Nagad users to get 10% discount on Novoair tickets

STAR BUSINESS DESK

Nagad Limited, the digital financial service of the Bangladesh Postal Department, has signed an agreement with Novoair, a private airline in Bangladesh, to make air travel more affordable and convenient for customers.

Mohammad Shahin Sarwar Bhuiyan, chief commercial officer of Nagad, and Md Saidur Rahman Dipu, head of business sales at Novoair, signed the agreement at Nagad's headquarters in Dhaka recently, according to a press release.

Under the agreement, Nagad users will get a 10 percent discount on the base fare for tickets to all Novoair destinations when paying through Nagad.

Speaking at the signing ceremony, Shahin said, "Our primary goal is to make our customers' lives easier and more affordable. We have partnered with Novoair to make air travel more accessible."



Md Saidur Rahman Dipu, head of business sales at Novoair, and Mohammad Shahin Sarwar Bhuiyan, chief commercial officer of Nagad Limited, pose for a photograph after signing the agreement at the latter's headquarters in Dhaka recently. PHOTO: NAGAD

"Through this initiative, Nagad users can now enjoy air travel at a more affordable cost," he added.

Sohel Majid, director of marketing and sales at Novoair, said, "Novoair has always been committed to providing the highest standard of service to its passengers. We are delighted to offer additional benefits to our customers through this partnership with Nagad."

Dhaka Bank opens 41st sub-branch in Ctg

STAR BUSINESS DESK

Dhaka Bank PLC yesterday opened its Katirhat sub-branch under the Hathazari branch in Chattogram.

This is the bank's 41st sub-branch, according to a press release.

AKM Shahnawaj, additional managing director of the bank, inaugurated the sub-branch as the chief guest.

Shahnawaj said that, in line with Dhaka Bank's vision, "Transforming Together", the bank is advancing its strategic goal of expanding its branch and sub-branch network across the country.

He further emphasised that the Dhaka Bank family remains committed to maintaining "Excellence in Banking", strengthening customer relationships, expanding innovative banking services and ensuring sustainable growth.

"The inauguration of the Katirhat sub-branch marks another significant milestone in the bank's continued journey of progress," he added.



AKM Shahnawaj, additional managing director of Dhaka Bank PLC, inaugurates the bank's 41st sub-branch under the Hathazari branch in Chattogram yesterday. PHOTO: DHAKA BANK

Md Jahangir Alam, senior executive vice-president and regional manager of the bank's Chattogram region; Md Altamas Nirjhar, executive vice-president and head of the general services division; Md Rashedul Alam, vice-president of the Katirhat Madrasa Operating Committee; Shahadat Hossain Chowdhury and Alamgir Zaman, former chairmen of Dhalai Union; and Mahbubul Alam Chowdhury, senior consultant at Apollo Imperial Hospital, among others, were also present.

বিমান বাংলাদেশ এয়ারলাইনস্ Biman BANGLADESH AIRLINES

HEAD OFFICE, BALAKA, KURMITOLA, DHAKA-1229, BANGLADESH, PHONE- 8901600-14, 8901680-94, FAX: 88-02-8901558, www.biman-airlines.com

REQUEST FOR PROPOSAL (RFP)

Tender Ref: BG/FIN-FLEET/OPTIMIZATION/2026/01
Date of Issuance: October 25, 2026
Subject: Appointment of a Specialist Techno-Financial Consultant for 35 New Aircraft Integration, Fleet Modernization, Route Optimization, and Capital Structuring.

1. Introduction & Objective
Biman Bangladesh Airlines Ltd., is a public limited company whose 100% shares are owned by the Government of Bangladesh. It is run by a board of directors nominated by the Government of Bangladesh and also look after by the Ministry of Civil Aviation and Tourism of the Government of Bangladesh. It is the national flag carrier of Bangladesh. It is currently running its aviation operation with 19 aircrafts. Biman has taken initiative for its strategic modernization and fleet expansion. It has entered into an agreement with Boeing to purchase twenty-five (25) modern commercial aircraft and with Airbus to purchase ten (10) commercial aircraft.
To navigate this transformation, Biman requires the immediate services of a reputable, globally recognized, and highly specialized aviation advisory firm. The selected consultant will conduct independent financial due diligence, optimize network and route architecture, and design a highly efficient, multi-tiered financing structure. Time is of the essence for this engagement. The consultant is required to submit an initial high-level executive report by late November 2026.

2. Scope of Work (SOW)
The selected consultant will deliver an integrated strategic and financial model structured across three (3) core pillars:
Pillar I: Fleet Integration & Asset Obsolescence Due Diligence
- **New Fleet Integration:** Conduct deep-dive operational and financial due diligence on the delivery schedules, contractual obligations, and capital commitments associated with the 35 forward-order aircraft.
- **Legacy Fleet Management:** Evaluate the existing active fleet of nineteen (19) aircraft to develop a phased decommissioning and retirement schedule synchronized with incoming deliveries. This includes assessing optimal financial utility until absolute economic obsolescence.
- **Capacity Gap Mitigation:** Identify capacity gaps and potential mismatches between aircraft type and route demand.

Pillar II: Route Network & Profitability Optimization
- **Network Restructuring:** Develop a data-driven route and network architecture centered on Hazrat Shahjalal International Airport (DAC), evaluating the viability of existing routes and simulating new international long-haul and regional expansions.
- **Spill & Demand Modeling:** Conduct Origin and Destination (O&D) traffic simulations and competitive capacity assessments against foreign operators, while optimizing scheduling waves to maximize aircraft utilization rates.
- **Financial Profitability Vectors:**
  (i) Review and implement optimized pricing mechanisms designed to maximize Revenue per Available Seat Kilometer (RASK) and minimize Cost per Available Seat Kilometer (CASK).
  (ii) Review route-level revenues, operating costs, contribution margin and profitability (in place of pricing mechanism designed to maximize revenue.
  (iii) Asses passenger yield, load factors and revenue management practices.

