

# Star BUSINESS



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## February remittance crosses \$3b

STAR BUSINESS REPORT

Bangladesh recorded its highest remittance inflow for any February in at least seven years last month, as expatriates sent home more money ahead of Eid-ul-Fitr, one of the largest festivals for Muslims.

According to central bank data

released yesterday, expatriates remitted \$3.02 billion in February, up 19.4 percent from \$2.53 billion in the same month a year earlier.

Industry insiders note that inflows typically rise ahead of Eid, as remitters tend to send larger amounts during Ramadan for families to celebrate the festival.

The strong February figure is also part of a broader upward trend. Between July and February of the current fiscal year, total remittance inflow reached \$22.45 billion, reflecting 21.4 percent year-on-year growth.

However, experts warn that conflicts in the Middle East could weigh on inflows in the months ahead.

Bankers say the sustained rise in remittances is helping ease pressure on Bangladesh's balance of payments and stabilise the foreign exchange market.

They said government incentives, banks' efforts to channel funds through formal routes, and the decline of the hundi system – an illegal but

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## Big LPG importers sidelined as emerging players gain ground

Stricter banking rules following the political changeover limit major importers, opening opportunities for smaller firms to expand quickly

MOHAMMAD SUMAN and ASIFUR RAHMAN

The domestic liquefied petroleum gas (LPG) market is undergoing a shake-up as stricter banking rules during the interim government have altered who can import fuel. As a result, some of the largest players have been sidelined, while emerging companies are rapidly expanding their footprint.

Two former key market players, Bashundhara LP Gas Ltd and Beximco LPG, have effectively been excluded from direct imports since the 2024 political changeover and the subsequent formation of the interim government.

Meanwhile, Meghna Fresh LPG Ltd, Jamuna Spacetech Joint Venture and United Ayyaz LPG Ltd have gradually increased their market share up to fiscal year (FY) 2025.

According to National Board of Revenue (NBR) data, LPG imports rose from 12.23 lakh tonnes in 2023 to 14.42 lakh tonnes in 2024, and 14.47 lakh tonnes in 2025. In the first two months of 2026, up to February 24, some 13 companies imported 2.13 lakh tonnes, signalling a strong start to the year.

Bashundhara LP Gas, once among the

Company	2023	2024	2025
SKS LPG	0	0	4.69
Sun Gas Ltd	4.27	3.89	6.52
Delta LPG Ltd	4.34	5.23	5.47
United Ayyaz LPG	4.72	9.33	12.55
Premier LPG Ltd	4.75	4.4	1.46
BM Energy	5.44	5.37	4.52
Petromax LPG	6.94	6.46	8.86
Jamuna Spacetech JV	11.04	11.58	14.26
Meghna Fresh LPG	11.44	16.04	20.42
Bashundhara LP Gas	15.13	5.18	3.68
Omera Petroleum	18.54	20.42	15.04

SOURCE: NBR

top three importers with a 15.5 percent share in FY2023, saw its share fall to 5.19 percent in FY2024 and 3.68 percent in FY2025. No imports have been recorded under its name so far in 2026.

Md Redhwanur Rahman, head of sales and marketing at Bashundhara LP Gas, said the company did not stop imports voluntarily.

"Following the political changeover, the Bangladesh Bank directives prevented us from opening new letters of credit due to banking issues involving another concern within our group," he said.

Rahman added that the company's last cargo arrived in March 2025, although it had been booked months earlier. Since then, fresh letters

of credit (LCs) have been impossible to open.

According to central bank rules, if one concern within a group fails to meet compliance requirements, restrictions may extend to affiliated entities, effectively freezing import operations.

Like Bashundhara, Beximco LPG has faced a similar situation and has recorded no direct imports since 2025.

The absence of these two major players has reshaped the market.

Meghna Fresh LPG increased its share of total imports from 11.44 percent in FY2023 to 16.04 percent in FY2024 and 20.43 percent in FY2025, becoming the largest importer.

Jamuna Spacetech Joint Venture expanded from 11.05 percent in FY2023 to 14.24 percent in FY2025, while United Ayyaz LPG grew from 4.73 percent to 12.55 percent over the same period.

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## Oil jumps 10% on Iran conflict, could spike to \$100

Analysts say

REUTERS, London

Brent crude jumped 10 percent to about \$80 a barrel over the counter on Sunday, oil traders said, while analysts predicted that prices could climb as high as \$100 after US and Israeli strikes on Iran plunged the Middle East into a new war.

"While the military attacks are themselves supportive for oil prices, the key factor here is the closing of the Strait of Hormuz," said Ajay Parmar, director of energy and refining at ICIS.

Most tanker owners, oil majors and trading houses have suspended crude oil, fuel and liquefied natural gas shipments via the Strait of Hormuz, trade sources said, after Tehran warned ships against moving through the waterway. More than 20 percent of global oil is moved through the Strait of Hormuz.

"We expect prices to open (after the weekend) much closer to \$100 a barrel and perhaps exceed that level if we see a prolonged outage of the Strait," Parmar said.

Middle East leaders have warned Washington that a war on Iran could lead to oil prices jumping to more than \$100 a barrel, said RBC analyst Helima Croft. Barclays analysts also said prices could hit \$100.

The Opec+ group of oil producers agreed on Sunday to raise output by 206,000 barrels per day (bpd) from April, a modest increase representing less than 0.2 percent of global demand.

While some alternate infrastructure could be used to bypass the Strait of Hormuz, the net impact from its closure would be a loss of 8 million to 10 million bpd of crude oil supply even after diverting some flows through Saudi Arabia's East-West pipeline and Abu Dhabi pipeline, said Rystad energy economist Jorge Leon.

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## Attacks on Iran rattle global markets, DSE hit hardest



STAR BUSINESS REPORT

Bangladesh's stock market took a heavier hit than most of its global peers following the United States and Israel's attacks on Iran, as investor panic and weak market safeguards amplified a selloff that rattled bourses worldwide.

The DSEX, the benchmark index of the Dhaka Stock Exchange (DSE), fell 138 points, or 2.47 percent, to close at 5,461 yesterday.

The DS30, the blue-chip index, dropped 52 points, or 2.40 percent, to 2,117.

By comparison, losses in other markets were more contained. In the US, in after-hours trading, the Dow Jones Industrial Average fell 1.05 percent, the S&P 500 dropped 0.43 percent, and the Nasdaq declined 0.92 percent.

In stock trading, after-hours trading refers to electronic trading that takes place after the regular market session ends.

In the Gulf region, Saudi Arabia's benchmark index, the largest in the region, fell 2 percent. Oman's Muscat stock index (MSX30) declined 1.8 percent, and Bahrain's BAX dropped 0.9 percent.

"The US and Israel's attack on Iran is a significant global event with major implications for the world economy, and investors in Bangladesh reacted to that," said Md Moniruzzaman, CEO of Prime Bank Securities.

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## Trump lost on tariffs, but the world should not celebrate yet

MG QUIBRIA

The Supreme Court ruling of February 20 that sweeping global tariffs imposed by US President Trump were illegal has rightly been read as a rebuke of executive overreach. But it does not mark a return to the old order. The trade policy of the United States has shifted in a more durable protectionist direction, and the world has noticed.

The legal point is straightforward. The Constitution of the United States assigns tariff authority to Congress. Article I, Section 8 empowers it to levy taxes, duties, imposts, and excises. Tariffs are taxes. Over the past ninety years, however, Congress has delegated parts of that power to the White House for speed and flexibility. The result is a presidential arsenal of trade statutes, each with its own triggers, procedures and limits.

