



# INVESTMENT OPPORTUNITIES

IN BANGLADESH'S STATE-OWNED INDUSTRIAL ASSETS



FOR LOCAL AND FOREIGN INVESTORS

JOINT VENTURE, PPP AND STRATEGIC PARTNERSHIP MODELS

## MINISTRY OF INDUSTRIES

Government of the People's Republic of Bangladesh

"Unlocking Industrial Land, Infrastructure and Strategic Partnerships for Sustainable Industrial Growth"



2026 EDITION

## **FOREWORD**

Bangladesh is entering a new phase of economic transformation driven by industrial modernization, innovation, private sector dynamism and strategic investment partnerships.

The Government envisions a transition towards an investment-driven economy characterized by advanced manufacturing, export diversification, technology adoption and sustainable industrial growth. Our national aspiration is to create productive employment opportunities, strengthen industrial competitiveness, enhance technological capability and position Bangladesh as a leading manufacturing destination in the region which are align with the election manifesto of present government.

The Ministry of Industries has played a pivotal role in this transformation by facilitating industrial growth, promoting technological advancement, and supporting the development of strategic manufacturing sectors.

Consistent with the Government's commitment in the election manifesto to increasing domestic and foreign investment, improving the business environment, fostering innovation and promoting industrial diversification, the Ministry of Industries has undertaken a comprehensive initiative to unlock the full potential of state-owned industrial assets.

The Ministry and its affiliated corporations collectively possess substantial industrial land, manufacturing facilities, utility infrastructure and decades of industrial experience. These assets provide an exceptional foundation for developing modern industries through Joint Ventures, Public-Private Partnerships and strategic collaborations. Our objective is to transform underutilized industrial assets into productive, technology-intensive and globally competitive enterprises that contribute to employment generation, import substitution, export expansion and sustainable economic growth.

The Government firmly believes that industrial transformation cannot be achieved through public investment alone. It requires strong partnerships among government institutions, domestic entrepreneurs, foreign investors, technology providers and global industrial leaders.

Today, the Ministry oversees a diverse portfolio of industrial enterprises through Bangladesh Chemical Industries Corporation (BCIC), Bangladesh Steel and Engineering Corporation (BSEC), and Bangladesh Sugar and Food Industries Corporation (BSFIC). These enterprises collectively possess substantial industrial assets, including strategically located land, manufacturing facilities, utility infrastructure, logistics connectivity, and skilled human resources.

To realize this potential, the Government welcomes partnerships with domestic and international investors through Joint Venture (JV), Public-Private Partnership (PPP), lease, management contract, and other mutually beneficial collaboration models.

This Investment Prospectus presents a portfolio of opportunities across chemicals, pharmaceuticals, automotive manufacturing, electric mobility, engineering industries, renewable energy, food processing, integrated agro-industries, sugar production, bio energy, advanced materials and emerging technology sectors. It presents a comprehensive overview of investment opportunities available under the Ministry of Industries and serves as an invitation to visionary investors to participate in Bangladesh's next phase of industrial growth.

We look forward to building productive partnerships that create value for investors, generate employment, enhance technology transfer, and contribute to sustainable industrial development. Together, we can accelerate industrial modernization, promote innovation, strengthen economic resilience and build a prosperous, inclusive and industrially advanced Bangladesh.

## Table of Contents

| Section           | Description  | Page no |
|-------------------|--|---------|
| Executive Summary | Portfolio overview and investor proposition                | 1       |
| Chapter 1         | Ministry of Industries: A Strategic Investment Destination | 2       |
| Chapter 2         | Investment Framework                                       | 3       |
| Chapter 3         | BCIC Investment Opportunities                              | 4       |
| Chapter 4         | BSFIC Investment Opportunities                             | 5       |
| Chapter 5         | BSEC Investment Opportunities                              | 7       |
| Chapter 6         | Industrial Land Bank                                       | 8       |
| Chapter 7         | Why Partner with the Ministry of Industries?               | 9       |
| Chapter 8         | Contact Directory  | 10      |
| Annex A           | Detailed of BCIC portfolio                                 | 11-25   |
| Annex B           | Detailed of BSFIC portfolio                                | 26-42   |
| Annex C           | Detailed of BSEC portfolio                                 | 43-58   |

## Executive Summary

The Ministry of Industries has a unique opportunity to position state-owned industrial assets as a national investment platform for import substitution, industrial diversification, employment generation, technology transfer and efficient use of public land and infrastructure.

This booklet brings together investment opportunities under Bangladesh Chemical Industries Corporation (BCIC), Bangladesh Sugar and Food Industries Corporation (BSFIC), and Bangladesh Steel & Engineering Corporation (BSEC). The portfolio combines brownfield factories, unused or underutilized land, existing utilities, logistics connectivity, experienced workforces and government-backed investment structures.

### Portfolio value proposition

- Brownfield advantage: land, utilities, transport links and industrial identities can reduce development risk versus greenfield projects.
- Import substitution: the portfolio targets sectors with identified domestic demand gaps.
- Technology transfer: priority opportunities can attract strategic partners with modern process technology, environmental systems and market capability.
- Asset monetization: idle or underutilized public assets can be converted into revenue-generating ventures through transparent JV, PPP or SPV structures.
- Regional development: BSFIC and BCIC assets can support local supply chains, farmer incomes and employment.

### Investor opportunity index

| Corporation | Opportunity families   | Primary asset base  | Investor proposition   |
|-------------|--|---|--|
| BCIC        | Fertilizer, chemicals, paper, packaging, batteries, API, leather, glass, solar, ceramics and technology park   | Closed, ailing and unused industrial sites with land, utilities and logistics connections             | Develop priority industrial projects through JV/SPV structures with technology, capital and market access.           |
| BSFIC       | Sugar revival, agro-processing, food manufacturing, cold storage, logistics, renewable energy, sugar beet, jute, fruit, dairy and engineering services | Sugar mills and regional agricultural land/infrastructure across multiple districts                   | Transform sugar-mill estates into diversified agro-industrial and food-processing platforms.                         |
| BSEC        | Vehicle assembly, transformers, motorcycles/EVs, battery assembly, engineering, fabrication and green steel  | Established engineering enterprises, institutional customers, proven brands and unused developed land | Scale manufacturing, capture import substitution and develop green industrial projects under JV/PPP/blended finance. |

## Chapter 1: Ministry of Industries - A Strategic Investment Destination

Bangladesh offers investors a combination of scale, strategic geography and manufacturing momentum. The country sits at the head of the Bay of Bengal, connecting South Asia with global maritime trade routes. Its domestic consumer base, export-oriented industrial history and expanding infrastructure make it a compelling location for industrial production, value addition and regional supply-chain integration.

For the Ministry of Industries, the investment proposition is practical: rather than starting only with undeveloped land, the Ministry can present existing industrial sites, utilities, factories, skilled manpower and institutional backing.

| Theme                           | Opportunity for investors   | Relevant corporations |
|---------------------------------|---|-----------------------|
| Import substitution             | Replace imported inputs and finished goods with local production in chemicals, glass, fertilizer, steel, vehicles, transformers, sugar and agro-products. | BCIC, BSFIC, BSEC     |
| Brownfield industrial assets    | Use existing land, utilities, roads, buildings, jetties, rail and energy links to shorten development time.   | BCIC, BSFIC, BSEC     |
| Agro-industrial diversification | Convert sugar-mill assets and agricultural regions into food processing, cold chain, feed, starch, jute, fruit and dairy platforms.                       | BSFIC                 |
| Technology and green transition | Develop EV assembly, batteries, solar glass, solar panels, green steel and energy-efficient manufacturing.  | BCIC, BSEC            |
| Public-private partnership      | Share risk and value through JV, PPP, SPV, management contracts and output-linked investment structures.  | BCIC, BSFIC, BSEC     |

The Ministry of Industries supervises key state-owned industrial corporations and can coordinate industrial partnership opportunities. The three corporations covered here hold a broad portfolio across chemicals and fertilizers, sugar and food industries, and steel and engineering sectors.

| Corporation | Core mandate and asset base  | Investor-facing opportunity  |
|-------------|--|--|
| BCIC        | Fertilizer, chemical and related industrial assets, including closed, ailing and unused industrial facilities.                 | Revitalize factories and develop paper, chemicals, fertilizer, packaging, glass, solar, battery and other technology projects.     |
| BSFIC       | 15 sugar mills, 1 distillery plant and 1 engineering enterprise; large agricultural land base and regional logistics network.  | Transform sugar-mill assets through agro-processing, cold storage, logistics, renewable energy, refinery and engineering services. |
| BSEC        | Established state-owned engineering enterprises in vehicles, transformers, motorcycles/EVs and a proposed green steel project. | Scale manufacturing, capture import substitution, expand EVs and green steel, and monetize developed unused land.                  |

- Efficiently utilize state-owned land and infrastructure while preserving national industrial priorities.
- Invite local and foreign investors with technology, capital, market access and management capability.
- Convert loss-making, closed, sick or underutilized industrial units into productive ventures.
- Promote employment, domestic value addition, import substitution, export potential and regional development.

### Investor message

Bangladesh is not only a market. It is a manufacturing platform where existing public industrial assets can be transformed into modern, profitable and export-capable ventures through disciplined partnership with the private sector.

## Chapter 2: Investment Framework

The investment framework should give investors a clear route from first enquiry to project implementation. The source documents emphasize joint venture and PPP-style models, especially where public land and existing infrastructure can be contributed as in-kind equity or made available to a project company.

| Model           | Typical use case  | Public asset contribution   | Investor contribution   |
|-----------------|---|---|---|
| Joint Venture   | Industrial project jointly owned by corporation and private/foreign investor. | Land, buildings, utilities, licenses, infrastructure, customer relationships and workforce support. | Equity, technology, equipment, management, market access and working capital.     |
| PPP             | Large infrastructure-linked or public-service-oriented industrial projects.   | Concession rights, land access, institutional support and approvals.                                | Project finance, construction, operation, maintenance and performance guarantees. |
| SPV             | Ring-fenced project company for a single opportunity or phased cluster.       | Land valuation, asset transfer/lease and governance rights.   | Capital, debt mobilization, EPC, technology and commercialization.                |
| Long-term lease | Land-heavy project developed and operated by investor.                        | Land and basic infrastructure against lease, revenue share or equity conversion.                    | Development cost, plant, utilities upgrade and operation.                         |

- Transparent valuation of land, buildings, machinery and other public assets.
- Clear risk allocation for land, utilities, environmental compliance, raw materials, technology, construction, market and governance.
- Phased development for large portfolios, allowing early wins while feasibility studies are finalized.
- Data-room discipline with site maps, land records, feasibility studies, utility status and financial assumptions.

### Recommended investor instrument

Use a two-stage process: first an Expression of Interest to identify credible investors and technology partners; then a Request for Proposal for shortlisted parties after site access, data-room review and due diligence.

