the case may be, are required to be transferred by the Company to the Capital Market Stabilization Fund (CMSF).

The concerned Shareholders/Investors are requested to claim the unpaid/ unclaimed cash dividend amount for the year 2021-2022 on or before 17 January 2026 with proper supporting documents at the Share Office of the Company.

Pursuant to the said BSEC Rules, the details of the concerned Shareholders/ Investors whose dividend amount are subject to transfer to CMSF have already been published on the Company's website: www.bll.com.bd

The Shareholders/Investors are requested to note that in case the Company does not receive any valid claim by 17 January 2026, the Company shall with a view to comply with the requirements of the said BSEC Directive and Rules, initiate the necessary actions to transfer the said dividend to the CMSF within the stipulated time.

For Bangladesh Lamps PLC.

Mohammad Ruhan Miah
Company Secretary

TRANSTEC
ON and AHEAD

Dhaka North City Corporation

Office of the Executive Engineer
Engineering Department, Electrical Circle
Gulshan Center Point, Level-9, Plot 23-26
Road-90, Gulshan-2, Dhaka

Date: 15/12/2025

Re-e-Tender Notice (OTM)

e-Tenders are invited in the National e-GP System Portal (<http://www.eprocure.gov.bd>) for the procurement of

Sl. No.	Tender ID No./Package No. & Reference No.	Name of the works	Document last selling date & time	Tender closing/opening date & time
01.	1192954, 46.10.0000.037.14.482.24 date: 26.12.2024	Supply of Telescopic Type Brand New 05 (Five) Nos. Hydraulic Beam Lifter for DNCC.	29-Dec-2025 12:00	29-Dec-2025 14:00

This is an online Re-Tender, where only e-Tender 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. The fees for downloading the e-Tender document from the National e-GP System Portal have to be deposited online through any registered bank's branches. Further information and guidelines are available in National e-GP System Portal and e-GP help desk (helpdesk@eprocure.gov.bd).

Md. Saiful Islam
Executive Engineer (Addl. Charge)
Electrical Circle
Dhaka North City Corporation
Phone: 02-222264778
E-mail: ee_elec@dncc.gov.bd

GD-2774



Farmers across the country face fertiliser shortages and inflated prices as dishonest dealers exploit government allocations, leaving winter crops, especially potatoes, undersupplied. The photo was taken in Gaibandha's Gobindaganj upazila yesterday.

PHOTO: MOSTAFA SHABUJ

Farmers struggle to buy non-urea fertilisers at govt rates

DAE officials blame dishonest dealers for creating an artificial crisis

STAR BUSINESS REPORT

From the Aman paddy season to the current winter vegetable cultivation, farmers in many districts have been unable to purchase fertilisers at government-fixed prices.

Farmers and government officials allege that dishonest traders are exploiting an "artificial crisis," particularly for non-urea fertilisers, making extra profits while supplies remain insufficient for winter crops. Potato farmers in northern districts are among the worst affected.

In Bogura, Gaibandha, Joypurhat, Lalmonirhat, Kurigram, Jamalpur, Mymensingh, Thakurgaon, Panchagarh, Dinajpur, Rajshahi, Kushtia, and Patuakhali, farmers reported paying Tk 200-Tk 600 more per 50kg sack than the government rates for non-urea fertilisers.

Shahidul Islam, a farmer from Baneshwar village in Gaibandha's Gobindaganj upazila, said, "I bought a sack of TSP (Triple Super Phosphate) for Tk 1,800, although the government-fixed price is Tk 1,350. I also paid Tk 1,500 for DAP (Di-ammonium Phosphate) instead of Tk 1,050. Fertiliser is only available if you pay the dealers extra, and even then, they refuse to give purchase receipts."

Hal Mridha from Rajahar village of the upazila added, "Fertilisers are sold at government rates only when officials raid dealerships. Mobile courts fine the dealers, but they

recover the cost from us. In reality, the punishment falls on farmers. If dealers were jailed instead of just fined, they would not dare to do this again."

Over the past week, farmers in Patgram, Hatibandha, and Kaliganj upazilas of Lalmonirhat, and Nageshwari, Bhurungamari, and Ulipur upazilas of Kurigram blocked roads demanding fertiliser at government-fixed prices, vandalising four fertiliser shops.

In response, local administration seized around 12,000 sacks of illegally stockpiled fertiliser, and Department of Agricultural Extension (DAE) officials fined five dealers Tk 6 lakh for hoarding.

"We blocked roads demanding fertiliser, but we are still not getting it as needed. I am receiving 60 percent less fertiliser than required," said Sahidur Rahman, 65, from Kaliganj.

Subash Chandra Barman, 60, from Raiganj village, Nageshwari, added, "Dealers keep farmers running in circles for a single sack of fertiliser, secretly selling to retailers at higher prices and supplying only small quantities."

DEALERS DENY OVERPRICING

Abdul Hakim, president of the Lalmonirhat District Fertiliser Dealers Association, said, "Shortages happen because allocations are lower than demand. No dealer sells fertiliser at higher prices, and fertiliser is not sold to anyone other than farmers."