The second-term strategy of the administration was to reach for the biggest weapon in that arsenal and use it without restraint.

It chose IEEPA, a 1977 emergency law built for sanctions and asset freezes, and stretched it to justify tariffs on virtually every country, at virtually any rate, for virtually any reason. Canada and Mexico were targeted over fentanyl. China faced tariffs of up to 145 percent for trade deficits. There were threats against Colombia over migration, Brazil over the prosecution of a political ally, and the BRICS countries for allegedly plotting to dethrone the dollar. In practice, IEEPA became a general-purpose tool of presidential coercion aimed not only at trade rivals but at anyone who crossed the president politically.

That marked a sharp break from the first term. Then, President Trump largely relied on

READ MORE ON B2

## BSC tells its vessel in UAE to stay alert

DWAIPAYAN BARUA, Ctg

Bangladesh Shipping Corporation (BSC) is maintaining close communication with its vessel, MV Banglar Joyjatra, now berthed at the Port of Jebel Ali in the UAE, amid heightened regional tensions linked to the Iran-US conflict.

Out of the seven vessels owned by the BSC, MV Banglar Joyjatra is the only one currently in the Gulf region.

All 31 Bangladeshi crew members on board the ship are safe, while cargo unloading operations have been temporarily suspended, according to the BSC.

The bulk carrier arrived in the UAE on February 27 from Mesaieed, Qatar, carrying 38,800 tonnes of steel coils.

Commodore Mahmudul Malek, managing director of BSC, told The Daily Star that they held a Zoom meeting with the ship's master yesterday morning and provided detailed safety and security instructions.

"The master has been advised to remain extra vigilant, ensure strict access control during port stay, and maintain high crew morale," Malek said.

All crew members are in contact with their family members, he added.

Mentioning that usually two or three of their ships stay in the Gulf states, the BSC managing director said it is a relief that only Banglar Joyjatra is now in the region.

He added that the vessel is berthed at the port jetty, which is apparently the safest area, where the crew can take shelter at the port in case of emergency.

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# Prime Bank, Friendship launch climate resilience initiative in char areas

STAR BUSINESS DESK

Prime Bank PLC yesterday signed a memorandum of understanding (MoU) with Friendship, a non-government organisation, to launch a climate resilience initiative aimed at protecting vulnerable char communities in Bangladesh.

Under the MoU, the two organisations will implement the project, titled "Safe Shores: Empowering Char Communities against Climate Change", focusing on strengthening disaster preparedness and building long-term resilience in climate-affected riverine areas.

The initiative will be carried out in Bhatpara, one of the most vulnerable chars under Austomir Char Union in Chilmari upazila of Kurigram district. The area is frequently affected by floods, river erosion and extreme weather events.

The project aims to enhance climate adaptation capacity, safeguard livelihoods and promote sustainable community resilience.

Hassan O Rashid, chief executive officer of Prime Bank PLC, and Runa Khan, founder and executive director of Friendship, signed the MoU in Dhaka, according to a press release.

Speaking at the signing ceremony, Rashid said Prime Bank believes banking goes beyond financial transactions and stands beside people in times of vulnerability.

He added that the partnership reflects the



Runa Khan, founder and executive director of Friendship, and Hassan O Rashid, chief executive officer of Prime Bank PLC, pose for a photograph after signing the memorandum of understanding in Dhaka yesterday. PHOTO: PRIME BANK

bank's commitment to investing in resilience, dignity and hope, ensuring that no community is left behind in the face of climate change.

Khan said the project seeks to restore security and opportunity for families affected by erosion and climate shocks.

She noted that the initiative will prioritise locally led resilience efforts, particularly focusing on women and children.

Planned interventions include renewable energy solutions under a "Solar Village" model,

flood-resilient shelters or plinths, livelihood support, sanitary latrines and tree plantation programmes. These measures align with Friendship's integrated climate adaptation approach.

Md Ziaur Rahman, deputy managing director and chief risk officer of the bank, and Muhammed Shameem Reza, senior director (legal) and chief financial officer of the NGO, along with other senior officials from both organisations, were also present.

# February remittance

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once popular cross-border transfer mechanism – have all contributed to the increase, particularly following the political changeover in August 2024.

The rising inflows have helped push up foreign exchange reserves. Gross reserves stood at \$35.11 billion as of February 26, up from \$26.26 billion a year earlier, according to Bangladesh Bank data. Under the International Monetary Fund's BPM6 calculation method, reserves reached \$30.36 billion, compared to \$21.08

billion in the same period last year.

Besides, the central bank has purchased \$5.38 billion from the foreign exchange market so far in the ongoing fiscal year to manage liquidity and build up reserves.

Mohammed Nurul Amin, former chairman of the Association of Bankers Bangladesh (ABB), told The Daily Star that remittances have been a key driver behind the recent increase in reserves, indicating improved performance of the external sector.

The former senior banker, however, cautioned

that the outlook is uncertain as conflicts grip the Middle East.

"Iran's top leader has been assassinated. If the war situation is prolonged, factories in Middle Eastern countries may remain closed and salaries could decline, leading to various negative impacts overall, which may also affect remittance inflows," he said.

However, if the conflict does not last long, the impact is unlikely to be significant, he said, adding that Bangladesh receives the major portion of its remittances from Middle Eastern countries.

# Trump lost on tariffs

FROM PAGE B1  
existing trade tools in their traditional lanes. Section 232 was used for national security cases such as steel and aluminium, and Section 301 against China for unfair trade practices. Those measures survived legal challenges. The first term trade team reportedly avoided IEEPA precisely because it was legally and politically high-risk. The second term took that gamble anyway.

The gamble failed. Chief Justice John G Roberts wrote that the administration was using two words, regulate and importation, to carry authority to impose tariffs from any country, of any product, at any rate, for any amount of time. Those words, he concluded, cannot bear such weight. The Court also relied on the major questions doctrine, meaning that when the policy stakes are this large, the president needs clear congressional authorisation. The ruling was 6 to 3, with two Trump appointees joining the majority.

The practical fallout is substantial. About \$170 billion in IEEPA tariffs was collected before the decision, and much of it is now potentially subject to refund claims. Beyond the money, the ruling limits tariffs as a general purpose cudgel used as leverage or punishment outside the trade domain. The era of tariffs by threat against allies, adversaries and political irritants is now far harder to sustain legally.

Yet the presidency still retains real tariff firepower. Within hours of the ruling, the administration invoked Section 122 of the Trade Act of 1974 to impose a 15 percent global tariff, the first use of that provision in roughly fifty years. The move was tactically nimble, but Section 122 was written for balance of payments crises. Here, the legal footing is shaky. A trade deficit is not the same thing, legally or economically, and that distinction may invite fresh court challenges. Section 122 also comes with limits. It expires after 150 days and is capped at 15 percent.

Meanwhile, the administration is building a pipeline of Section 301 investigations to generate unfair trade findings that can support more durable tariffs. Section 232 national security tariffs already in place for steel and aluminium remain untouched. The Court did not end tariff politics. It pushed tariff policy back into statutes with clearer text and tighter procedural guardrails. Section 301

requires investigations, a record and defensible findings. It moves on administrative time, not presidential impulse. The era of tariffs by tweet is constrained, even if not fully over.