## Chapter 3: BCIC Investment Opportunities

Bangladesh Chemical Industries Corporation (BCIC) presents the largest quantified investment pipeline in the supplied source materials. The portfolio focuses on revitalizing closed, sick and unused industrial assets and converting them into modern industrial projects in chemicals, fertilizers, paper, packaging, glass, solar, leather, batteries and technology manufacturing.

|  |   |   |
|--|---|---|
| <b>BDT 54,685 cr</b><br>Priority pipeline<br>Indicative BCIC investment pipeline | <b>12%-18%</b><br>Return profile<br>Expected financial return range in source                       | <b>JV</b><br>Investment mode<br>Land and infrastructure as in-kind equity       |
| <b>10+</b><br>Strategic sites<br>Closed, ailing and unused industrial assets     | <b>12</b><br>Major sectors<br>Chemicals, fertilizer, paper, glass, solar, leather, battery and tech | <b>Brownfield</b><br>Investor benefit<br>Reduced land and infrastructure burden |

| Project / Initiative   | Site   | Indicative investment                             | Capacity / output   | Financial / feasibility profile                                       |
|--|--|---|---|---|
| Pulp and paper mill using jute sticks  | KNML/KHBML, Khalishpur, Khulna               | BDT 2,200 crore                                   | Newsprint 60,000-80,000 MT/year; packaging paper 20,000-40,000 MT/year  | FIRR 9-10%; EIRR 14-15%; FBCR 0.94; payback 11-12 years               |
| Lithium battery manufacturing / energy storage system  | KNML/KHBML, Khalishpur, Khulna               | USD 350-550 million                               | Battery cells 1-2 GWh/year; packs 2-3 GWh/year; ESS 500-1000 MWh/year   | Technology JV; feasibility and partner selection required             |
| API complex and starch factory   | KNML/KHBML, Khalishpur, Khulna               | BDT 2,816.94 crore                                | API 1,300 MT/year; corn starch 1.07 lakh MT/year  | FIRR 18.19%; FNPV BDT 20,984 million; FBCR 1.16; payback 5.69 years   |
| Chloro-alkali, PVC and basic chemicals   | CCC, Barabkunda, Chattogram                  | BDT 5,000 crore                                   | Caustic soda 1.00 lakh MT/year; PVC 1.50 lakh MT/year   | FIRR 18.01%; FNPV BDT 15,981 million; FBCR 1.13; payback 6.20 years   |
| Modern leather (natural leather, synthetic leather, fertilizer from waste, glue, gelatin etc.) complex | DLCL, Nayarhat, Savar, Dhaka                 | BDT 1,500 crore                                   | Finished leather 48.0 million sq ft; synthetic leather 14.4 million sq ft; composite fertilizer 16,800 MT/year                | FIRR 18.05%; FNPV BDT 18,030 million; FBCR 1.13; payback 6.73 years   |
| Industrial / container glass plant   | UGSFL, Kalurghat, Chattogram                 | BDT 1,500 crore                                   | Container glass 49,500 MT/year; special glass 16,500 MT/year  | FIRR 13.03%; FNPV BDT 140 crore; FBCR 1.03; payback 8.75 years        |
| KPML integrated paper, chemicals and fiber complex   | KPML, Chandraghona, Rangamati                | Approx. BDT 28,120.36 crore for seven subprojects | Paper, soda ash, sodium sulfate, activated bleaching earth, titanium dioxide, sulfuric acid, synthetic/polyester fiber        | FIRR range 12.14%-17.46%; subproject details in Annex A               |
| Modern insulator and sanitaryware plant  | BISFL, Boxnagar, Mirpur-1, Dhaka             | BDT 748.05 crore                                  | Sanitaryware 5,000 MT/year; porcelain insulator 5,000 MT/year; polymer insulator 500 MT/year; refractory bricks 2,200 MT/year | FIRR 13.46%; FNPV BDT 1,199.99 million; FBCR 1.05; payback 7.16 years |
| Semiconductor and IT industrial technology park  | BISFL, Boxnagar, Mirpur-1, Dhaka             | BDT 3,000 crore indicative                        | 30 acres; power 25 MW; water 3 lakh liters/day  | Pre-feasibility proposed  |
| New TSP fertilizer factory   | TSPCL vacant land, North Patenga, Chattogram | BDT 6,000 crore                                   | 1,350 MT/day; 4.00 lakh MT/year   | Demand 8 lakh MT/year; gap 7 lakh MT/year                             |
| Urea Formaldehyde-85 factory   | GPFPLC vacant land, Palash, Narsingdi        | BDT 2,000 crore                                   | 80 MT/day; 24,000 MT/year   | Demand/gap 24,000 MT/year   |
| WPP bag factory with inner liners  | GPFPLC, Palash, Narsingdi                    | BDT 300 crore                                     | 7.20 crore pieces/year  | FIRR 13.36%; FNPV BDT 28.52 crore; FBCR 1.06; payback 6.43 years      |
| Premium float glass, solar glass and solar panel factories   | AFCCCL unused land, Ashuganj, Brahmanbaria   | BDT 1,500 crore                                   | Premium float glass 49,500 MT/year; solar glass 33,000 MT/year; solar panels 500 MW   | FIRR 13.60%; FNPV BDT 160 crore; FBCR 1.09; payback 7.25 years        |

### BCIC investor message

BCIC can be positioned as a brownfield industrial transformation platform. Its sites offer land, utilities and logistics advantages that can reduce initial development cost and support investment in strategic import-substitution sectors.

## Chapter 4: BSFIC Investment Opportunities

Bangladesh Sugar and Food Industries Corporation (BSFIC) offers a major agro-industrial platform. The source report identifies a network of sugar mills, a distillery and an engineering enterprise, supported by land, utility services, transportation connections and crop-producing regions. The investment thesis is to move beyond conventional sugar production toward diversified agro-processing, food manufacturing, logistics, cold chain, renewable energy and value-added products.

|  |   |   |
|--|---|---|
| <b>15</b><br><b>Mills under management</b><br>Plus 1 distillery and 1 engineering enterprise | <b>210,440 MT</b><br><b>Total sugar capacity</b><br>Annual capacity of 15 mills at establishment      | <b>132,380 MT</b><br><b>Operational mill capacity</b><br>Annual capacity of 9 operational mills |
| <b>43,326.85 MT</b><br><b>2025-26 production</b><br>Actual sugar production                  | <b>78,020 MT</b><br><b>Non-operational capacity</b><br>Capacity of 6 non-operational mills per source | <b>~2.8%</b><br><b>National demand served</b><br>BSFIC share stated in source                   |

| Unit                               | Status                           | Location                    | Capacity                       | Land           | Proposed tentative initiatives  |
|------------------------------------|----------------------------------|-----------------------------|--------------------------------|----------------|---|
| Panchagarh Sugar Mills Ltd.        | Non-operational                  | Panchagarh                  | 10,160 MT/year                 | 223.21 acres   | Agro-based industries, logistics center, sugar beet processing                          |
| Setabganj Sugar Mills Ltd.         | Non-operational                  | Bochaganj, Dinajpur         | 12,500 MT/year                 | 3,860.50 acres | Grain processing, corn/fruit processing and solar power generation                      |
| Shyampur Sugar Mills Ltd.          | Non-operational                  | Badarganj Shyampur, Rangpur | 10,160 MT/year                 | 111.45 acres   | Restart sugar mill with modernization; agro-processing industry                         |
| Pabna Sugar Mills Ltd.             | Non-operational                  | Dashuria, Pabna             | 15,000 MT/year                 | 60.00 acres    | Dairy processing, food manufacturing and chilling unit                                  |
| Kushtia Sugar Mills Ltd.           | Non-operational                  | Jagati, Kushtia             | 15,240 MT/year                 | 216.16 acres   | Economic Zone inventory assessment activities ongoing by BEZA                           |
| Thakurgaon Sugar Mills Ltd.        | Operational                      | Thakurgaon                  | 15,240 MT/year                 | 2,887.02 acres | Potato, corn, frozen food, cold storage and agricultural logistics                      |
| Joypurhat Sugar Mills Ltd.         | Operational                      | Joypurhat                   | 20,320 MT/year                 | 216.99 acres   | Corn processing, feed, grain storage, rice bran oil, cold storage and potato processing |
| Natore Sugar Mills Ltd.            | Operational                      | Natore                      | 15,000 MT/year                 | 98.51 acres    | Corn-based food and beverage manufacturing  |
| Rajshahi Sugar Mills Ltd.          | Operational                      | Hariyan, Rajshahi           | 20,000 MT/year                 | 229.58 acres   | Fruit processing, mango, juice pulp, jam/jelly and export-oriented food processing      |
| Faridpur Sugar Mills Ltd.          | Operational                      | Madhukhali, Faridpur        | 10,160 MT/year                 | 129.93 acres   | Jute and food processing complex; rice, jute products and food packaging                |
| Mobarakganj Sugar Mills Ltd.       | Operational                      | Kaliganj, Jhenaidah         | 15,000 MT/year                 | 207.93 acres   | Agro-processing, raw sugar refinery, fruit processing and jute-based industries         |
| Zeal Bangla Sugar Mills Ltd.       | Operational / partially divested | Dewanganj, Jamalpur         | 10,160 MT/year                 | 350.83 acres   | Mustard oil factory; potato and corn processing   |
| Renwick, Jajneswar & Co. (BD) Ltd. | Operational / engineering        | Kushtia                     | 1,200 MT casting and machining | 39.96 acres    | Equipment manufacturing, fabrication, machining, maintenance and technical support      |

| Theme                                      | Relevant examples   | Investor proposition   |
|--|---|--|
| Agro-processing and food manufacturing     | Panchagarh, Shyampur, Pabna, Thakurgaon, Joypurhat, Natore, Rajshahi, Faridpur, Mobarakganj and Zeal Bangla | Develop crop-linked processing plants for potato, corn, fruit, rice, jute, dairy, sugar beet and other regional raw materials. |
| Cold storage and logistics                 | Panchagarh, Thakurgaon, Joypurhat and crop-intensive regions  | Build cold chain, logistics centers and warehousing to reduce post-harvest losses and support exports.                         |
| Sugar modernization and raw sugar refining | Shyampur, Mobarakganj and other feasible mills  | Modernize crushing, energy systems and refining capacity through JV/PPP and offtake arrangements.                              |
| Engineering and maintenance services       | Renwick, Jajneshwar & Co. (BD) Ltd.   | Develop fabrication, machining, repair, industrial equipment manufacturing and technical support services.                     |

### **BSFIC investor message**

BSFIC is best presented as an agro-industrial land and infrastructure platform. The strongest proposition is not only sugar revival, but regional crop-based manufacturing, storage, logistics and value addition around existing sugar-mill estates.

## Chapter 5: BSEC Investment Opportunities

Bangladesh Steel & Engineering Corporation (BSEC) brings together established industrial brands and a new green-steel proposal. Its enterprises combine long operating histories, government and institutional customer bases, unused land, logistics advantages and import-substitution potential.

| Enterprise  | Core product                    | Location                  | Land / asset base                               | Capacity / market  | Primary/Tentative investment case   |
|---|---------------------------------|---------------------------|---|--|---|
| Pragoti Industries Ltd. (PIL)                           | Vehicle assembly                | Chattogram                | 30.56 acres                                     | 900 units/year; national demand around 47,722 units  | EV/CKD assembly, body and paint shop, automobile hub, commercial development                            |
| General Electric Mfg. Co. Ltd. (GEMCo)                  | Distribution transformers       | North Patenga, Chattogram | 122.96 acres                                    | 1,850 MT/year (3-Phase 250KVA-1681 Unit OR 200KVA-1875 Unit OR 100KVA-2803 Unit) ; 10,000-unit national demand; 20-25% imports | Power transformers, single-phase transformers, substation assembly, switchgear, CT/PT and pole fittings |
| Atlas Bangladesh Ltd. (ABL)                             | Motorcycles and EV two-wheelers | Tongi, Gazipur            | 9.62 acres; 6.12 acres unused                   | 7,000 motorcycles/year; National Demand around 4,70,000 Unit<br>EV two-wheeler 1200 Unit/year, National Demand 15,000 Unit;    | EV manufacturing, motorcycle manufacturing, battery assembly and helmet production                      |
| Proposed Environment-Friendly Modern Steel Mill, Bogura | Green MS steel                  | Choypukuria, Bogura       | Own land; 15.19 acres. no acquisition indicated | 3 lakh MT/year; total estimated cost BDT 1,940 crore; FIRR 15.26%; 30 lakh MT import gap                                       | First-mover modern steel mill in northern region; JV/PPP/blended finance                                |

### BSEC investor message

BSEC offers de-risked entry into vehicle assembly, transformers, electric mobility and green steel through established brands, institutional demand and brownfield industrial land.

