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

Revision Clause-3 "Timelines & Deliverables"

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 mid-December' 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 6, 2026[Revised]
Contract Award & Commencement	November 12, 2026[Revised]
Draft Initial Executive Report & In-Person Presentation	December 14, 2026[Revised]
Final Comprehensive Report	February15, 2027[Revised]

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 *minimum 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 December 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 submitted to the Chairman's Secretariat, Biman Bangladesh Airlines Limited, Head Office, Balaka, Kurmitola, Dhaka-1229, Bangladesh through courier or drop in the box or through e-mail to fleet.opt.2026.01@biman.gov.bd

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-2609

Government of the People's Republic of Bangladesh
Essential Drugs Company Limited
Ministry of Health and Family Welfare
Tejgaon I/A, Dhaka-1202.

EDCL

Request for Expression of Interest (EOI) (International)

1	Ministry/Division	Ministry of Health and Family Welfare/Health Service Division
2	Agency	Essential Drugs Company Limited
3	Procuring Entity Name	Project Director, Establishment of Essential Biotech and Research Centre at Munshiganj.
4	Procuring Entity Code	Project Director
5	Procuring Entity District	Dhaka
6	Invitation for Expression of Interest for Selection of	Procurement of Consultancy firm (International) for Bid Documents Preparation, Monitoring, Supervision, and Validation for Vaccine, Therapeutics, and Diagnostics (VTD) facility on Turnkey basis
7	EOI Ref No	45.06.0000.000.015.14.0001.26.001, 27 October 2026
8	Date	29 October 2026
KEY INFORMATION		
9	Procurement Method	QCBS (90:10)
FUNDING INFORMATION		
10	Budget and Source of Funds	Development, RPL (Special Account)- Asian Development Bank (ADB)
11	Development Partners	Asian Development Bank (ADB)
PARTICULAR INFORMATION		
12	Project/ Programme Code	224398200
13	Project/ Programme Name	Establishment of Essential Biotech and Research Centre at Munshiganj (1st Revised) Project
14	EOI Closing Date and Time	30 November 2026 (11:59 PM Manila Time)
INFORMATION FOR APPLICANT		
15	Brief Description of Assignment	The assignment involves hiring an international consulting firm to provide consultancy services to support the project planning, preparation of bid documents, procurement support, construction supervision, monitoring, commissioning, testing, and validation, etc., for an integrated, state-of-the-art manufacturing complex for Vaccines, Therapeutics, and Diagnostics (VTDs) and a research centre located at Sirajdikhan, Munshiganj.
16	Experience, Resources and Delivery Capacity Req'd	The prospective bidders are requested to refer ADB CSRN for detailed information and submission of EOI application by using the following link: **https://selfservice.adb.org/OA_HTML/adb/xxcrs/jsp/ADBCsrnFwd.jsp?sel=23100**
17	Other Details of Application	The prospective bidders are required to submit the EOI application in duly prescribed format on ADB CSRN (please note that there is no other platform) by using the mentioned link. For applying on ADB CSRN, prospective bidder has to register on ADB CSRN. After the registration, the bidder will be allowed to view and submit the EOI application (on line only) before the EOI Closing date and time. All prospective bidders are requested to refer ADB CSRN for any further update, modification, rescheduling of dates etc.
18	Association with foreign firms is	This is an international assignment. The prospective bidders are suggested to refer Qualification and Eligibility Criteria before EOI submission. Bidders may form JV or sub consultancy with other firms to meet qualification criteria.
19	Phasing of services	Please Refer TOR attached with the advertisement posted on ADB CSRN at mentioned link.

PROCURING ENTITY DETAILS		
20	Name of Official Inviting EOI	Md. Mostafizer Rahman (Joint Secretary)
21	Designation of Official Inviting Expression of Interest	Project Director, Essential Biotech and Research Centre at Munshiganj (1st Revised)" Project
22	Address of Official Inviting Expression of Interest	Essential Drugs Company Limited., 395-397, Tejgaon I/A, Dhaka-1208.
23	Contract of Details of Official Inviting Expression of Interest	PABX: 02-41010771-3,02-41010779-80 G.P.O. Box No. 2447 , Email: vaccine@edcl.gov.bd
24	The Procuring entity reserves the right to reject all EOI's without assigning any reasons	

Md. Mostafizer Rahman
Project Director (Joint Secretary)
Office of Project Director,
Essential Biotech and Research Centre
at Munshiganj.

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