Most importantly, the decision should not be mistaken for a restoration of the pre-Trump trade consensus.

First, tariffs now generate hundreds of billions of dollars in annual revenue, money few administrations will surrender lightly. In key sectors such as steel, autos and semiconductors, tariffs have supported factories and jobs, creating political constituencies in swing states.

Second, both parties have moved away from free trade orthodoxy. The Biden administration kept all the China tariffs of President Trump. Within the Democratic Party, free trade neoliberals are in retreat. The Republican shift is equally striking.

As recently as 2018, most Republican senators were willing to vote to curb President Trump's tariffs when push came to shove. By October 2025, the majority had shrunk to a handful, and most Republicans who once rejected the administration's impulsiveness now accept that future policy should incorporate reciprocity and strategic industrial intervention.

Third, the world is adapting. At the 2026 Munich Security Conference, German Chancellor Friedrich Merz noted that dependence on a single powerful partner carries real risk when that partner policy can shift suddenly and without warning. Europe is now working to reduce those dependencies and build greater resilience.

The Supreme Court has drawn a clear constitutional line. Presidents cannot conjure tariff powers out of emergency language. That is a win for separation of powers.

But the trade war continues, now fought with slower tools and more procedure, alongside a renewed question for Congress. Will it reclaim the authority the Constitution gave it, or will it write new statutes that delegate tariff power explicitly? What is no longer available is strategic ambiguity. The Supreme Court has closed that door.

MG Quibria is a trade and development economist who has worked at the Asian Development Bank and Morgan State University.

# Pubali Bank, ACI Logistics tie up to enhance digital payments

STAR BUSINESS DESK

Pubali Bank PLC yesterday signed a memorandum of understanding (MoU) with ACI Logistics Limited (Shwapno), a leading retail chain in Bangladesh.

Under this strategic partnership, the two organisations will jointly work on enhancing customer service, driving marketing innovation, integrating customer relationship management (CRM) systems, and launching co-branded campaign initiatives.

Mohammad Ali, managing director and chief executive officer of Pubali Bank PLC, and Sabbir Hasan Nasir, managing director of ACI Logistics Limited, signed the MoU in Dhaka, according to a press release.

Speaking on the occasion, Ali said

the MoU would open a new horizon of long-term cooperation between the two institutions. He noted that by improving customer service and offering innovative banking facilities, both organisations would be able to build a strong value chain together.

"Through marketing innovation, improved CRM integration, and co-branded initiatives, more modern services can be ensured for customers," he added.

The collaboration between the banking and retail sectors will make everyday transactions easier and more cost-effective through digital payments, loyalty benefits, and special offers, while also creating new opportunities for employees of both organisations, the release added.



Sabbir Hasan Nasir, managing director of ACI Logistics Limited, and Mohammad Ali, managing director and chief executive officer of Pubali Bank PLC, pose for a photograph after signing the memorandum of understanding in Dhaka yesterday. PHOTO: PUBALI BANK

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Memo No. 96-(2)/Engg Dated: 01/03/2026

### Invitation for e-GP Tender Notice (OTM)

e-GP Tender is invited in the National e-GP System ([www.eprocure.gov.bd](https://www.eprocure.gov.bd)) for the procurement of works mentioned below under University of Dhaka.

Sl No.	Tender ID	Package No.	Name of work	e-Tender last selling date & time	e-Tender closing date & time
1	1235701	XEN/Elect-2/DU/2025-26/OTM-10	Supply and installation of 242 Nos. 56-inch size ceiling fans along with electrical wiring for use in 121 rooms of students of Muktiyoddha Ziaur Rahman Hall, University of Dhaka	10-Mar-2026 17:00	11-Mar-2026 17:00

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>) is required. The fees for downloading the e-Tender documents from the National e-GP System Portal have to be deposited online branches of any registered bank branches. Further information and guidance are available in the National e-GP System Portal and from e-GP help desk ([helpdesk@eprocure.gov.bd](mailto:helpdesk@eprocure.gov.bd)).

**Khaledur Rahman Chowdhury**  
Executive Engineer-Elect (Zone-2)  
University of Dhaka

GD-439

**Gas Transmission Company Limited (GTCL)**  
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Tender Invitation No.: 28.14.0000.000.234.60.0001.25 Date: 01.03.2026

### e-Tender Notice

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

Tender ID No	Description of Works	Last Selling Date and Time	Closing Date and Time	Opening Date and Time
1231491	Installation and Commissioning of Remote Monitoring Facilities (including engineering, design, supply) for CP Stations and Specified Test Points locations of High-Pressure Gas Transmission Pipelines (Beambar-Kailashitla, North-South, Rashidpur-Ashuganj, Bibiyana-Dhanua, Ashuganj-Bakhrabad 1&2 and Bakhrabad Demra) of GTCL. [IFT No. 28.14.0000.000.234.60.0001.25]	15-Mar-2026 at 15:30	16-Mar-2026 at 12:30	16-Mar-2026 at 12:30

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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. Mehdi Masud)**  
Deputy General Manager  
Pipeline Integrity Department  
E-mail: dgm.es.pid@gtcl.gov.bd

GTPR-25/25-26

GD-442

**Janata Bank PLC.**  
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Tel: +02223356514 Website: [www.jb.com.bd](http://www.jb.com.bd)

### Invitation for e-Tender

e-Tender is 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	1236211	JB/IT-Proc-70/OTM/Hardware Sizing/2026	Tender for Procurement of Tape Library, SFP for SAN Switch, DC Related Hardware and MQ Middleware Solution (Supply, Installation, Commissioning and Maintenance) for Janata Bank PLC	31.03.2026 01.00 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 ([helpdesk@eprocure.gov.bd](mailto:helpdesk@eprocure.gov.bd)).

**Sd/-**  
(Mohammad Shakhawat Hossain)  
Deputy General Manager

GD-449

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**OFFICE OF THE EXECUTIVE ENGINEER**  
**EDUCATION ENGINEERING DEPARTMENT**  
**MYMENSINGH.**

Memo No. 37.07.6100.001.34.014.26.2463 Date: 01-03-2026

### e-Tender Notice No.30/EED/MYM/2025-2026

e-Tender is invited in National e-GP System Portal (<http://www.e-Procure.gov.bd>) for the procurement of following works, details are given below.

Sl No	Tender ID No.	Description of works	Procurement Method	Last Selling Date & Time	Last Closing Date & Time
1	1224612	Repair & Renovation Works of Administrative Building & Conference Room at Mymensingh Engineering College, Sadar, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
2	1224611	Renovation and Modernization Works of Auditorium Building at Mymensingh Engineering College, Sadar, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
3	1224610	Interior Design, Repair & Renovation Works of Director Office Room at Office of the Regional Director (Technical), Sadar, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
4	1224609	Repair & Renovation Works of Residential building at Mymensingh Polytechnic Institute, Sadar, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
5	1224602	Repair & Renovation Works of Rokeya Girls Hostel at Muminunnessa Govt. Mohila College, Sadar, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
6	1224601	Repair & Renovation Works of Useless Boys' Hostel at Halaughat Shahid Smrity Govt. Degree College, Halaughat, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
7	1224600	Replacement Works of Semi Pucca Building (Roof, Floor, Door, Window) at Halaughat Shahid Smrity Govt. Degree College, Halaughat, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
8	1224599	Repair & Renovation Works of Semi Pucca Building (Science Lab) at Halaughat Shahid Smrity Govt. Degree College, Halaughat, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
9	1224598	Construction of Main Gate & Guard Room at Halaughat Govt. Ideal High School, Halaughat, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
10	1224597	Construction of Assembly Stage at Halaughat Govt. Ideal High School, Halaughat, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00
11	1224595	Construction of U-Drain at Halaughat Govt. Ideal High School, Halaughat, Mymensingh.	LTM	11 Mar 2026 16.00	12 Mar 2026 12.00

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**(Rasel Miah)**  
Executive Engineer  
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GD-857

# China-based firm to invest \$30.47m in Bepza EZ

STAR BUSINESS REPORT

Green Pure Houseware (BD) Co Ltd, a China (Hong Kong)-based company, is set to invest \$30.47 million to set up a manufacturing plant in the Bepza Economic Zone.