Pillar III: Aircraft Financing & Capital Structuring
Biman expects to receive Sovereign Guarantee from the Government of Bangladesh, and received soft commitment from ECA for comprehensive financing (including Pre-Delivery Payments/PDP financing). Operating within this framework, the consultant will advise on the optimal financing mix across multiple options, including but not limited to the following:
- **Export Credit Agencies (ECAs):** Structure a comprehensive framework optimizing financing combinations from ECAs from both US and Europe to support both PDP and aircraft delivery financing.
- **Commercial Debt vs. PDP Financing:** Design debt profiles detailing the exact structure and scaling of Pre-Delivery Payment (PDP) financing relative to long-term structured commercial debt.
- **Sale-Leaseback (SLB) Integration:** Advise on the optimal proportion and structural mechanics of partial Sale-Leaseback (SLB) transactions to optimize balance sheet liquidity, optimize cash flow management, and mitigate asset residual value risks without relinquishing operational control.

3. Timelines & Deliverables
To accommodate high-level government scheduling, this engagement will operate on an accelerated timeline. Bidders must demonstrate the capacity to meet the following deadlines:

Milestone / Deliverable	Target Deadline
RFP Issuance	October 25, 2026
Submission of Consultant Proposals	November 2, 2026
Contract Award & Commencement	November 8, 2026
Draft Initial Executive Report & In-Person Presentation	December 10, 2026
Final Comprehensive Report	January 15, 2027

4. Proposal Submission Requirements
Bidders are required to submit separate Technical and Financial proposals, which must include:
a) **Corporate Track Record:** Evidence of comparable, successful mandates executed for national or regional flag carriers within the last five (5) years, specifically demonstrating successful structured ECA and SLB financing arrangements.
b) **Team Composition & Deployment:** Detailed resumes of the core project leads, guaranteeing the direct, active involvement of senior partners rather than the deployment of junior resources.
c) **Methodology & Toolsets:** A comprehensive explanation of the proprietary route-planning, network-simulation, and fleet-cost software models to be utilized throughout the mandate.
d) **Financial Quote:** A fixed-fee commercial proposal aligned with a milestone payment schedule, inclusive of all travel, modeling, advisory, tax and administrative expenses.

5. Evaluation Criteria
Proposals will be evaluated using a Quality and Cost-Based Selection (**QCBS**) framework consisting of a **70% Technical weight and 30% Financial weight**.
- **Technical Evaluation (70% total weight):** Bidders will be scored out of 100 points based on the following two key elements with m*inimum qualification threshold of 75 points*:
- **Technical Expertise & Specialized Agility (60%):** Demonstrable domain competency and successful track record in specialized aviation financing, ECA structures, and fleet optimization, alongside an agile corporate structure free of excessive bureaucratic overhead and proprietary tools and methodology.
- **Delivery Speed & Resource Commitment (40%):** Definitive institutional capability and resource allocation to meet the strict November deadline with executive-level clarity.
- **Financial Evaluation (30% total weight):** The lowest compliant financial bid will receive 100 financial points. Higher bids will be normalized inversely proportional to the lowest price.

6. Contact & Submission Portal
All proposal submissions, formal requests for clarification, and technical correspondence must be routed through the Chairman's Secretariat at Balaka.

By Order of the Board,

Managing Director and Chief Executive Officer
Biman Bangladesh Airlines Ltd.

ANNEXURE B: FINANCIAL BID FORM
(To be submitted by Bidders in a Separate Sealed Envelope marked "Financial Proposal")

Tender Ref: BG/FIN-FLEET/OPTIMIZATION/2026/01

Bidder Name: _____
1. Total Financial Bid Summary
The Bidder must state an **All-Inclusive Fixed Fee** for the successful execution of the entire Scope of Work (Pillars I through III) as defined in the RFP. This fee must be inclusive of all consultant remuneration, global travel, corporate overhead, out-of-pocket expenses, data-licensing fees, and administrative costs.

Fee Component	Amount (USD)	Amount (In Words)
Total Remuneration (Section 2 & 3)	$	
Total Overhead (Section 4)	$	
Gross All-Inclusive Fixed Fee	$	
Applicable Local Taxes/VAT (if any)	$	
TOTAL CONTRACT VALUE	**$**	

2. Breakdown of Remuneration Costs by SOW Pillars
To evaluate the commercial realism of the bid, please distribute your Gross Fixed Fee across the three main areas of execution:

Workstream Pillar	Allocated Fee (USD)	% of Total Fee
Pillar I: Fleet Integration & Asset Obsolescence Due Diligence	$	%
Pillar II: Route Network & Profitability Optimization	$	%
Pillar III: Aircraft Financing & Capital Structuring	$	%
TOTAL (Must Match Section 1 Total Remuneration)	**$**	**100%**

3. Resource Staffing & Remuneration Details

Bidders must provide transparency regarding the elite team deployed for this accelerated mandate. *Note: These figures are for evaluation purposes only; the contract remains strictly Fixed-Fee.*

Deployed Resource Name	Project Role / Area of Expertise	Estimated Total Man-Days	Blended Daily Rate (USD)	Total Cost Contribution (USD)
e.g., xxx xxxx	*Lead Partner - Aviation Finance*			$
				$
				$
				$
				$
TOTALS		_____ **Days**	**Must Match Section 1 Total Remuneration)**	**$**

Authorized Signatory Stamp & Date:

(Name, Title, and Company Seal of the Bidder's Authorized Representative)

GD-2581