## Chapter 6: Industrial Land Bank

The strongest cross-cutting advantage in this investment portfolio is land. Many sites combine land with existing industrial infrastructure, utilities, road/rail/waterway access and established institutional identity. The table below is designed as an investor-facing land bank and should be validated against official land records before transaction launch.

| Corp. | Site / asset            | Location                           | Land stated in source                        | Key logistics / utility advantages  |
|-------|-------------------------|------------------------------------|--|---|
| BCIC  | KNML/KHBML              | Khulna                             | 47.275 acres                                 | Road/rail/waterways and four jetties  |
| BCIC  | CCC                     | Chattogram                         | 91.19 acres                                  | Road/rail; sea port 41 km   |
| BCIC  | DLCL                    | Savar, Dhaka                       | 18.00 acres                                  | Road; airport 31 km   |
| BCIC  | UGSFL                   | Chattogram                         | 9.8 acres                                    | Road, Sea port 13 km; airport 25 km   |
| BCIC  | KPML                    | Rangamati                          | factory -501.78 acres; Lease - 1205.62 acres | Road/waterways; Karnaphuli River  |
| BCIC  | BISFL                   | Dhaka                              | 30.37 acres                                  | Road; airport 14 km   |
| BCIC  | TSPCL vacant land       | Chattogram                         | 15 acres                                     | Road/rail/waterway; jetty   |
| BCIC  | GPFPLC land             | Narsingdi                          | 10 acres + 5 acres                           | Road/rail/waterway; captive power   |
| BCIC  | AFCCL unused land       | Brahmanbaria                       | 197 acres                                    | Road/rail/waterway; Meghna River  |
| BSFIC | Panchagarh Sugar Mills  | Panchagarh                         | 223.21 acres                                 | Highway, rail, land port and airport access   |
| BSFIC | Setabganj Sugar Mills   | Dinajpur                           | 3,860.50 acres                               | Road, rail, Hili land port and Saidpur airport  |
| BSFIC | Shyampur Sugar Mills    | Rangpur                            | 111.45 acres                                 | Road, railway, Hili land port and Saidpur airport   |
| BSFIC | Pabna Sugar Mills       | Pabna                              | 60.00 acres                                  | Highway, rail junction, utilities nearby  |
| BSFIC | Kushtia Sugar Mills     | Kushtia                            | 216.16 acres                                 | Road, rail, river and land port   |
| BSFIC | Thakurgaon Sugar Mills  | Thakurgaon                         | 2,887.02 acres                               | Highway, rail and land port   |
| BSFIC | Joypurhat Sugar Mills   | Joypurhat                          | 216.99 acres                                 | Road, rail and Hili land port   |
| BSFIC | Natore Sugar Mills      | Natore                             | 98.51 acres                                  | Highway, rail and utilities nearby  |
| BSFIC | Rajshahi Sugar Mills    | Rajshahi                           | 229.58 acres                                 | Road, rail, river and airport   |
| BSFIC | Faridpur Sugar Mills    | Faridpur                           | 129.93 acres                                 | Highway, rail and land port   |
| BSFIC | Mobarakganj Sugar Mills | Jhenaidah                          | 207.93 acres                                 | Highway, rail and river port  |
| BSFIC | Zeal Bangla Sugar Mills | Jalalpur                           | 350.83 acres                                 | Road, rail, river and land port   |
| BSFIC | Renwick                 | Kushtia                            | 39.96 acres                                  | Road, rail, river and land port   |
| BSEC  | PIL                     | Barabkunda, Sitakunda, Chattogram. | 30.56 acres                                  | Beside Dhaka-Chattogram Highway; sea port 36km, container depots 5km & rail (beside Barabkunda) |
| BSEC  | GEMCo                   | North Patenga, Chattogram          | 122.96 acres                                 | Rail 11km, airport 3.7km and sea port 6.2km, Expressway   |
| BSEC  | ABL                     | Tongi, Gazipur                     | 9.62 acres                                   | Highway, rail 2km, airport 6km, kamlapur ICD 22km   |
| BSEC  | Modern Steel Mill site  | Choybukuria Bogura                 | Own land; acreage not specified              | Airport 4km, highway, rail 8km and Sariakandi river 30 km, Hili Land Port 75km                  |

## Chapter 7: Why Partner with the Ministry of Industries?

Partnering with the Ministry of Industries offers investors a government-backed entry point into industrial sectors with existing asset bases and clear development needs. For the Ministry, the partnership model can transform idle or loss-making assets into productive ventures while retaining public value and policy alignment.

| Partner benefit        | What it means in practical terms   |
|------------------------|--|
| Lower entry risk       | Existing sites reduce land acquisition, community entry and basic infrastructure development challenges.     |
| Faster preparation     | Many sites already have buildings, roads, jetties, warehouses, utilities or industrial operating history.    |
| Demand-linked projects | Several opportunities are anchored in identified supply gaps, institutional demand or internal requirements. |
| Technology transfer    | Investors can introduce new machinery, environmental systems, automation and commercial management.          |
| Regional development   | Projects can create jobs, increase farmer incomes, strengthen local supply chains and reduce imports.        |
| Flexible structuring   | JV, PPP, SPV, lease, management and blended finance structures can be tailored to project type.              |

### For investor outreach

The Ministry of Industries invites credible local and international investors to transform strategic public industrial assets into profitable, technology-driven ventures through transparent partnership. The portfolio offers developed land, utilities, logistics access, institutional demand and sector-specific opportunities across chemicals, agro-industry, engineering, steel, EVs, solar and manufacturing.

## Chapter 8: Contact Directory

The contact directory below is structured for investor use. The Ministry should insert final approved names, designations, phone numbers and official emails before printing or public circulation.

| Organization           | Role  | Website                 | Contact / action required   |
|------------------------|---|-------------------------|---|
| Ministry of Industries | Lead ministry / investor coordination                         | www.moind.gov.bd        | Md. Monwar Hasan Khan<br>Joint Secretary (BSFIC)<br>Ministry of Industries<br>Ph (office): +88-02-223381584<br>E-mail: jsbsfic@moind.gov.bd   |
| BCIC                   | Chemical, fertilizer and industrial opportunities             | www.bcic.gov.bd         | Md. Niaz Abdul Kader<br>Additional Chief Engineer<br>(Chemical), BCIC<br>Cell: +8801712037201<br>E-mail: niaz.pb@gmail.com  |
| BSFIC                  | Sugar, agro-industrial and food processing opportunities      | www.bsfc.gov.bd         | Mohammad Mujibur Rahman<br>Secretary<br>Bangladesh Sugar and Food<br>Industries Corporation<br>Email:<br>mujibur.rahman@bsfic.gov.bd<br>mujib95@gmail.com<br>Cell: +880 1711-318963<br>Phone: +88-02-223385868 (Office) |
| BSEC                   | Steel, engineering, vehicle, transformer and EV opportunities | www.bsec.gov.bd         | Md. Monjurul Hafiz BPAA<br>Director (Planning & Development)<br>Phone(T&T): +880255012562<br>Mobile: +8801710864747<br>Email: dir-pl-dev@bsec.gov.bd  |
| BIDA                   | Investor facilitation and investment services                 | www.bida.gov.bd         | Relevant desk   |
| PPP Authority          | PPP guidance and transaction support                          | www.pppauthority.gov.bd | Relevant desk   |

## Conclusion

The Ministry of Industries can present a unified and credible investor proposition: strategic public industrial assets are available for transformation into modern, profitable and technology-driven ventures. With transparent transaction design, professional management and carefully selected partners, these assets can become a productive engine for import substitution, employment creation, regional development and sustainable industrialization.

# Annex A



## Chemicals **BCIC**

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Fertilizer, chemicals, paper,  
glass, solar, batteries and  
technology

# BCIC Investment Plan

## Executive Summary

Bangladesh Chemical Industries Corporation (BCIC) is one of the largest state-owned industrial enterprises in the country, which has been playing a vital role in the fertilizer, chemical, and related industrial sectors for a long time. The proposed investment portfolio for the revitalization of closed, sick, and unused industrial assets of the Bangladesh Chemical Industries Corporation (BCIC) is a strategic initiative for Bangladesh's manufacturing-oriented economy, import substitution, job creation, and effective utilization of state assets. This plan is directly aligned with the government's election manifesto commitments regarding industrialization, a private investment-friendly environment, efficient state asset management, reduction of corruption and waste, increase in employment, and the attraction of foreign investment.

The primary objective of this plan is to utilize the industrial land, existing infrastructure, gas, electricity, water, transport facilities, and strategic locations owned by BCIC to transform closed and sick factories and unused lands into modern, profitable, and market-based industrial assets. Through this, it will be possible to turn state assets from an idle state into a source of production, revenue, employment, technology transfer, and export potential.

This investment plan includes 10 priority industrial projects, with an indicative investment pipeline of approximately BDT 54,685 crore. Notable among these are the API & Starch Complex, Pulp (wood, bamboo & jute-stick) & Paper, Lithium Battery Manufacturing, Chloro-Alkali & PVC and Basic Chemicals, Modern Leather Industry, Chemical and Fiber Plant, TSP & UF-85 Fertilizer Plant, WPP Bag Factory, Premium Float Glass, Solar Glass & Solar Panel Manufacturing, Insulator & Sanitaryware and Semiconductor & IT Industrial Technology Park.

As an investment structure, a Joint Venture model can be adopted. BCIC can build partnerships with domestic and foreign investors by using its existing land and infrastructure as in-kind equity. As a result, implementation risks, land development costs, and initial infrastructure costs can be significantly reduced compared to Greenfield projects.

According to the financial analysis, the proposed projects can be considered as high-potential investment initiatives. With an expected financial return of 12% to 18%, FIRR of over 12%, FBCR greater than 1, and a positive FNPV, these are attractive to investors.

Overall, this investment plan of BCIC is not just the reuse of closed industrial assets; it is a national-level asset monetization, industrial diversification, and import substitution-driven investment platform. Through good governance, transparent investment structures, efficient management, and domestic-foreign strategic partnerships, this initiative can be considered a viable industrial model for the government's announced philosophy of production-oriented economy and employment-based development.

## BCIC's Closed and Ailing Factories and Other New Initiatives: Investment Opportunities

| Sl.                          | Name of Factory  |
|------------------------------|--|
| <b>Closed Factories</b>      |  |
| 1.                           | Khulna Newsprint Mills Ltd. (KNML) and Khulna Hardboard Mills Ltd. (KHBML), Khalishpur, Khulna.  |
| 2.                           | Chittagong Chemical Complex (CCC), Barabkunda, Chattogram.   |
| 3.                           | Dhaka Leather Company Limited (DLCL), Nayarhat, Savar, Dhaka.  |
| 4.                           | Osmania Glass Sheet Factory Ltd. (UGSFL), Kalurghat, Chattogram.<br>Ailing Factories   |
| 5.                           | Karnaphuli Paper Mills Ltd. (KPML), Chandraghona, Rangamati Hill District.   |
| 6.                           | Bangladesh Insulator and Sanitaryware Factory Ltd. (BISFL), Boxnagar, Mirpur-1, Dhaka.   |
| <b>Other New Initiatives</b> |  |
| 7.                           | new TSP fertilizer factory with an annual production capacity of 400,000 metric tons, North Patenga, Chattogram.   |
| 8.                           | Urea Formaldehyde-85 (UF-85) factory, Palash, Narsingdi.   |
| 9.                           | woven polypropylene (WPP) bag with inner liner factory, Palash, Narsingdi.   |
| 10.                          | Premium float glass, solar glass and solar panel factories on 197 acres of unused land of Ashuganj Fertilizer and Chemical Company Ltd. (AFCCL), Ashuganj, Brahmanbaria. |

## 1. Khulna Newsprint Mills Ltd. (KNML) and Khulna Hardboard Mills Ltd. (KHBML) [Closed Factories]

### Logistics Facilities:

|   |                        |  |
|---|------------------------|--|
| ❑ | <b>Location</b>        | : Khalishpur, Khulna.  |
| ❑ | <b>Land Area</b>       | : 47.275 acres.  |
| ❑ | <b>Transport Links</b> | : Road, rail and waterways (including four dedicated jetties).<br><b>Seaport (Mongla) distance:</b> 55 km<br><b>Airport (Jashore) distance:</b> 62 km<br><b>Land port (Bhomra/Benapole) distance:</b> 62/ 91 km<br><b>Railway station (Khulna) distance:</b> 6 km  |
| ❑ | <b>Utilities</b>       | : <b>Water:</b> through treatment of water from the Bhairab River.<br><b>Electricity:</b> PDB's 11 kV line is available. An agreement is currently in place with North-West Power Generation Company Ltd. (NWPGL) for uninterrupted electricity supply.<br><b>Fuel:</b> furnace oil. A gas connection line is available. |
| ❑ | <b>Infrastructure</b>  | : Administrative building, mosque, three-storied Ansar building, boundary wall, four jetties (renovation required), and developed land.  |

## Khulna Newsprint Mills Ltd. (KNML) and Khulna Hardboard Mills Ltd. (KHBML) [Closed Factories]

Factory location obtained from Google Maps and other images





## Proposal-01

An initiative has been undertaken to establish a pulp and paper mill using jute sticks on the premises of Khulna Newsprint Mills Ltd. (KNML) and Khulna Hardboard Mills Ltd. (KHBML) under a joint venture.