Md Tanvir Hossain, executive director (investment promotion) of Bangladesh Export Processing Zones Authority (Bepza) and Wang Shenyu, managing director of Green Pure Houseware, signed a land lease agreement on behalf of their respective sides at the Bepza Complex in Dhaka yesterday, according to a press release.

The company will mainly produce greenhouse hydroponics tents — specialised portable structures for soil-less cultivation.

Additionally, EVA cabinet mats,

cartons, and PE packaging films will also be manufactured at the facility. The products will be exported to major international markets, including the US, Europe, the UK, Canada, and Japan.

The project is expected to create 3,000 jobs for Bangladeshi nationals. Major General Mohammad Moazzem Hossain, executive chairman of Bepza, witnessed the signing ceremony. He welcomed the investors and reaffirmed Bepza's commitment to providing seamless services and a business-friendly environment.

Senior Bepza officials, including Abdullah Al Mamun, member (engineering), ANM Foyzul Haque, member (finance), and ASM Anwar Parvez, executive director (public relations), were also present.

# Gold nears one-month high

REUTERS

Gold rose to near a one-month high on Friday and was headed for a seventh straight month of gains, supported by geopolitical tensions after the United States and Iran extended nuclear talks, while softer US Treasury yields further boosted bullion.

Spot gold was up 0.8 percent at \$5,230.56 an ounce by 01:38 p.m. ET (1838 GMT), hitting its highest level since January 30 earlier in the session. Prices have climbed 7.6 percent so far in February.

US gold futures for April delivery settled 1 percent higher at \$5,247.90.

"There's a lot of nervousness surrounding geopolitics, you have all the set-up for a high probability of a military operation over the weekend, so it's a risk-off in a flight to safety," said Phillip Streible, chief market strategist at Blue Line Futures.

The US and Iran made progress in Thursday's nuclear talks, mediator Oman said, but hours of negotiations ended without a breakthrough that could avert possible US strikes amid a major military buildup. Meanwhile, the US Embassy in Jerusalem also permitted non-emergency staff and families to leave Israel citing safety risks.

US 10-year Treasury yields slipped to a three-month low, making non-yielding gold more attractive by lowering its opportunity cost.

Gold's next likely upside target is \$5,450, with key support near \$5,120, Streible said.

# Big LPG importers sidelined

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Omera Petroleum Limited, which led imports until 2024, fell to second place in FY2025. Its share rose from 18.6 percent in FY2023 to 20.5 percent in FY2024 before declining to 15 percent in FY2025.

Md Rukunuzzaman, head of sales at Omera Petroleum, said strict banking rules had reshaped the market. "Many companies could not open letters of credit. As a result, some firms sourced LPG from major importers instead of importing directly. This inflated import volumes for certain companies but did not necessarily reflect retail market share," he said.

Apart from banking, official documents say "reluctance" by major players in shipping contributed to the market shift.

While the changes reshaped the market, retail prices of a 12-kg LPG cylinder rose to Tk 1,800, far above the government-fixed rate of Tk 1,341. In some cases, prices nearly doubled rates set by the Bangladesh Energy Regulatory Commission (BERC).

Traders said supply is improving as alternative shipments arrived amid geopolitical tensions in the Middle East start to arrive.

According to the LPG Operators Association

of Bangladesh (IOAB), 52 companies hold LPG business licences, but only 28 are active. Of these, 23 can import directly, yet just 9-10 account for most imports.

Smaller operators usually buy in bulk from major importers and sell under their own brands, a pattern that has strengthened amid banking issues, said IOAB.

Several new players who had earlier received approval but had not imported entered the market in early 2026.

In 2026, imports from the United Arab Emirates fell sharply to 2 percent, while those from Malaysia, Saudi Arabia and Iraq have also declined.

Aminul Haque, president of IOAB, said financing challenges weakened many established companies. "Many companies faced complexities and could not secure financing from banks, which allowed newer firms to expand their presence," he said. "This transition contributed to market instability, but conditions are improving."

He added that geopolitical tensions in the Middle East disrupted traditional supply chains and ongoing conflicts could further complicate the market.

Haque said the US is likely to remain the dominant supplier.

"The United States remains the single largest source of LPG imports, and trade agreements may increase imports further. Importers will continue sourcing from whichever countries offer the most reliable and cost-effective supply," he said.

strengthened its position as Bangladesh's leading LPG source.

US shipments accounted for 43.9 percent of imports in 2023, fell to 40 percent in 2024 and 21 percent in 2025 before rebounding to 61.97 percent in early 2026.

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Government of the People's Republic of Bangladesh  
Office of the Executive Engineer, RHD  
Road Division, Moulvibazar  
www.rhd.portal.gov.bd

Memo No. 35.01.5800.446.07.002.26-365 Date: 01-03-2026

### e-Tender Notice (OTM)

This is to notify all concern that the following tender have published through e-GP Portal.

Tender ID, Package No. & Date of Publishing	Name of Work	Procurement Method	Last selling date	Closing and Opening date & time
1237053 PMP-Road Major-05/EE/MRD/OTM/2025-2026 01-03-2026	Periodic Maintenance Programme Providing DBSWC at Ch. 47+650 (Sreemangal) to 53+450 (Kamalpur), Ch. 54+000 (Kamalpur) to 67+800 (Sherpur) and Sign-Signal, KM Post etc. of Mirpur - Sreemangal-Moulvibazar - Sherpur (N-207) Road Under Road Division, Moulvibazar During the year 2025-2026.	OTM	29-03-2026, Up to 17:00	30-03-2026, At 12:30

This is an online tender, where only e-Tenders will be accepted in e-GP Portal and no offline/hard copies will be accepted. To submit e-Tender, please register on e-GP System Portal (<http://www.eprocure.gov.bd>). e-Tenders are invited in e-GP System Portal by Executive Engineer, RHD, Road Division, Moulvibazar.

Further information's and guidelines are available in the National e-GP System portal and from e-GP help desk (helpdesk: [www.eprocure.gov.bd](http://www.eprocure.gov.bd))

(Md. Kaysar Hamid)  
ID No.602195  
Executive Engineer, RHD  
Road Division, Moulvibazar  
02-41110075  
E-mail: eemou@rhd.gov.bd

GD-450

# Ongoing reforms

FROM PAGE B1

a business and manufacturing-friendly environment to generate 1 crore new jobs.

He also stressed the productive use of distressed assets arising from bad loans, including reopening closed factories for new manufacturing or service ventures.

Arefin said the new governor spoke about the "One Village, One Product" initiative.

"This is about how banks can help, say, Ashogram's famous cheese reach global markets. This can be done district by district, village by village, for many other products," the governor told them.