DAE officials described the situation as "artificial," claiming

some traders are deliberately creating scarcity to make extra profits.

"There is no real shortage based on government allocation. Mobile courts are already operating against such practices," said Md Saykul Arifin, deputy director of Lalmonirhat DAE.

AKM Sadikul Islam, deputy

instead of Tk 1,000 for my one-acre potato crop."

Arshadul Haque, 35, from Sahapara village in Panchagarh, added, "I could not find TSP at Sakoya Bazar for my Boro seedbed and later had to buy DAP instead."

Sazzad Selim from Rosea village in Panchagarh said, "Each sack of TSP is being sold for Tk

instead of Tk 1,000 for my one-acre potato crop."

According to the local DAE office, 26,400 tonnes of fertiliser were needed in December, but only 4,242 tonnes have been supplied.

Masud Fakir, cultivating watermelon on 3.22 acres in Rangabali, said, "I need at least 40 sacks, but could only buy 10, and at higher prices. I paid Tk 1,500 per sack of urea and TSP instead of the government-fixed Tk 1,350."

Trader Kamal Pasha said, "We are not receiving fertiliser as per our demand. Last week, I requested 200 bags but received only 40."

Aminul Islam, deputy director of DAE in Patuakhali, claimed there is no official report of a fertiliser crisis but promised to take necessary steps.

According to the DAE in Kushtia, six upazilas required 5,927 tonnes of TSP, 6,802 tonnes of DAP, and 7,095 tonnes of MOP in December. Only 1,840 tonnes of TSP, 3,432 tonnes of DAP, and 2,331 tonnes of MOP were allocated.

Md Showkat Hossain Bhuiyan, deputy director of DAE, said, "The issue was discussed at a recent meeting with higher authorities. Upazila-level officials raised the matter, and discussions are ongoing on whether additional allocations are needed."

Our correspondents from Lalmonirhat, Jamalpur, Bogura, Rajshahi, Mymensingh, Thakurgaon, Kushtia, and Patuakhali contributed to this report.



director of Joypurhat DAE, said, "Mobile court drives have been conducted across different upazilas this season to stop overpricing and hoarding."

"We fined eight BCIC (Bangladesh Chemical Industries Corporation) and BADC (Bangladesh Agricultural Development Corporation) dealers a total of Tk 25,000 for selling fertiliser at inflated prices and keeping illegal stocks."

Bhabesh Sen, 43, from Thakurgaon Sadar, said, "I had to pay Tk 1,800 for each sack of TSP instead of Tk 1,350, and Tk 1,500 for MOP (Muriate of Potash)

1,900 to Tk 2,000, DAP for Tk 1,400, and MOP for Tk 1,150."

Enamul Haque, a BCIC dealer in Gareya union, Thakurgaon Sadar, denied a shortage, saying,

"We are distributing fertilisers to farmers who have been given slips by the agriculture office."

Md Mazedul Islam, deputy director of DAE in Thakurgaon, added, "There is no fertiliser crisis in the markets. Supplies are available."

PATUAKHALI WATERMELON FARMERS FACE SHORTAGE

In Patuakhali, watermelon farmers are struggling at the

start of the cultivation season.

According to the local DAE

office, 26,400 tonnes of fertiliser

were needed in December, but

only 4,242 tonnes have been

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Our correspondents from

Lalmonirhat, Jamalpur,

Bogura, Rajshahi, Mymensingh,

Thakurgaon, Kushtia, and

Patuakhali contributed to this

report.

Remittance boom faces an AI test

SALEKEEN IBRAHIM

Considering the core economic indicators of Bangladesh, remittance inflow has become the strongest factor at present, driven by a historic surge. Remittances crossed \$30 billion in the last fiscal year 2024-25, helping to stabilise the exchange rate and bolster foreign currency reserves. The hard-earned money sent by millions of Bangladeshis working abroad, especially in the Middle East, the USA and the UK, has become one of the most dependable sources of foreign earnings for the country. Beneath this encouraging figure, however, lies a serious threat that is rarely discussed or addressed.

The Fourth Industrial Revolution, powered by artificial intelligence (AI) and robotics, is changing how we see the world and how it works. For a country like Bangladesh, where remittances largely come from blue-collar workers overseas, this transformation could become a major risk. As robots and AI move beyond manufacturing into construction, logistics and service sectors abroad, Bangladesh's blue-collar diaspora, long seen as the engine of foreign exchange inflows, could see its job base erode. That would leave remittance inflows vulnerable in the years ahead.

Researchers suggest that robotics and automation are set to displace jobs. The World Economic Forum "Future of Jobs 2025" report estimates that while AI and information technologies may create 11 million jobs globally, robotics and autonomous systems could lead to a net loss of five million jobs by 2030. The International Labour Organization (ILO) "Generative AI and Jobs" brief suggests that one in four jobs worldwide is at risk of transformation by generative AI alone. For Bangladesh, this is alarming. Many expatriate workers are employed in routine, repetitive or manual roles. If these roles shrink overseas, remittance flows will come under pressure unless the country rethinks its strategy now.