### Information obtained from the Pre-Feasibility Study:

| Financial Analysis of the Project   | Production Capacity Annual MT  | Production and Sales Price per MT (BDT)  | Demand and Gap Annual (lakh MT)   |
|---|--|--|---|
| <b>Land Value:</b> 564.96 crore BDT<br><b>Estimated Project Cost:</b> 2,200 crore BDT<br><b>FIRR:</b> 9-10%<br><b>EIRR:</b> 14-15%<br><b>FNPV:</b> - 32,978 Lakh BDT<br><b>FBCR:</b> 0.94<br><b>Payback Period:</b> 11-12 Years | <b>Newsprint Paper:</b> 60,000-80,000<br><b>Packaging Paper:</b> 20,000 – 40,000 | <b>Newsprint Paper:</b><br><b>Production Cost:</b> 68,000/-<br><b>Sales Price:</b> 85,000 -1,00,000/-<br><b>Packaging Paper:</b><br><b>Production Cost:</b> 40,000/-<br><b>Sales Price:</b> 55,000 -70,000/- | <b>Newsprint Paper:</b><br><b>Demand:</b> 1,20,000<br><b>Gap:</b> 1,10,000<br><b>Packaging Paper:</b><br><b>Demand:</b> 12,50,000<br><b>Gap:</b> 8,50,000 |

# A full feasibility study may be conducted through an international consulting firm.

## Proposal-02

An initiative has been undertaken to establish a lithium battery manufacturing plant (energy storage system) on the premises of Khulna Newsprint Mills Ltd. (KNML) and Khulna Hardboard Mills Ltd. (KHBML) under a joint venture.

### Brief Information of the proposal

#### Proposed Capacity (Indicative):

| Component               | Capacity          |
|-------------------------|-------------------|
| Battery Cell Production | 1–2 GWh/year      |
| Battery Pack Assembly   | 2–3 GWh/year      |
| ESS Systems             | 500–1000 MWh/year |

#### Technology Overview

##### Process Steps:

- ❖ Electrode preparation
- ❖ Cell assembly
- ❖ Electrolyte filling
- ❖ Formation & aging
- ❖ Module assembly
- ❖ Pack integration

##### Utilities Requirement (Indicative):

- ❖ **Power** : 20–50 MW
- ❖ **Gas** : For drying & process heating
- ❖ **Water** : 200–500 m<sup>3</sup>/day
- ❖ **Compressed Air**: High purity

## Proposal-03

An initiative has been undertaken to establish an Active Pharmaceutical Ingredients (API) Complex and Starch Factory on the premises of Khulna Newsprint Mills Ltd. (KNML) and Khulna Hardboard Mills Ltd. (KHBML) under a joint venture.

### Information obtained from the Feasibility Study:

| Financial Analysis of the Project   | Production Capacity   | Demand and Gap  |
|---|---|---|
| <p><b>Land Value:</b> 564.96 crore BDT</p> <p><b>Estimated Project Cost:</b> 2,816.94 crore BDT</p> <p><b>FIRR:</b> 18.19%</p> <p><b>FNPV:</b> BDT 20,984.00 million</p> <p>FBCR: 1.16</p> <p><b>Payback Period:</b> 5.69 years</p> | <p style="text-align: center;"><b>API:</b></p> <p style="text-align: center;">Annual 1,300 MT</p> <p style="text-align: center;"><b>Corn Starch:</b></p> <p style="text-align: center;">Annual 1.07 lakh MT</p> | <p style="text-align: center;"><b>For the proposed API:</b></p> <p><b>Demand:</b> Annual 10,509 MT</p> <p><b>Gap:</b> Annual 8,328.3 MT</p> <p style="text-align: center;">For Starch:</p> <p><b>Demand:</b> Annual 4.12 lakh MT</p> <p><b>Gap:</b> Annual 2.90 lakh MT</p> |
| <b>FIRR:</b> Financial Internal Rate of Return  | :   | <b>FIRR</b> > 12% → Financially profitable/Economically viable  |
| <b>FBCR:</b> Financial Benefit Cost Ratio   | :   | <b>FBCR</b> > 1 → Financially profitable/Economically viable  |
| <b>FNPV:</b> Financial Net Present Value  | :   | <b>FNPV</b> > 0 → Financially profitable/Economically viable  |

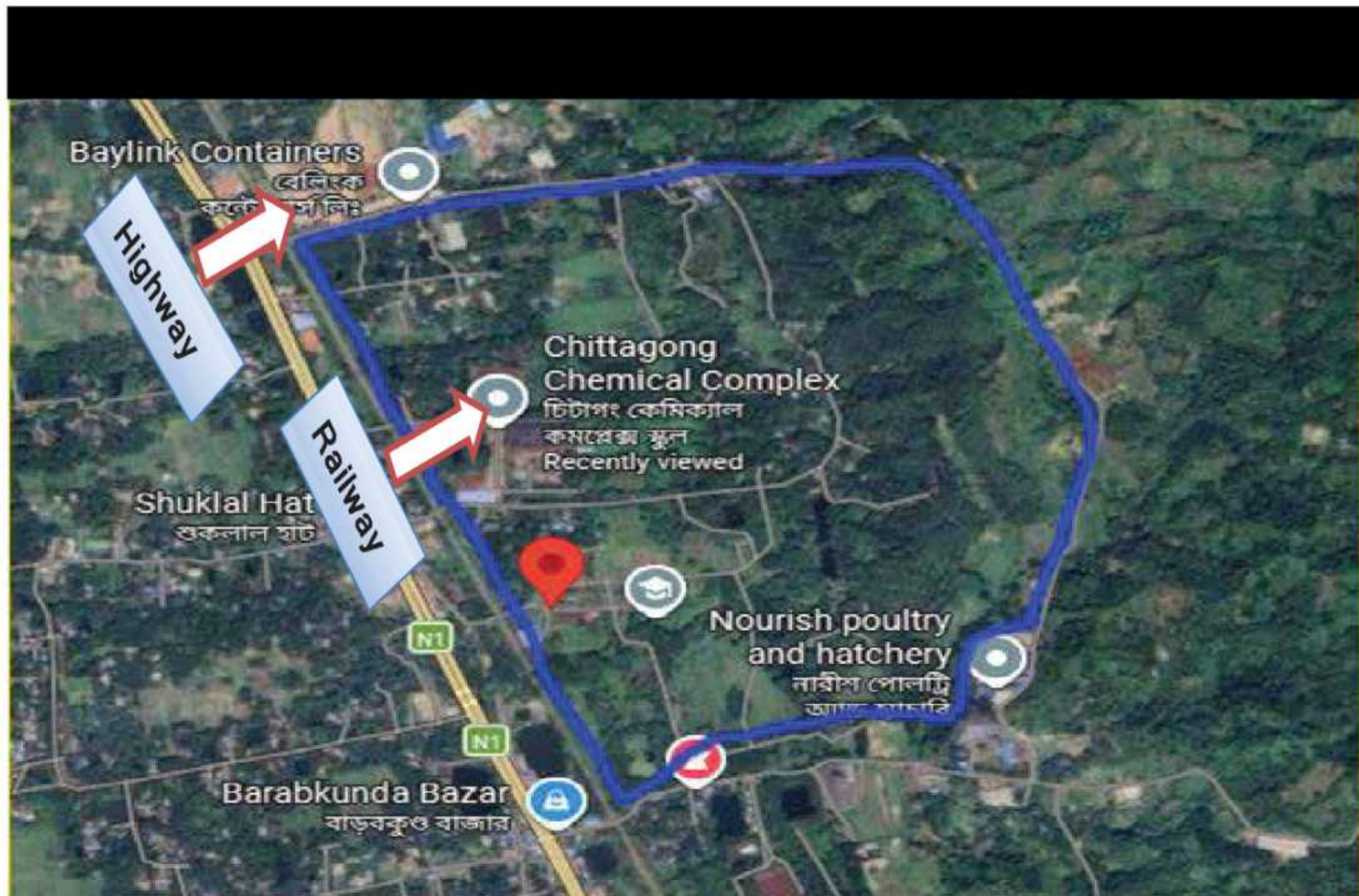
| Sl. No. | Name of the Plant                            | Demand & Gap (MTPY)                       | Production & Sales Price (BDT/MT)                         | Main Raw Materials  | Source of Raw Materials                   |
|---------|--|---|---|---|---|
| (1)     | (2)  | (3)                                       | (4)   | (5)   | (6)                                       |
| A       | API:   |   |   |   |   |
| 01.     | Pantoprazole Sodium/Rabeprazole / Omeprazole | <b>Demand:</b> 675<br><b>Gap:</b> 675     | <b>Production:</b> 16,78,000<br><b>Sales:</b> 58,56,000   | Pantoprazole, Sodium Hydroxide  | India, China, USA, Germany, UK. & others. |
| 02.     | Fluconazole                                  | <b>Demand:</b> 1,187<br><b>Gap:</b> 1,187 | <b>Production:</b> 35,99,564<br><b>Sales:</b> 99,11,458   | Meta-difluorobenzene, Formamide, Formic acid  |   |
| 03.     | Atorvastatin Calcium                         | <b>Demand:</b> 1,051<br><b>Gap:</b> 1,051 | <b>Production:</b> 90,90,596<br><b>Sales:</b> 3,29,67,000 | Diol, Calcium Acetate Monohydrate   |   |
| 04.     | Fexofenadine Hydrochloride                   | <b>Demand:</b> 675<br><b>Gap:</b> 675     | <b>Production:</b> 29,73,644<br><b>Sales:</b> 59,76,527   | Fexofenadine Hydrochloride: Methanol, 4-Chlorobutyryl chloride, Hydrochloric Acid, Acetone              |   |
| 05.     | Metformin Hydrochloride                      | <b>Demand:</b> 675<br><b>Gap:</b> 675     | <b>Production:</b> 18,26,338<br><b>Sales:</b> 54,33,205   | Di Methyl Amine, Hydrochloric Acid, Dicyandiamide   |   |
| 06.     | Vildagliptin                                 | <b>Demand:</b> 820<br><b>Gap:</b> 820     | <b>Production:</b> 86,97,996<br><b>Sales:</b> 82,59,549   | N-Fluorenyl methoxy carbonyl-L-prolinamide, 3-amino-1-adamantanol, S-1-chloroacetyl-2-cyan-pyrrolidine. |   |

| Sl. No. | Name of the Plant   | Demand & Gap (MTPY)                         | Production & Sales Price (BDT/MT)                         | Main Raw Materials                                  | Source of Raw Materials                                      |
|---------|---|---|---|---|--|
| (1)     | (2)   | (3)   | (4)   | (5)   | (6)  |
| 07.     | Paracetamol   | <b>Demand:</b> 4,340<br><b>Gap:</b> 2,160   | <b>Production:</b> 7,39,573<br><b>Sales:</b> 13,96,483    | Para aminophenol<br>Acetic Anhydride<br>Acetic Acid | Brazil, Russia, Canada, Ukraine, India, Bangladesh & others. |
| 08.     | Azithromycin / Amoxicillin / Cephadrin/Other antibiotics. | <b>Demand:</b> 336<br><b>Gap:</b> 335.30    | <b>Production:</b> 47,49,078<br><b>Sales:</b> 1,52,46,000 | Erythromycin  |  |
| 09.     | Amlodipine  | <b>Demand:</b> 750<br><b>Gap:</b> 750       | <b>Production:</b> 53,38.897<br><b>Sales:</b> 63,20,600   | CDB, Aminopropionitrile & Diethylamine.             |  |
| B.      | Corn Starch with by-product                               | <b>Demand:</b> 411739<br><b>Gap:</b> 289950 | <b>Production:</b> 53,362<br><b>Sales:</b> 79,200         | Corn/Maize, Sulphur, Caustic Soda                   |  |