"As ABB chairman, this is when I highlighted the importance of SME financing and the need for continued central bank support to SMEs through refinancing packages," Arefin added.

Another managing director of a private commercial bank said the governor pledged that the central bank would

respond more promptly to issues raised by ABB, aiming for faster decisions to reduce the cost of doing business — a key priority of the new government.

He also mentioned that the BB plans to move towards selective deregulation, beginning with allowing banks to negotiate rental and lease agreements independently within defined regulatory guidelines.

Efforts will also be made to expedite the release of overdue funds related to exporters' incentives, EDF reimbursements, and remittance incentives, he added.

Arefin said, "We are professionals, and we want the governor to succeed. He described bank CEOs as key stakeholders. We also appreciated his idea of the central bank and commercial banks jointly hosting a 'Bangladesh Day' this year for our foreign correspondents and lenders."

BB officials, including deputy governors, were also present at the meeting.

গ্যাস জাতীয় সম্পদ। এর অপচয় কোন কবে জাতীয় মাটির পলন কখন।

বাংলাদেশ গ্যাস ফিল্ডস কোম্পানী লিমিটেড  
(পেট্রোলিয়ার একটি কোম্পানী)  
প্রধান কার্যালয়, বিরাসার, ব্রাহ্মণবাড়িয়া।

নিলাম বিজ্ঞপ্তি

সূত্র নং-২৮.১০.১১৩৩.৮১৮.০৪.০০৭.২৬.০০০১ তারিখ: ০১-০৩-২০২৬

বাংলাদেশ গ্যাস ফিল্ডস কোম্পানী লিমিটেড (বিজিএফসিএল)-এ নিলাম পুরাতন, ব্যবহার অনুসন্ধানী, পরিষ্কার ও সেরামত অসহজকর সৌজাত ও কৌশলিক মালমাল, আসবাবপত্র, অফিস সরঞ্জাম ও কম্পিউটার সংশ্লিষ্ট যন্ত্রপাতি "যেখানে যে অবস্থায় আছে" ভিত্তিতে বিক্রয়ের জন্য অস্থায়ী ব্যক্তি ও প্রতিষ্ঠানের নিকট হতে নির্ধারিত ক্রমে আবেদন করে নিলাম আবেদন করা যাবে।

০১	মহালায়/বিভাগ	: বিদ্যুৎ, ছাওয়ানি ও খনিজ সম্পদ মন্ত্রণালয়/ছাওয়ানি ও খনিজ সম্পদ বিভাগ।
০২	সংস্থার নাম	: পেট্রোলিং।
০৩	বিক্রয়কারী প্রতিষ্ঠানের নাম	: বাংলাদেশ গ্যাস ফিল্ডস কোম্পানী লিমিটেড।
০৪	বিক্রয়কারী প্রতিষ্ঠানের জেলা	: ব্রাহ্মণবাড়িয়া।
০৫	দরপত্র সূত্র নং ও তারিখ	: ২৮.১০.১১৩৩.৮১৮.০৪.০০৭.২৬.০০০১ তারিখ: ০১-০৩-২০২৬
০৬	বিক্রিতব্য মালমালের বিবরণ	লট নং-১ : মুক্তবেল সৌজাত মালমাল (৪৮টি আইটেম মোট ৫৩টি, আনুমানিক ওজন ২,৫৭২ কেজি) লট নং-২ : নন-মুক্তবেল সৌজাত ব্রব (সৌজাত ব্রব ২,৬৫২টি, আনুমানিক ওজন: ৮,৩০,৪২২ কেজি; স্ক্রাপ মালমাল ৩,০৮,৮৮০ কেজি ও খালি ড্রাম: ২,২৯৫টি) লট নং-৩ : মুক্তবেল বৈদ্যুতিক ও অন্যান্য মালমাল (Welding Transformer, Air Conditioner, Fridge, Pump, Generator etc.) লট নং-৪ : নন-মুক্তবেল বৈদ্যুতিক ও অন্যান্য যন্ত্রপাতি (বৈদ্যুতিক মালমাল ৬২২টি, স্ক্রাপ মালমাল ১৩ লট, কাবল ২৬ রোল) লট নং-৫ : মুক্তবেল অফিস সরঞ্জাম ও আসবাবপত্র (Dining Table, Executive Table, Sofa Set, Wooden Bed, Chair, Almira etc.) লট নং-৬ : কম্পিউটার বা কম্পিউটার সংশ্লিষ্ট যন্ত্রপাতি (মনিটর, ইউপিএস, প্রিন্টার, কম্পিউটার, ল্যাপটপ, ফটোকপিয়ার ইত্যাদি)
০৭	দরপত্র দলিল বিক্রয় শুরুর তারিখ ও সময়	: ০২-০৩-২০২৬ অফিস চলাকালিন (বিবারণ হতে যুগ্মকার সকাল ০৯:০০ ঘটিকা হতে ১৪:০০ ঘটিকা পর্যন্ত)
০৮	দরপত্র দলিল বিক্রয়ের শেষ তারিখ ও সময়	: ২৯-০৩-২০২৬ ঘটিকা এবং ব্যস্পতিবার ০৯:০০ ঘটিকা হতে ১২:০০ ঘটিকা পর্যন্ত।
০৯	দরপত্র উন্মুক্তকরণের তারিখ ও সময়	: ০৩.০৩.২০২৬ তারিখ ১৪:০০ ঘটিকা।
১০	দরপত্র দলিল বিক্রয়ের ঠিকানা	: (ক) ক্যাম এন্ড ব্যাংক শাখা, হিসাব বিভাগ, বিজিএফসিএল, প্রধান কার্যালয়, বিরাসার, ব্রাহ্মণবাড়িয়া। (খ) গিয়াজৌ অফিস, পেট্রোসেন্টার (২৪তলা), ৩ কাগরান বাজার বা/এ, ঢাকা-১২২৫।
১১	দরপত্র দলিল দাখিলের ঠিকানা	: স্থানীয় সংগ্রহ বিভাগ, বিজিএফসিএল, প্রধান কার্যালয়, বিরাসার, ব্রাহ্মণবাড়িয়া।
১২	দরপত্র দলিল উন্মুক্তকরণের ঠিকানা	: স্থানীয় সংগ্রহ বিভাগ, বিজিএফসিএল, প্রধান কার্যালয়, বিরাসার, ব্রাহ্মণবাড়িয়া।
১৩	দরপত্র দলিলের মূল্য	: টাকা ৪,০০০.০০ (চার হাজার) (অফিসেরযোগে)।
১৪	আর্নেস্টম্যানি	: ভাট ও টার্নার মোট উক্ত মূল্যের ১০% (দশ শতাংশ)।
১৫	দরপত্র আবেদনকারী কর্মকর্তার নাম	: প্রকৌ. এম. কে. মাসুক
১৬	দরপত্র আবেদনকারী কর্মকর্তার পদবি	: মহাব্যবস্থাপক (টেকনিক্যাল সার্ভিসেস)
১৭	দরপত্র আবেদনকারী কর্মকর্তার ঠিকানা	: বাংলাদেশ গ্যাস ফিল্ডস কোম্পানী লিমিটেড, প্রধান কার্যালয়, বিরাসার, ব্রাহ্মণবাড়িয়া।
১৮	দরপত্র আবেদনকারীর ফোন নম্বর	: ০২৩০৪৪২৮১৪১, ০২৩০৪৪২৮১৪২, ০২৩০৪৪২৮১৪৩ ও স্মার্টফোন ১০৬
১৯	বিশেষ নির্দেশনাবলী	ক) দরপত্র দাখিলের দিন কোন দরপত্র দলিল বিক্রয় করা হবে না। খ) নির্ধারিত সময়ের পর কোন দরপত্র দলিল গ্রহণ করা হবে না। গ) কর্তৃপক্ষ কোন কারণ দর্শাতে বাতিলকৃত যে কোন দরপত্র বা সকল দরপত্র বাতিল করার ক্ষমতা সংরক্ষণ করে। ঘ) বিক্রিতব্য মালমালের বিবারণের বিবরণ এবং অন্যান্য তথ্যবলী দরপত্র দলিলে উল্লেখ আছে। ঙ) অনিবার্য কারণবশত নির্ধারিত দিন ও সময়ে দরপত্র গোপা সম্ভব না হলে পরবর্তী কর্মদিবসে একই স্থানে ও সময়ে দরপত্র গোপা হবে। এ বিষয়ে আপাদা বিজ্ঞপ্তি প্রকাশ করা হবে না।