Immediate research is needed to avoid future shocks. A detailed study should assess occupational risks by mapping the jobs Bangladesh migrant workers currently hold abroad, such as construction, services, warehousing and logistics, and estimating how exposed each is to automation and robotics. Based on these findings, an early warning system should be created. If key sectors abroad begin automating rapidly, policymakers must know quickly that labour demand from those channels may fall.

At the same time, emphasis should shift from unskilled labour to skilled and semi-skilled workers with future-proof capabilities. Migration pathways linked to robotics maintenance, facility automation support and AI-augmented services should be prioritised. This requires government-funded or subsidised training programmes, ideally in partnership with destination countries, to teach digital skills, automation interfaces and human-robot collaboration. If Bangladeshi workers can move from purely manual roles into human and machine functions, the future of remittances can still be protected.

The government should also negotiate bilateral labour migration agreements that focus on emerging service sectors such as caregiving, elderly care, specialised maintenance and smart facility operations, where robotic assistance is less likely to replace humans. Alongside this, investment is needed in automation-resilient domestic sectors, including high-end services, the digital economy, green technology, robot maintenance and AI support industries. Freelancing must be diversified in both geography and skill mix. This offers real potential to earn foreign income while remaining in Bangladesh. Over time, remittance strength will depend increasingly on export performance, making it essential to reduce over-reliance on garments and broaden the export base.

Remittances have long been a source of hope, lifting families out of poverty, transforming villages and strengthening foreign reserves. Hope alone, however, cannot secure the future. The world ahead will value skill over strength, adaptability over endurance and knowledge over effort. If Bangladesh acts now by investing in education, digital skills and smarter migration, this challenge can become an opportunity. Machines may be rising, but with foresight and resolve, the country can protect and even strengthen its foreign reserves.

The writer is a senior banker

AI's 2026 dark horse will be open-standard chips

Global coal demand expected to hit record in 2025: IEA

AFP, Paris

Global coal consumption is expected to hit a record in 2025, the IEA said Wednesday, thanks in part to policy measures introduced by the Trump administration to boost the industry.

In its annual report on the coal industry, the International Energy Agency said demand was on course to rise by 0.5 percent this year to hit a record 8.85 billion tonnes, although demand is expected to decline over the rest of the decade as rival generation options multiply.

China and India are usually the main drivers of growth in coal consumption as the two emerging economies race to meet rising demand for electricity.

But demand for coal, which is the main contributor of climate-warming carbon dioxide emissions from human sources, held steady in China and fell in India.

The IEA sees demand in China, the top coal consuming nation, decreasing somewhat over the next five years.

In India, an early and intense monsoon season gave a boost to hydropower and reduced demand for electricity produced from coal-fired power plants for only the third time in five decades, the IEA said.

However, "strong policy support for coal in the United States ... helped lift coal demand there in 2025," said the IEA.

It said US "consumption is poised to increase by eight percent in 2025 amid a combination of higher natural gas prices and a slowdown in the retirement of coal plants due to policy support led by the federal government," said the IEA.

That contrasts to an average drop of six percent per year over the past 15 years.

REUTERS, Hong Kong

The artificial intelligence boom will upset how chips are made. For decades, the majority of the world's semiconductors have been built on know-how developed by two players. That is starting to change as companies seek out alternatives, including a promising open-source technology known as RISC-V. Pronounced "risk five", it's a niche product at present but could have its breakout moment in the year ahead.

The two dominant "instruction set architectures" that chipmakers currently use are x86, controlled by Intel, and a competing one owned by UK-based Arm. They're essentially a basic language that determines how processors follow software commands and, in turn, run everything from operating systems and apps to algorithms underlying large language models.

As semiconductors become more complex and ubiquitous, charging chip designers to use these proprietary instructions has become a lucrative business. Nearly all smartphone silicon, for instance, is based on Arm architecture; those standards are the reason why developers can easily build

multiple versions of an app for different devices and ecosystems. The company's instruction sets are also increasingly used in data centre central processing units. Thanks to booming demand, its total revenue, mainly from licensing and

royalty fees, is on track to hit \$7 billion in the year to March 2028, up from \$4 billion in its 2025 fiscal year, per mean analyst estimates on LSEG.

Technology giants, though, are starting to feel uneasy about this dependence

on Arm. One big reason is because the company, which Japan's SoftBank Group acquired in 2016, has chipmaking ambitions and plans to launch a processor, the Financial Times reported, in February, citing sources.

This would put Arm in direct competition with many of its customers, including Nvidia and Qualcomm. In a clear sign that tensions are rising, the latter has alleged the British company was restricting access to its technology. That prompted South Korea's antitrust regulator to "inspect" Arm's local offices as part of an inquiry into its licensing practices, Bloomberg reported, in November, citing sources.

Meanwhile, Chinese firms are racing to cut their dependence on Western-controlled technology and have embraced open-source alternatives that anyone