## 2. Chittagong Chemical Complex (CCC) [Closed Factories]

### Logistics Facilities:

- ❑ **Location** : Barabkunda, Chattogram.
- ❑ **Land Area** : 91.19 acres.
- ❑ **Transport Links** : Road and rail.
  - Seaport (Chattogram) distance:** 41 km
  - Airport (Chattogram) distance:** 47 km
  - Land port (Belonia/ Akhaura):** 92/ 190 km
  - Railway station (Chattogram) distance:** 35 km
- ❑ **Utilities** : **Water:** Through treatment of water from streams and three reservoirs. Electricity: 4 MW gas-engine generator (renovation required) and PDB's 11 kV line is available.  
**Fuel:** Natural gas. a gas connection line is available.
- ❑ **Infrastructure** : Develop land





## Proposed Initiative

An initiative has been undertaken to establish chlor-alkali and chlorine-related basic chemical plants [polyvinyl chloride (PVC), chlorinated paraffin wax (CPW), activated bleaching earth (ABE), and stable bleaching powder (SBP)] on the premises of Chittagong Chemical Complex (CCC) under a joint venture.

### Information obtained from the ongoing Feasibility Study:

| Financial Analysis of the Project   | Production Capacity Annual (lakh MT)                    | Production and Sales Price per MT (BDT)  | Demand and Gap Annual (lakh MT)  |
|---|---|--|--|
| <p><b>Land Value:</b> 190.81 crore BDT</p> <p><b>Estimated Project Cost:</b> 5,000 crore BDT</p> <p><b>FIRR:</b> 18.01%</p> <p><b>FNPV:</b> BDT 15,981.00 million</p> <p><b>FBCR:</b> 1.13</p> <p><b>Payback Period:</b> 6.20 years</p> | <p><b>Caustic Soda:</b> 1.00</p> <p><b>PVC:</b> 1.5</p> | <p><b>Caustic Soda:</b></p> <p><b>Production Cost:</b> 55,000</p> <p><b>Sales Price:</b> 72,000</p> <p><b>PVC:</b></p> <p><b>Production Cost:</b> 1,00,000</p> <p><b>Sales Price:</b> 1,40,000</p> | <p><b>Caustic Soda:</b></p> <p><b>Demand:</b> 4.50</p> <p><b>Gap:</b> 1.70</p> <p><b>PVC:</b></p> <p><b>Demand:</b> 4.50</p> <p><b>Gap:</b> 3.00</p> |

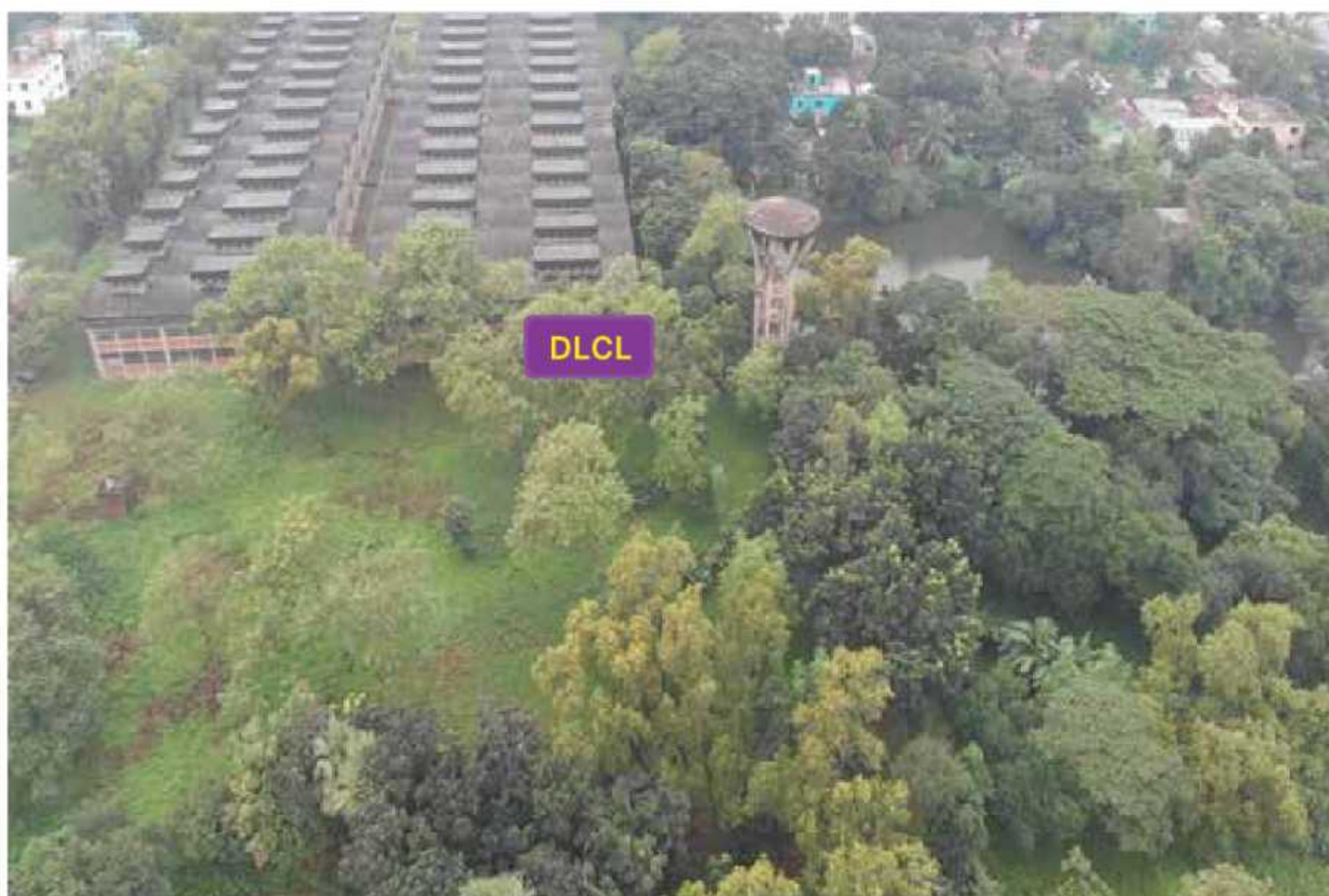
### 3. Dhaka Leather Company Limited (DLCL) [Closed Factories]

#### Logistics Facilities:

- ❑ **Location** : Nayarhat, Savar, Dhaka.
- ❑ **Transport Links** : Road.  
**Seaport (Chattogram/ Mongla) distance:** 285/ 254 km  
**Airport (Dhaka) distance:** 31 km  
**Railway station (Kamalapur) distance:** 37 km  
**Land port (Benapole/ Akhaura) distance:** 251/ 156 km
- ❑ **Land Area** : 18.00 acres.
- ❑ **Utilities** : **Water:** Through treatment of water from a deep tube well with a daily capacity of 12,000 liters and one reservoir.  
**Electricity:** PDB's 11 kV line.  
**Fuel:** Natural gas. a gas connection line is available.
- ❑ **Infrastructure** : Administrative building, 2 4 storied quarters, finishing house, beam house ETP plant (renovation required), boundary wall, develop land.

#### Factory location obtained from Google Maps and image





## Proposed Initiative

An initiative has been undertaken to establish an energy-efficient, environmentally friendly, modern-technology leather factory (natural leather, synthetic leather, fertilizer from waste, glue, etc.) meeting European standards on the premises of Dhaka Leather Company Limited (DLCL), through a joint venture with a foreign company.

### Information obtained from the Pre-Feasibility Study:

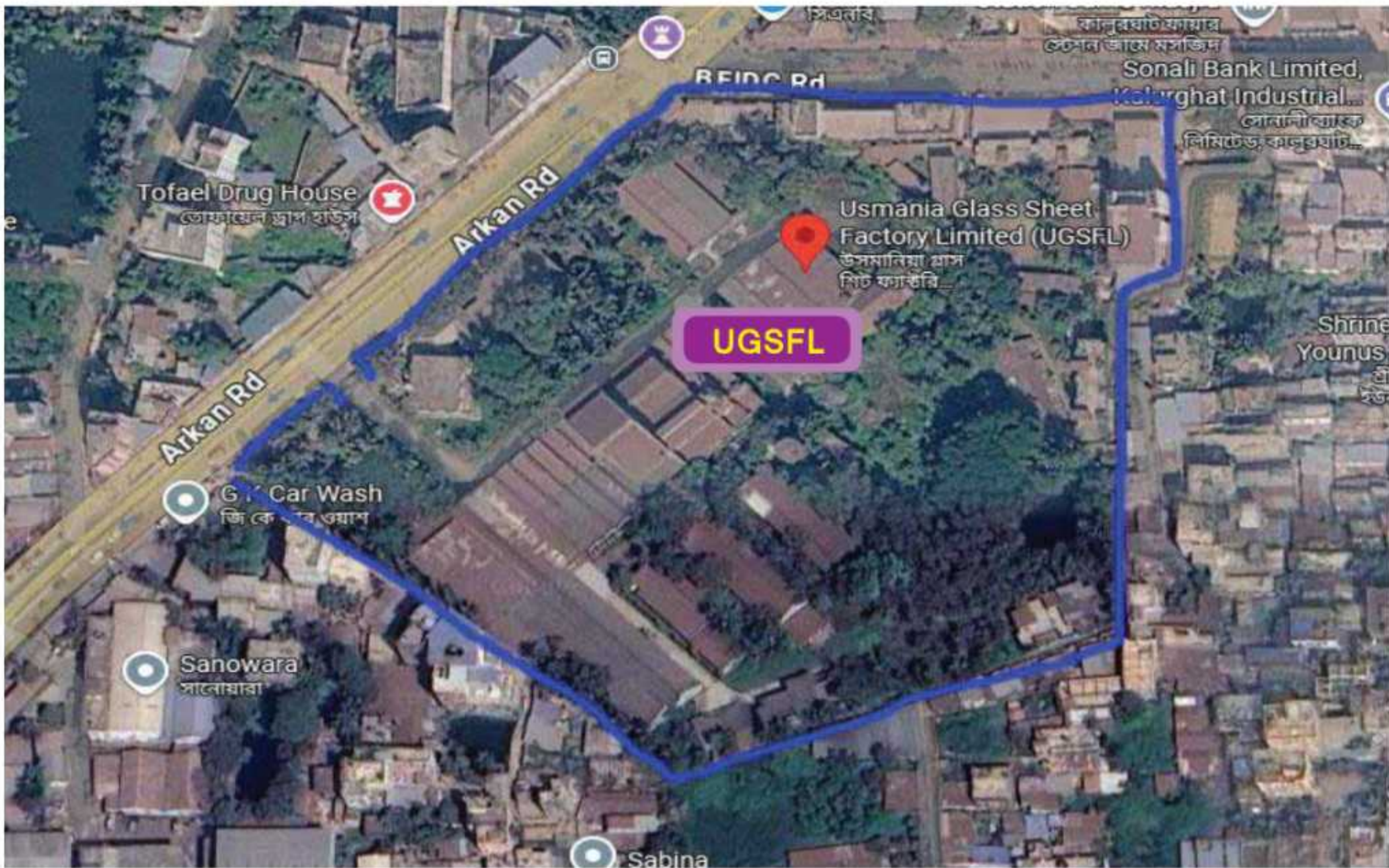
| Financial Analysis of the Project  | Production Capacity (Annual)   | Production and Sales Price per MT (BDT)  | Demand and Gap Annual (lakh MT)  |
|--|--|--|--|
| <p><b>Land Value:</b> 264.16 crore BDT</p> <p><b>Estimated Project Cost:</b> 1500 crore BDT</p> <p><b>FIRR:</b> 18.05%</p> <p><b>FNPV:</b> BDT 18,030.00 million</p> <p><b>FBCR:</b> 1.13</p> <p><b>Payback Period:</b> 6.73 years</p> | <p><b>Finished Leather:</b><br/>48.0 million sq. ft.</p> <p><b>Synthetic Leather:</b><br/>14.4 million sq. ft.</p> <p><b>Composite Fertilizer:</b><br/>16,800 MT</p> | <p><b>Caustic Soda:</b><br/><b>Production Cost:</b> 55,000<br/><b>Sales Price:</b> 72,000</p> <p><b>PVC:</b><br/><b>Production Cost:</b> 1,00,000<br/><b>Sales Price:</b> 1,40,000</p> | <p><b>Caustic Soda:</b><br/><b>Demand:</b> 4.50<br/><b>Gap:</b> 1.70</p> <p><b>PVC:</b><br/><b>Demand:</b> 4.50<br/><b>Gap:</b> 3.00</p> |