২৮.১০.১১৩৩.০০০.৮৭৬.০৯.০০৫৪.২৬ (টি এল)  
(১০ x ৩)

(প্রকৌ. এম. কে. মাসুক)  
মহাব্যবস্থাপক (টেকনিক্যাল সার্ভিসেস)

GD-448

# Attacks on Iran

FROM PAGE B1

He noted that the DSEX initially plunged over 200 points as panicked investors rushed to sell, before recovering somewhat as calmer investors stepped back in.

"The capacity of our investors to analyse global events is comparatively weak, which is why panic tends to set in quickly," he said.

"If the conflict prolongs, oil prices will rise, the global economy will suffer, and inflation may climb further. All sectors will be affected... but by how much depends on careful analysis. Some sectors may remain unscathed. Investment decisions should be based on analysis, not fear," he added.

For instance, he pointed out that in Gulf markets, shares of oil companies actually rose during the selloff, buoyed by expectations of higher oil

prices in the wake of the conflict.

Striking a similar tone, Saiful Islam, president of the DSE Brokers Association of Bangladesh, said, "Investors here were panicked, fearing broader economic damage from the US and Israel's invasion of Iran."

Gulf markets, he explained, were partly cushioned by optimism around future oil company profits, while markets in other countries were stabilised by the active participation of mutual funds and institutional investors.

"In Bangladesh, mutual funds, which act as shock absorbers, are not functioning at the level seen elsewhere. That gap amplified the market's reaction," Islam said.

Yesterday, turnover on the DSE also fell sharply, dropping 18 percent to Tk 775 crore.

# BSC tells its vessel

FROM PAGE B1

The state-owned operator has also directed the vessel to maintain sufficient provisions and water on board and to follow all port security instructions while keeping BSC informed of developments.

Crew members have been briefed on emergency safety procedures, including designated "take cover" locations in case of any port-side incidents, BSC officials said.

Malek noted that the state minister for shipping and the director general of shipping have been informed of the situation.

The corporation described crew safety as its top priority as it continues to monitor developments in the region.

SHIPPING COMPANIES ADVISE VESSELS TO

AVOID THE GULF

Global shipping companies on Saturday advised vessels to avoid navigation through the Gulf as conflict flared between the United States, Israel, and Iran.

France's CMA CGM, the world's third largest container line, issued an advisory for its customers considering the evolving security situation in the Middle East and the restrictions on maritime traffic through the Strait of Hormuz.

In the advisory, CMA CGM instructed all vessels inside and bound for the Persian Gulf to proceed to shelter with immediate effect.

It also suspended passage through the Suez Canal until further notice and asked vessels to reroute via the Cape of Good Hope.

Government of the People's Republic of Bangladesh  
Office of the Upazila Health Complex  
(Gouripur) Daudkandi, Cumilla  
Email: daudkandi@uhfpo.dghs.gov.bd

### e-Tender Notice

Ref No. UHC/DAUD/CUM/2025-2026/151 Date: 05/01/2026

This is an online tender, where only e-Tenders will be accepted in the e-GP Portal and no offline/hard copies will be accepted. To submit an e-Tender, please register on the e-GP System Portal (<https://www.eprocure.gov.bd>). For more details, please contact support desk contact numbers.

e-Tender are invited in the e-GP System Portal (<http://www.eprocure.gov.bd>) by Dr. Habibur Rahman, UH&FPO, 50 Bed Upazila Health Complex (Gouripur), Daudkandi, Cumilla for the Procurement of:

Tender ID	Name of goods	Tender/proposal publication date & time	Tender/proposal last selling date & time	Tender/proposal opening date & time
1223563	Supply of Diet (Pathya Samagri) for the 50 Bed Upazila Health Complex, (Gouripur) Daudkandi, Cumilla for the FY 2025-2026	02-Mar-2026 07:00	15-Mar-2026 10:00	15-Mar-2026 12:00
1223735	Supply of Monohari & Office Accessories for the 50 Bed Upazila Health Complex, (Gouripur) Daudkandi, Cumilla, for the FY 2025-2026	02-Mar-2026 07:00	15-Mar-2026 10:00	15-Mar-2026 12:00
1223728	Procurement of Linen washing and cleaning materials for the 50 Bed Upazila Health Complex, (Gouripur) Daudkandi, Cumilla, for the FY 2025-2026	02-Mar-2026 07:00	15-Mar-2026 10:00	15-Mar-2026 12:00

e-Tender details can be downloaded on e-GP System Portal (<https://www.eprocure.gov.bd>) for the pursuer. e-Tender will be accepted only as stated in the above list, accepted tenders will be opened online immediately as stated in the above list.

Dr. Habibur Rahman  
Upazila Health & Family Planning Officer  
Daudkandi, Cumilla

GD-438

Government of The People's Republic of Bangladesh  
Office of the Project Focal Point  
Global Biodiversity Framework-Early Action Support Project  
Department of Environment  
E-16, Agargaon, Dhaka-1207  
www.doe.gov.bd

No. 22.02.0000.040.14.08.26-04 Date: 26.02.2026

### Invitation for Tenders

1	Ministry/Division	Ministry of Environment, Forest and Climate Change
2	Agency	Department of Environment
3	Procuring Entity Name	Mohammed Hasan Hasibur Rahman, Focal Point, Global Biodiversity Framework-Early Action Support Project
4	Procuring Entity Code	Not used at present
5	Procuring Entity District	Dhaka
6	Invitation for	NBSAP GD 01: Publication of National Biodiversity Strategy and Action Plan of Bangladesh 2025-2030
7	Invitation Ref No	22.02.0000.040.14.08.26-04
8	Date	26.02.2026

KEY INFORMATION

9	Procurement Method	NCT, OTM
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FUNDING INFORMATION

10	Budget and Source of Funds	Development
11	Development Partners	GEF through UNDP

PARTICULAR INFORMATION

12	Project / Programme Code (if applicable)	N/A
13	Project / Programme Name (if applicable)	Global Biodiversity Framework-Early Action Support Project
14	Tender Package No.	NBSAP GD 01
15	Tender Package Name	NBSAP GD 01: Publication of National Biodiversity Strategy and Action Plan of Bangladesh 2025-2030
16	Tender Publication Date	02.03.2026
17	Tender Last Selling Date	11.03.2026
18	Tender Closing Date and Time	12.03.2026, 12:00 PM
19	Tender Opening Date and Time	12.03.2026, 12:30 PM
20	Name & Address of selling tender	Office of the Focal Point, Global Biodiversity Framework-Early Action Support Project, Room-1101, 10th Floor, Paribesh Bhavan, E-16, Agargaon, Dhaka-1207
21	Place / Date / Time of Pre-Tender Meeting	N/A