#### 4. Osmania Glass Sheet Factory Ltd. (UGSFL) [Closed Factories]

##### Logistics Facilities:

- ❑ **Location** : Kalurghat, Chattogram.
- ❑ **Transport Links** : Road.
  - Seaport (Chattogram) distance:** 13 km
  - Airport (Chattogram) distance:** 25 km
  - Railway station (Chattogram) distance:** 10 km
  - Land port (Akhaura) distance:** 218km
- ❑ **Land Area** : 9.8 acres.
- ❑ **Utilities** :
  - Water:** 1 lakh 10 thousand liters/hour capacity water from a deep tube well.
  - Electricity:** PDB's 11 kV line is available.
  - Fuel:** Natural gas. a gas connection line is available.
- ❑ **Infrastructure** : Administrative building, 3 warehouses (7000 metric tons storage capacity), other infrastructure and boundary wall.

## Factory location obtained from Google Maps and image





**Agro-Industry**  
**BSFIC**

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Sugar, agro-processing, food,  
cold chain, renewable and  
engineering assets

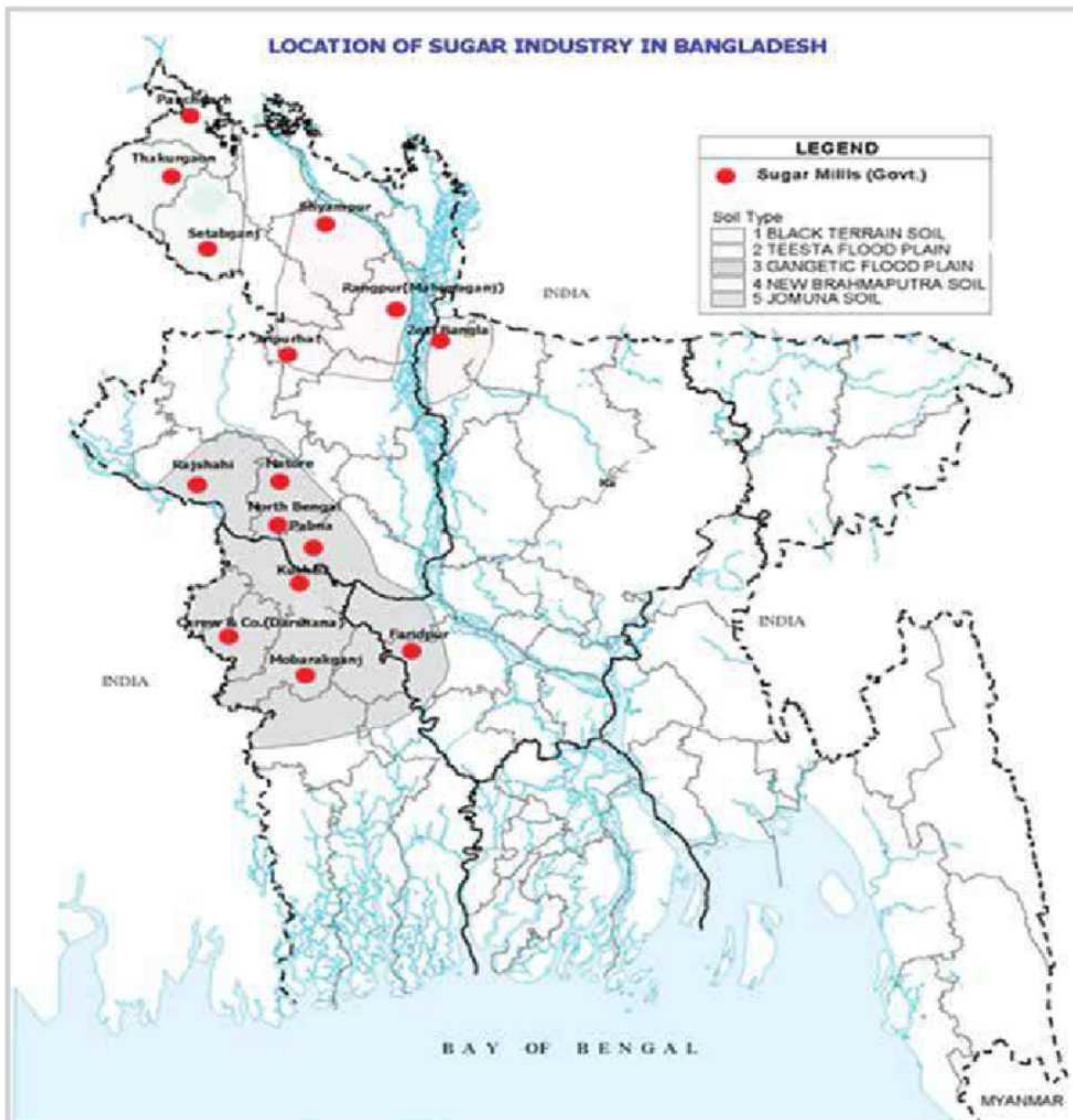
# Bangladesh Sugar and Food Industries Corporation (BSFIC)

## Investment Potential

### Introduction

Bangladesh Sugar and Food Industries Corporation (BSFIC) is one of the country's largest state-owned industrial enterprises, playing a vital role in the development of the sugar sector, promoting agro-based industrialization, and contributing to value addition and sustainable growth in the national economy. There is considerable potential for diversified investment centered around BSFIC's sugar mills, industrial infrastructure, agricultural land, transportation facilities and existing utility services. The primary objective of sugar industry is to transform the organization into a profitable and sustainable enterprise through the production of quality sugar, diversification of by-product-based products, market expansion and effective management. The sugar industry of Bangladesh is a promising and strategic sector on which approximately five million people depend directly and indirectly for their livelihoods.

### Location of the Sugar Industry



## General Information:

- BSFIC has a total of 15 sugar mills, 1 distillery plant, and 1 engineering enterprise under its management.
- Out of the 16 enterprises, 3 companies/mills have been partially divested through share offloading, with BSFIC retaining a 51% shareholding:
  - Shyampur Sugar Mills Limited
  - Zeal Bangla Sugar Mills Limited
  - Renwick, Jaineswar & Company (Bangladesh) Limited
- The annual sugar production capacity of the 15 sugar mills is 210,440 metric tons (at the time of their establishment).
- The annual sugar production capacity of the 9 operational sugar mills is 132,380 metric tons.
- Actual sugar production during the 2025–26 crushing season was 43,326.85 metric tons.
- The annual production capacity of the non-operational 6 sugar mills is 78,020 metric tons.

## Six Non-Operational Sugar Mills under BSFIC

### Panchagarh Sugar Mills Ltd.

#### Mill Profile

- Year of Establishment: 1970
- Location: Panchagarh
- Origin of Machinery: Stork Werkspoor, Holland
- Installed Production Capacity: 10,160 MT/year
- Actual Production (2019–20): 3,002 MT
- Present Status: Non-Operational

#### Land Utilization

- Total Land: 223.21 acres
- Cultivable Land: 105.76 acres
- Factory & Others: 117.45 acres



#### Transportation Facilities

- Highway: Located adjacent to the Panchagarh–Tetulia–Banglabandha Highway (0 km)
- Railway Station: Panchagarh Railway Station (2 km)
- Land Port: Banglabandha Land Port (60 km)
- Airport: Saidpur Airport (90 km)

#### Utility:

- Electricity and Water

#### Available Crop:

- Tea, Corn, Rice, Chili

#### Proposed Initiatives

- Establishment of agro-based industries and a logistics center.
- Establishment of a sugar beet processing industry.
- A comprehensive feasibility study is currently underway to assess the potential for sugar beet cultivation and sugar production in Bangladesh. The study involves scientists from the Bangladesh Sugar crop Research Institute (BSRI), sugar beet growers, university professors, and experienced researchers and officials from the Department of Agricultural Extension engaged in sugar beet research and development.

## Setabganj Sugar Mills Ltd.

### Mill Profile

- Year of Establishment: 1933
- Location: Bochaganj Dinajpur
- Origin of Machinery: Buckau Wolf, India Ltd.
- BMRE/BMR Year: 1983
- Installed Production Capacity: 12,500 MT/year
- Actual Production (2019–20): 2,414 MT
- Present Status: Non-Operational

### Land Utilization

- Total Land: 3,860.50 acres
- Cultivable Land: 2,830.42 acres
- Factory & Others: 1030.08 acres



### Transportation Facilities

- Road: Dinajpur–Bochaganj–Pirganj Road (0.1 km)
- Railway Station: Setabganj Railway Station (1.5 km)
- Land Port: Hili Land Port (100 km)
- Airport: Saidpur Airport (60 km)

### Utility:

- Electricity and Water

### Available Crop:

- Litchi, Potato, Corn, Rice, Chili

### Proposed Initiatives:

- **Integrated Grain Processing and Renewable Energy Hub:**
- Rice and Wheat Processing
- Corn Processing
- Fruit Processing
- Solar Power Generation

## Shyampur Sugar Mills Ltd.

### Mill Profile

- Year of Establishment: 1968
- Location: Badarganj Shyampur, Rangpur
- Origin of Machinery: Mitsubishi Heavy Industries, Japan
- Installed Production Capacity: 10,160 MT/year
- Actual Production (2019–20): 6,521.00 MT
- Present Status: Non-Operational

### Land Utilization

- Total Land: 111.45 acres
- Cultivable Land: 25.00 acres
- Factory & Others: 86.45 acres



### Transportation Facilities

- Road: Badarganj Road (0.1 km)
- Railway Station: Shyampur Railway Station (1 km)
- Land Port: Hili Land Port (62 km)
- Airport: Saidpur Airport (40 km)

### Utility:

- Electricity and Water

### Available Crop:

- Potato, Corn, Banana

### Proposed Initiatives:

- Restarting Sugar Mill with Modernization
- Agro-Processing Industry

## Pabna Sugar Mills Ltd. Ltd.

### Mill Profile

- Year of Establishment: 1998
- Location: Dashuria, Pabna
- Origin of Machinery: Heavy Mechanical Complex (HMC), Pakistan
- Installed Production Capacity: 15,000 MT/year
- Actual Production (2019–20): 3,570 MT
- Present Status: Non-Operational

### Land Utilization

- Total Land: 60.00 acres
- Cultivable Land: 0.00 acres
- Factory & Others: 60.00 acres



### Transportation Facilities

- Road: Pabna–Ishwardi Highway (0.3 km)
- Railway Station: Ishwardi Railway Junction (4 km)
- Land Port: Darshana Land Port (110 km)
- Airport: Shah Makhdum Airport, Rajshahi (95 km)
- Distance from the Padma River: 12 km
- An airport is also located in Ishwardi; however, it is currently non-operational.

### Utility

- Electricity, water, and gas connections are available within 0.5 km.
- The site is located approximately 12 km from the Rooppur Nuclear Power Plant.

### Available Crop

- Milk, Rice, Litchi, Guava

### Proposed Initiatives:

- Dairy Processing
- Food Manufacturing
- Chilling Unit

## Kushtia Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1966
- Location: Jagati, Kushtia
- Origin of Machinery: Fletcher and Stewart, U.K.
- BMRE/BMR Year: 1970
- Installed Production Capacity: 15,240 MT/year
- Actual Production (2019–20): 2,315.30 MT
- Present Status: Non-Operational

### Land Utilization

- Total Land: 216.16 acres
- Cultivable Land: 90.80 acres
- Factory & Others: 125.36 acres



### Transportation Facilities

- Located 6 km from Zero Point.
- Road: Kushtia Town Main Road (0.5 km)
- Railway Station: Jagati Railway Station (0.5 km)
- River: Gorai River (2 km)
- Land Port: Darshana Land Port (75 km)
- Airport: Shah Makhdum Airport, Rajshahi (115 km)

### Utility:

- Electricity and Water

### Available Crops

- Tobacco, Rice

**Inventory assessment activities are ongoing for the establishment of an Economic Zone by BEZA.**

# Operational Sugar Mills/Companies under BSFIC

## Thakurgaon Sugar Mills Ltd. Mill

### Mill Profile:

- Year of Establishment: 1959
- Location: Baliadangi Road, Thakurgaon
- BMRE/BMR Year: 1966
- Installed Production Capacity: 15,240 MT/year
- Sugar Production (2025–26): 5,836.50 MT
- Present Status: Operational

### Land Utilization

- Total Land: 2,887.02 acres
- Cultivable Land: 2,131.41 acres
- Factory & Others: 647.87 acres



### Transportation Facilities

- Highway: Located adjacent to Baliadangi Road/Thakurgaon Main Road (0 km)
- Railway Station: Thakurgaon Road Railway Station (1.5 km)
- Land Port: Banglabandha Land Port (100 km)
- Airport: Saidpur Airport (75 km)

### Available Crops

- Corn, Rice, Mastered, Potato, Vegetables

### Utility:

- Electricity and Water

### Proposed Initiatives:

#### Integrated Agro-Industrial Processing and Logistics Hub

- Potato Processing (French Fries, Potato Flakes and Chips)
- Corn Processing (Starch, Glucose Syrup and Feed Ingredients)
- Frozen Food Processing Facility
- Cold Storage and Agricultural Logistics Facilities

## Joypurhat Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1963
- Location: Joypurhat
- BMRE/BMR Year: 1971 (Stork Werkspoor, Holland)
- Installed Production Capacity: 20,320 MT/year
- Sugar Production (2025–26): 2,801.50 MT
- Present Status: Operational

### Land Utilization

- Total Land: 216.99 acres
- Cultivable Land: 68.51 acres
- Factory & Others: 147.44 acres



### Transportation Facilities

- Highway: Connection to the Joypurhat Sugar Mill Road/Main Road (0.4 km)
- Railway Station: Joypurhat Railway Station (1.6 km)
- Land Port: Hili Land Port (22 km)
- Airport: Saidpur Airport (85 km)

### Utility:

- Electricity and Water

### Available Crop:

- Corn, Rice, Potato

### Proposed Initiatives:

- Integrated Corn Processing and Feed Manufacturing Hub
- Corn Starch Production
- Animal Feed Manufacturing
- Grain Storage Facilities
- Rice Bran Oil Production
- Cold Storage

## Natore Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1985
- Location: Natore
- Origin of Machinery: Heavy Mechanical Complex (HMC), Pakistan
- BMRE/BMR Year: Not Undertaken
- Installed Production Capacity: 15,000 MT/year
- Actual Production (2019–20): 5,286.85 MT
- Present Status: Operational

### Land Utilization

- Total Land: 98.51 acres
- Cultivable Land: 11.50 acres
- Factory & Others: 87.01



### Transportation Facilities

- Highway: Natore Town Main Road/Rajshahi–Dhaka Highway (1.5 km)
- Railway Station: Natore Railway Station (3 km)
- Land Port: Sonamasjid Land Port (130 km)
- Airport: Shah Makhdum Airport, Rajshahi (50 km)

### Utility

- Electricity, water, and gas connections are available within 8 km.

### Available Crop:

- Corn, Mango

### Proposed Initiatives:

- Corn-Based Food and Beverage Manufacturing Facility

## Rajshahi Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1966
- Location: Hariyan, Rajshahi
- BMRE/BMR Year: 1971 (Fletcher & Stewart, U.K.)
- Installed Production Capacity: 20,000 MT/year
- Sugar Production (2025–26): 3,172.00 MT
- Present Status: Operational

### Land Utilization

- Total Land: 229.58 acres
- Cultivable Land: 100.72 acres
- Factory & Others: 124.86 acres



### Transportation Facilities

- Highway: Katakhalī–Hariyan Bypass Link Road (0.3 km)
- Railway Station: Hariyan Railway Station (0.7 km)
- River: Padma River (7 km)
- Land Port: Sonamasjid Land Port (100 km)
- Airport: Shah Makhdum Airport, Rajshahi (20 km)

### Utility

- Electricity, water, and gas connections are available within 3 km.

### Available Crop:

- Mango, Litchi, Guava

### Proposed Initiatives:

- Fruit Processing and Beverage Manufacturing Facility
- Mango Processing
- Juice Pulp Production
- Jam and Jelly Manufacturing
- Export-Oriented Food Processing

## Faridpur Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1977
- Location: Madhukhali, Faridpur
- Origin of Machinery: Stork Werkspoor, Holland
- BMRE/BMR Year: 2013
- Installed Production Capacity: 10,160 MT/year
- Actual Production (2025–26): 4,179.00 MT
- Present Status: Operational

### Land Utilization

- Total Land: 129.93 acres
- Cultivable Land: 16.00 acres
- Factory & Others: 113.93 acres



### Transportation Facilities

- Highway: Dhaka–Khulna Highway (1 km)
- Railway Station: Madhukhali Railway Station (2 km)
- Land Port: Darshana Land Port (110 km)
- Airport: Jessore Airport (80 km)

### Utility

- Electricity and water

### Available Resources:

- Jute, Rice

### Proposed Initiatives:

- Jute and Food Processing Complex
- Rice Processing
- Jute Products
- Food Packaging

## Mobarakganj Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1969
- Location: Kaliganj, Jhenaidah
- BMRE/BMR Year: 1989
- Installed Production Capacity: 15,000 MT/year
- Actual Production in 2025–26 Season: 3,464.00 MT
- Present Status: Operational

### Land Utilization

- Total Land: 207.93 acres
- Cultivable Land: 93.55 acres
- Factory & Others: Others: 113.92 acres



### Transportation Facilities

- Highway: Jessore–Jhenaidah Highway (0.1 km)
- Railway Station: Mobarakganj Railway Station (1 km)
- Airport: Jessore Airport (32 km)
- River Port: Nowapara River Port (50 km)

### Utility

- Electricity and water

### Available Crops

- Jute, Rice, Corn, Dragon Fruit

### Proposed Initiatives:

- Agro-Processing and Sugar Refining Facility
- Sugar Refinery from Raw Sugar
- Fruit Processing Industry
- Jute-Based Industries

## Zeal Bangla Sugar Mills Ltd. Mill

### Mill Profile

- Year of Establishment: 1959
- Location: Dewanganj, Jamalpur
- BMRE/BMR Year: 1994
- Installed Production Capacity: 10,160 MT/year
- Sugar Production (2025–26): 5,368.50 MT
- Present Status: Operational

### Land Utilization

- Total Land: 350.83 acres
- Cultivable Land: 55.00 acres
- Factory & Others: 94.51 acres



### Transportation Facilities

- Highway: Dewanganj–Jamalpur main road (0.3 km)  
Railway Station: Dewanganj Railway Station (2 km)
- River: Brahmaputra / Jamuna River (2 km)
- Land Port: Dhanua–Kamalpur Land Port (30 km)
- Airport: Hazrat Shahjalal International Airport, Dhaka (210 km)

### Utility

- Electricity and water

### Available Crops

- Corn and Potato

### Proposed Initiatives:

- Mastered Oil Factory
- Potato and Corn Processing Industry.

## Renwick, Jajneswar & Co. (BD) Ltd.

### Profile:

- Year of Establishment: 1881
- Location: Kushtia
- BMRE/BMR Year: 1992
- Production Capacity: 1,200 MT (Casting and Machining)
- Core Business: Manufacturing, casting, machining, repair and maintenance of industrial machinery and equipment
- Present Status: Operational

### Land Utilization

- Total Land: 39.96 acres
- Cultivable Land: 0.00 acres
- Factory & Others: 39.90 acres



### Transportation Facilities

- Highway: Kushtia city main road (0.4 km)
- Railway Station: Kushtia Court Railway Station (1.2 km)
- River: Gorai River (0.4 km)
- Land Port: Darshana Land Port (80 km), Darshana Land Port
- Airport: Jessore Airport (95 km), Jessore Airport

### Proposed Initiatives:

- Engineering and Industrial Manufacturing Facility
  - Equipment Manufacturing
  - Fabrication and Machining
  - Maintenance Services
  - Technical Support

## BSFIC: Investment Potential & Opportunities

### Existing Infrastructure

- Opportunity to leverage existing industrial facilities and infrastructure
- Availability of essential utilities such as electricity and water
- Existing transportation network facilities

### Import Substitution: Significant Potential

- The annual sugar demand in Bangladesh exceeds 2 million metric tons
- BSFIC currently meets only about 2.8% of national demand
- The remaining demand is fulfilled through imports
- There is significant opportunity to reduce import dependency by increasing domestic production

### Diversified Investment Opportunities

- Sugar, ethanol, renewable energy, co-generation power, and ENA (Extra Neutral Alcohol) production
- Food processing industries
- Opportunities for establishing other agro-based industries

### Government Patronage & Policy Support

- Institutional stability due to state-owned ownership
- Investment environment aligned with government policies
- Strong foundation for sustainable investment

The sugar industry located in the north-western region of Bangladesh offer a strong investment base, supported by existing infrastructure, land resources, skilled manpower, utility services and an efficient transportation network. By strategically leveraging these resources, substantial opportunities can be created not only for the revitalization of the sugar industry but also for the development of agro-based and food processing industries, renewable energy projects, product diversification initiatives, cold storage facilities, agricultural logistics services and other value-added industrial ventures.

In particular, by establishing industries based on locally available agricultural products across different regions, it will be possible to ensure fair prices for farmers, create employment opportunities, reduce import dependency, enhance export capacity and accelerate socio-economic development. The effective utilization of BSFIC's existing assets and infrastructure can be achieved through strategic Public-Private Partnerships (PPP), Joint Ventures (JV) and Foreign Direct Investment (FDI) initiatives.

Strategic and sustainable investment can unlock the full potential of BSFIC's industrial and infrastructural assets, positioning them as a catalyst for economic growth, industrial diversification and agro-industrial development.