INFORMATION FOR TENDERER

22	Brief Eligibility and Qualification of Tenderer	1. The minimum of years of general experience of the Tenderer in the supply of Goods and related services as Supplier shall be 05 years. 2. The minimum specific experience as Supplier in supply of similar Goods of at least 01 contract(s) successfully completed within the last 3 years, each with a value of at least Tk. 15.00 (Fifteen) Lakh. 3. Others requirement as per Tender Documents.
23	Brief Description of Goods	NBSAP GD-01: Publication of National Biodiversity Strategy and Action Plan of Bangladesh 2025-2030
24	Brief Description of Related Services	Mentioned in Tender Document
25	Price of Tender Document (Tk)	BDT 1000.00
26	Tender Security (Tk)	BDT 55,000.00 (Fifty Five Thousand) in favor of Focal Point, Global Biodiversity Framework-Early Action Support Project
27	Name of Official Inviting Tender	Mohammed Hasan Hasibur Rahman
28	Designation of Official Inviting Tender	Director, Planning, Department of Environment and Focal Point, NBSAP
29	Address of Official Inviting Tender	Room-1101, 10th Floor, Paribesh Bhavan, E-16, Agargaon, Dhaka-1207
30	Contact details of Official Inviting Tender	Telephone: 02-22375020, e-mail address: m.h.rahman@gmail.com
31	The Procuring Entity reserves the right to reject all tenders or annul the tender proceedings	

(Mohammed Hasan Hasibur Rahman)  
Focal Point  
E-mail: m.h.rahman@gmail.com  
Phone: 02-22375020

GD-436

## Novoair offers interest-free EMI for tickets

STAR BUSINESS REPORT

Private airline Novoair has announced a zero-interest equated monthly instalment (EMI) facility for its passengers, payable in six instalments with the airline's partner banks.

This offer is available with return fares, where the minimum EMI is Tk 1,567 per month. In case of one-way tickets, the minimum price should be Tk 5,000 to avail this facility without any hidden fees or charges, according to a press release issued yesterday.

Novoair is also offering a two-night travel package to Cox's Bazar with a minimum monthly instalment of Tk 1,818. This package includes return air tickets with all taxes, hotel accommodation, airport transfers, and Sehri or Iftar facilities.

A minimum of two persons must purchase the package to avail the offer.

"We hope that this instalment facility will make travelling affordable and easier, especially for family travellers," said Sohail Majid, director (sales and marketing) of Novoair.

He added that the initiative aims to relieve passengers of immediate financial pressure.

The EMI offer is available at all Novoair sales offices. Currently, the carrier operates daily flights from Dhaka to Chattogram, Cox's Bazar, Sylhet, and Saidpur.

## India opens first chip assembly facility

AFP, New Delhi

India inaugurated its first semiconductor assembly and test facility on Saturday, a milestone in the government's push to reduce dependence on foreign chipmakers and stake a claim in a sector dominated by China.

Prime Minister Narendra Modi opened US firm Micron Technology's Semiconductor Assembly, Test and Packaging unit in his home state of Gujarat, hailing the "dawn of a new era" for India's technology ambitions.

"When young Indians look back in the future, they will see this decade as the turning point in our tech future," Modi told the event, which was broadcast on his official YouTube channel.

The plant will convert advanced semiconductor wafers from Micron's global network into finished memory and storage products.



Shyampur Sugar Mills, established in 1965, has remained closed since March 2020. The mill's stocks started rising recently despite years of inactivity. This photo was taken on February 26.

PHOTO: DILIP ROY

# Shut since 2020, yet Shyampur Sugar Mills' shares soar

Stocks rose amid rumours that manipulators were preparing to target the share

DILIP ROY

Shyampur Sugar Mills produced sugar for the last time six years ago. Although the facility shut down a month later, its stock suddenly started rising recently, becoming the 39th highest-value share on the Dhaka Stock Exchange (DSE).

The sugar mill's stock surged around 40 percent in the last three months, DSE data showed.

The last sugar production at the mill took place on February 15, 2020, amounting to 44,527 tonnes. Financial losses shut it down a month later. In the fiscal year (FY) 2024-25, the mill's net loss was Tk 25 crore while its accumulated loss stood at Tk 666 crore.

At the time of closure, around 700 officers and employees were working at the mill. Currently, only 63 officers and employees remain, among whom 36 are local residents who were appointed on a contractual basis as security personnel.

Despite the dire situation of the sugar mill, its stock rose mainly due to a rumour that manipulators are going to play with the stock, according to a market analyst.

Following such rumours, the stock sometimes surges and later falls again. As the number of shares for this mill is low, manipulators usually target this stock, he added.

Established in 1965, Shyampur Sugar Mills spans 111 acres. Since its closure, more than a hundred tractors, various vehicles and equipment have been lying unused and

neglected inside the premises. Many of these have become damaged. Some functional equipment has been transferred to other operating sugar mills in the country.

The Shyampur Sugar Mills is practically the only government industrial establishment in the Rangpur region. Its closure has had a negative impact on the economy of Shyampur and the surrounding areas under Rangpur Sadar upazila, locals say.

When the mill was operational, many of

**In the fiscal year 2024-25, the mill's net loss was Tk 25 crore while its accumulated loss stood at Tk 666 crore**

the mill staff and their families lived there, generating income for the locals. Businesses, transportation services and various service activities developed around the mill.

According to mill sources, Shyampur Sugar Mills produced an average of about 80,000 tonnes of sugar annually. To produce this quantity of sugar, around 13.4 lakh tonnes of sugarcane were required.

With an average production of 30 to 35 tonnes of sugarcane per acre of land, sugarcane was cultivated on about 40,000 to 42,000 acres of land. Nearly 40,000 farmers were directly involved in sugarcane cultivation.

The mill authorities spent around Tk 900 crore annually for sugarcane procurement and incentives for farmers.

In addition, more than Tk 35 crore flowed into the local economy annually in the form of salaries, allowances and other benefits for officers and employees.

After the closure, much of that economic activity disappeared. Business activities centring on the sugar mill have declined, and many small traders have been forced to change professions.

"Shyampur Sugar Mills was closely linked with the economy of this region," said Mosharraf Hossain, managing director of the mill. "Local people have long been demanding the reopening of the mill. However, the government has not yet made a decision."

Regarding the mill's closure six years ago, Hossain said, "Most sugar mills in the country are running at a loss. To make them profitable, diversified activities such as organic fertiliser production and cold storage facilities must be introduced alongside sugar production."

Local farmer Harkanta Barman used to cultivate sugarcane on two acres of land and supplied it to the mill. After the mill closed down, he switched to cultivating maize and seasonal vegetables.

"I earned good money by selling sugarcane to the mill. I also received incentives for sugarcane cultivation," he said, adding that he does not make as much profit anymore.

"The government shut down the mill, citing losses, but our economy is linked to this mill. We have suffered financially because of its closure."

## When do nations fail?

ASHIKUR RAHMAN

Nations do not fail overnight. Nor do they fail because of fate, geography, or some imagined civilizational curse. They fail slowly; when the institutions meant to safeguard the public interest are captured, hollowed out, and repurposed to serve the ambitions of a narrow elite.

Political independence or periodic economic growth alone does not guarantee success. The real test of a nation's resilience lies in its ability to modernise both politically and economically; to build institutions that are accountable, adaptive, and anchored in merit rather than patronage. Where modernisation stalls, decline begins.

Historically, countries that stagnate share a similar condition. Institutions designed to regulate markets, protect property rights, and ensure justice gradually become tools of political opportunism. Regulators are compromised. Financial systems are manipulated. Public procurement becomes opaque. Civil service is politicised. The line between state and oligarchy blurs.

Economic instability and deprivation are rarely accidents. They are not products of national destiny, but manifestations of political failures that allow institutions to be appropriated by kleptocratic networks.

The consequences are predictable. Investment declines because rules are uncertain. Honest entrepreneurs are crowded out by politically connected actors. Public banks become vehicles for insider lending. Non-performing loans rise. Fiscal space shrinks. Inflation accelerates. Citizens lose trust both in government and the fairness of the economic system.

The tragedy of many African states illustrates this dynamic vividly. The problem was not an absence of natural resources. Many were richly endowed. The deeper issue was institutional capture. Entrenched elites plundered national wealth, transferred assets abroad, and secured safe exits in foreign jurisdictions. What remained behind were weakened institutions, fragile currencies, and fractured social contracts.

When institutions are hollowed out, the state loses its ability to perform its most basic functions: providing public goods, enforcing contracts, managing macroeconomic stability, and ensuring justice. Governance becomes reactive rather than strategic. Crises multiply. Reform windows close. Citizens disengage or radicalise. No country is immune to this trajectory.

Bangladesh stands at a consequential juncture. It has demonstrated extraordinary resilience in the past; lifting millions out of poverty, expanding exports, building social protection systems, and sustaining growth. But resilience should not be mistaken for invulnerability.

Recent years have exposed how quickly institutional weaknesses can compound into macroeconomic stress. When financial oversight is compromised, banking crises emerge. When accountability mechanisms weaken, corruption becomes systemic rather than episodic. When public discourse narrows and dissent is discouraged, policy mistakes go uncorrected for too long. The warning signs are visible in stressed financial institutions, declining private investment, capital flight, and public frustration.

Bangladesh can grow again. Right now, the more pressing question is whether it can embed meritocracy, accountability, and rule-based governance deeply enough within its political and economic architecture to prevent future capture.

Modernisation is not just about infrastructure or GDP expansion. It is about strengthening regulatory autonomy, ensuring central bank independence, professionalising civil service, protecting judicial integrity, and building competitive markets free from oligarchic privilege. It is about creating a system where performance is rewarded, corruption is punished, and institutions outlast individuals.

No nation consciously sets out to become a failed state. Failure is incremental. The path away from failure, however, is equally incremental; built through consistent reform, civic vigilance, and political courage. If we fail to internalise this lesson, if we continue to tolerate institutional capture in exchange for short-term political convenience, then the responsibility will not lie in our stars. It will lie in our choices.

The question is stark but necessary: do we truly want to risk becoming another cautionary tale? Or are we prepared to confront institutional decay before it becomes irreversible? The answer will define not just our economic future, but the very character of our republic.

The author is the principal economist at Policy Research Institute of Bangladesh.



# Iran war: Oil market in biggest crisis in decades

REUTERS, London

Global energy markets face one of their gravest shocks in decades as joint US and Israeli strikes on Iran and Tehran's retaliatory missile attacks across the Gulf disrupt oil exports from the world's most important producing region.

The scale of the disruption will likely be determined by the duration of the conflict, but for now the threat and the uncertainty are already enough to severely impact flows from the region that accounts for 20 percent of global oil supplies.

Barring a swift resolution, oil prices will likely see steep increases when trading opens on Monday morning. Benchmark Brent crude oil prices rose in recent weeks to around \$70 a barrel, their highest since August 2025 as investors braced for military confrontation in the Middle East.

The United States and Israel carried out military strikes on Iran on Saturday, targeting senior leaders and plunging the Middle East into a widening conflict. US President Donald Trump said the attacks would eliminate a security threat to the United States and give Iranians an opportunity to topple their rulers.

For now, there is no confirmed damage to oil and gas infrastructure from retaliatory Iranian strikes.

Explosions were reported in the United

Arab Emirates and Kuwait, two major oil exporters. Meanwhile, Qatar, the world's second-largest exporter of liquefied natural gas, said it intercepted missiles aimed at the country.

Blasts were also heard in Bahrain and near Iran's Kharg Island, the terminal through which about 90 percent of its crude exports normally flow, although shipping data suggests Tehran had transferred most of the oil stored there onto tankers in recent days.

Crucially, there have so far been no reports of disruptions to shipping through the Strait of Hormuz, the narrow waterway between Iran and Oman that handles nearly 20 million barrels per day of crude oil and refined products.

**CAUTION MEANS DISRUPTION**

But the absence of physical damage may not matter much.

The risk that tankers could be stranded inside the Gulf, north of Hormuz, or that vessels could be targeted, is already enough to force producers, traders and shippers to rethink movements of oil and LNG. Reuters has reported that some oil majors and trading houses have suspended shipments through the strait for several days.

That caution is unlikely to ease until there is far greater confidence in the safety of the region's sea lanes.

Tanker freight rates, which had already



This file photo shows the British-flagged oil tanker Stena Impero as it leaves Bandar Abbas port in southern Iran. Barring a swift resolution, oil prices will likely see steep increases when trading opens on Monday morning.

PHOTO: AFP/FILE

been climbing as tensions escalated, are set to rise further. Benchmark rates for very large crude carriers from the Middle East to China have more than tripled since the start of the year, reflecting both heightened risk and the shrinking pool of willing vessels.

The key questions now are whether energy infrastructure will be directly targeted and how quickly the US military can secure shipping routes across the Gulf and the Strait of Hormuz.

It is worth noting that the Strait of Hormuz has never been fully blocked.

While Iran is unlikely to sustain a prolonged blockade, it has the capability to disrupt traffic temporarily. The US Navy would almost certainly respond swiftly, but even short-lived attacks or mine-laying operations could have outsized effects on prices and supply.

Such tactics would not be unprecedented. During the 1980s Iran-Iraq war, Iran

attacked commercial shipping and US naval vessels, prompting President Ronald Reagan to deploy US forces to escort tankers in Operation Earnest Will. More recently, in late 2007 and early 2008, there were repeated confrontations between Iranian and US naval forces. And in April 2023, Iran's navy seized the Advantage Sweet crude tanker, chartered by Chevron, in the Gulf of Oman. The vessel was released more than a year later.

**GLOBAL SUPPLY CUSHION**

The global oil market is relatively well supplied today, after production from the United States, Brazil, Canada and other countries rose in recent years.

Saudi Arabia, the world's top oil exporter, has also not sat idle in the face of the risk to supply. In recent days the kingdom increased crude shipments, which are set to exceed 7 million barrels per day in February, the highest since April 2023, according to shipping analytics firm Kpler.

Opec+, which comprises the Organization of the Petroleum Exporting Countries and allies like Russia, agreed on an output increase during a meeting on Sunday.

Of course, disruptions to export routes from the Middle East could negate much of the production increases from regional producers, though Saudi and the UAE have some alternative export routes.