**Engineering**  
**BSEC**

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Vehicles, transformers, EVs,  
steel and industrial  
manufacturing



Government of the People's Republic of Bangladesh  
Ministry of Industries

**BANGLADESH STEEL & ENGINEERING CORPORATION**  
B S E C

# Corporate Profile

## 2026

Investment & Partnership Opportunities

[www.bsec.gov.bd](http://www.bsec.gov.bd)

# Contents

|   |  |
|---|--|
|   | Introduction                                   |
| 1 | Pragoti Industries Ltd. (PIL)                  |
| 2 | General Electric Mfg. Co. Ltd. (GEMCo)         |
| 3 | Atlas Bangladesh Ltd. (ABL)                    |
| 4 | Environment-Friendly Modern Steel Mill, Bogura |
|   | Conclusion                                     |

## Introduction

Bangladesh Steel & Engineering Corporation (BSEC), under the Ministry of Industries, Government of the People's Republic of Bangladesh, is one of the country's oldest state-owned industrial corporations. Its enterprises have manufactured and assembled vehicles, motorcycles and electrical equipment for Bangladesh since the 1960s, and were brought under national ownership in 1972.

This corporate profile presents BSEC's portfolio of established enterprises together with a major new project, each positioned for investment and joint-venture partnership:

- **Pragoti Industries Ltd. (PIL), Chattogram** — automobile assembly (Mitsubishi, Toyota, Mahindra and Kia), serving government fleets with significant room to grow beyond its current ~2% market share.
- **General Electric Mfg. Co. Ltd. (GEMCo), Chattogram** — the largest distribution-transformer producer in Bangladesh (50–1000 KVA), supplying the nation's power and water utilities.
- **Atlas Bangladesh Ltd. (ABL), Gazipur** — motorcycle and electric two-wheeler assembly, already holding ~8% of the emerging EV scooter market.
- **Environment-Friendly Modern Steel Mill, Bogura** — a proposed 3 lakh MT/year green-steel project on BSEC's own land, targeting the country's 30 lakh MT import gap.

Each enterprise combines a strategic location, captive institutional demand, a proven brand and substantial unused land — offering investors a low-risk, high-headroom entry into Bangladesh's growing industrial market. The sections that follow detail the location, products, capacity, market position and specific investment and marketing opportunities of each unit.

### The BSEC Portfolio at a Glance

| Enterprise                    | Core product              | Est.    | Market Share |
|-------------------------------|---------------------------|---------|--------------|
| Pragoti Industries (PIL)      | Vehicle assembly          | 1966    | ~2%          |
| General Electric Mfg. (GEMCo) | Distribution transformers | 1963    | ~5%          |
| Atlas Bangladesh (ABL)        | Motorcycles / EV          | 1966    | 0.7% / 8%    |
| Modern Steel Mill (proposed)  | Green MS steel            | 2026–30 | New          |

# 1. Pragoti Industries Ltd. (PIL)

78, East Nasirabad Industrial Area, Plot No. D-1 & D-2, Chattogram-4209

|                            |                             |                                 |
|----------------------------|-----------------------------|---------------------------------|
| <b>1966</b><br>ESTABLISHED | <b>1972</b><br>NATIONALIZED | <b>30.56 acres</b><br>LAND AREA |
|----------------------------|-----------------------------|---------------------------------|

PIL assembles passenger and commercial vehicles for government and institutional customers across Bangladesh. With a prime location on the Dhaka–Chattogram corridor and a long OEM track record, it is positioned to scale local CKD assembly and enter electric-vehicle production.



Aerial view of PIL, Nasirabad, Chattogram

## Location & Connectivity

**Factory:** Barabkunda, Sitakunda, Chattogram

| Key establishment                 | Distance               |
|-----------------------------------|------------------------|
| Dhaka–Chattogram Highway (N1)     | Direct frontage (0 km) |
| Chattogram Sea Port (CKD & parts) | 36 km                  |
| Container depots (Bay Link / BM)  | 4–5 km                 |
| Chattogram Elevated Expressway    | 50 km (Patenga ramp)   |
| Chattogram Railway Station        | 42 km (Kadamtali)      |
| Shah Amanat Int’l Airport (CGP)   | 50 km (Patenga)        |

## Land Details

|                                |   |
|--------------------------------|---|
| Nasirabad Office               | 4.31 acres                              |
| Dhaka Regional Office, Tejgaon | 1.50 acres                              |
| Barabkunda Factory             | 24.75 acres (used 14.75 · unused 10.00) |

## Products & Customers

Products manufactured / assembled

Mitsubishi Pajero Sport QX SUV, Mitsubishi L-200 Double-Cabin Pick-up, Mahindra Scorpio Double-Cabin Pick-up, Kia Cerato Sedan, Toyota Hiace (Microbus) and Toyota Rush SUV.

## Major customers

Ministries, divisions, departments and agencies; the Government Transport Directorate; autonomous bodies and projects.

## Capacity & Market

| Indicator              | Value                        |
|------------------------|------------------------------|
| Production capacity    | 900 units / year             |
| National market demand | ~47,722 units                |
| Market value           | BDT 30,000 million (approx.) |
| PIL market share       | ~4-5%                        |

## Sourcing

| Model                                    | Import origin    |
|--|------------------|
| Mitsubishi Pajero Sport QX (CKD)         | Japan & Thailand |
| Mitsubishi L-200 Double-Cabin (CKD)      | Thailand         |
| Toyota Hiace / Ambulance / Coaster (CBU) | Japan            |
| Toyota Rush SUV (CBU)                    | Indonesia        |

## Investment Opportunities

- Prime logistics location. Highway frontage on the N1, 36 km to the sea port and 4–5 km to container depots — ideal for CKD imports and nationwide delivery.
- Captive institutional demand. Steady orders from ministries, the Government Transport Directorate, autonomous bodies and projects provide a reliable, repeat customer base.
- Large room to grow. PIL holds only 4-5% of a 47,722 unit national market (Ambulance 300, Bus 1,888, Jeep 10,732, Microbus 5,879, Pick-up 5,083, Private Car 9,387).
- Established, proven plant. Assembling since 1966 with trusted OEM ties to Mitsubishi, Toyota, Mahindra and Kia.
- EV & green upside. Scope to add electric-vehicle assembly positions PIL for Bangladesh's shift to cleaner transport and new policy incentives.
- Lower-cost CKD model. Local CKD assembly undercuts fully-imported (CBU) vehicles on duty and cost — better margins and import substitution.

## **Marketing Opportunities**

- Government fleets: ministries, Transport Directorate, autonomous bodies and projects.
- Market headroom: only ~2% of a ~33,200-unit market (25–30% new, 70–75% reconditioned).
- Multi-brand line-up: Mitsubishi, Toyota, Mahindra and Kia.
- Import substitution: local CKD assembly in place of costly CBU imports.
- Private & retail buyers: extending sales beyond government to private firms and consumers.

## **Development Potential**

Industry that can be developed

- Establishment of a full automobile industry.
- EV manufacturing / assembling plant with a modern body & paint shop.
- Automobile hub cum commercial building, Nasirabad, Chattogram.
- Commercial complex at Tejgaon.

## **Utilities & other opportunities**

- Electricity, water and commercial gas connections available at the factory.
- Vacant land; sheds and infrastructure for car assembly and painting.
- Machineries and testing lab; DPM sales facilities as per government policy.
- Established brand value with risk-sharing and quick break-even potential.

## 2. General Electric Mfg. Co. Ltd. (GEMCo)

North Patenga, Chattogram-4204

**1963**

ESTABLISHED

**1972**

NATIONALIZED

**122.96 ac**

LAND AREA

GEMCo is the largest distribution-transformer manufacturer in Bangladesh, supplying the country's power and water utilities. Operating since 1963, it combines proven technology, a trusted brand and a coastal industrial location with strong import and dispatch links.



Aerial view of GEMCo Ltd., North Patenga, Chattogram

### Location & Connectivity

Factory: 3954/5322, North Patenga, Chattogram

| Key establishment                   | Distance            |
|-------------------------------------|---------------------|
| Chattogram Elevated Expressway      | 1 km (Patenga ramp) |
| Shah Amanat Int'l Airport (CGP)     | 3.7 km              |
| Chattogram Sea Port (raw materials) | 6.2 km              |
| Dhaka–Chattogram Highway (N1)       | 11 km               |
| Chattogram Railway Station          | 11 km (Kadamtali)   |

### Land Details

|                                |  |
|--------------------------------|--|
| Factory area                   | 37.00 acres (buildings & road 13 · unused 12)                  |
| Housing colony                 | 27.35 acres (used 6.35 · unused 21 · 20 proposed lease to ERL) |
| Joint housing colony           | 13.61 acres (two 5-storey residential buildings, 7 families)   |
| Lease to Eastern Refinery Ltd. | 45.00 acres  |

## Products & Customers

Products manufactured

Three-phase distribution transformers from 50 KVA to 1000 KVA.

## Major customers

BPDB, NESCO, DPDC, DESCO, West Zone Power Distribution Company, Dhaka WASA and Chattogram WASA.

## Capacity & Market

| Indicator              | Value   |
|------------------------|---|
| Capacity (by weight)   | 1,850 MT / year                                     |
| Capacity (by number)   | 1,681 × 250 KVA / 1,875 × 200 KVA / 2,803 × 100 KVA |
| National market demand | ~10,000 units                                       |
| Market value           | BDT 7,000 million                                   |
| GEMCo share / imports  | ~5% / 20–25% imported                               |

## Raw Materials

Imported (UAE, S. Korea, China, India and others)

Silicon electrical steel sheet, paper-insulated copper strip, super-enamelled copper wire, transformer oil, insulated paper and paper board, tap changer, dial-type thermometer, MS sheet, etc.

## Locally available

MS channel, oval pipe, MS pipe, MS plug & pipe connection, drain cork, full lug, MS wire, MS rod, etc.

## Investment Opportunities

- Wide import-substitution gap. 20–25% of transformers are still imported and GEMCo holds just 5% of a 10,000-unit market — large headroom to win demand at home and then export.
- Reliable utility demand. Ongoing supply opportunities for BPDB, NESCO, DPDC, DESCO, WZPDC and other institutions.
- Established market leader. The largest transformer producer in Bangladesh, operating since 1963 with proven technology and a trusted brand.
- Prime industrial location. North Patenga — 1 km to the elevated expressway, 6.2 km to the sea port and 3.7 km to the airport for easy imports and delivery.
- Land & expansion upside. Substantial developed but unused land available for expansion.
- Grid & green-energy tailwind. Electrification, grid upgrades and renewable integration drive transformer demand, with scope for a modern, eco-friendly plant.

## **Marketing Opportunities**

- Power & water utilities: BPDB, NESCO, DPDC, DESCO, WZPDC and WASA.
- Import substitution: capturing the 20–25% currently imported.
- Market-share growth: from 5% toward leading a 10,000-unit market.
- Product range: 50–1000 KVA, with scope for higher-capacity units.
- Private & industrial buyers: factories, real estate and infrastructure projects.
- Renewable & grid projects: transformers for new generation and grid upgrades.

## **Development Potential**

Industry that can be developed

- Power transformer manufacturing plant (substations and grid).
- Single-phase transformer manufacturing plant.
- Substation assembly plant including LT & HT switchgear and PFI plant.
- Lightning arrester (LA) and drop-out fuse (DOFC) production.
- Current transformer (CT) and potential transformer (PT) production.
- Pole-fittings equipment production.

## **Utilities & other opportunities**

- 10 MVA 33/11 KV substation (approved load 2,400 kW); residential gas line available.
- Two administration buildings (~20,500 sft) and a three-storey training building (~7,700 sft).
- Two factory sheds (420,000 sft) with machineries; training workshop (24,000 sft).
- Vacant land and established brand value.

### 3. Atlas Bangladesh Ltd. (ABL)

265-267, Tongi Industrial Area, Gazipur

|                            |                             |                             |
|----------------------------|-----------------------------|-----------------------------|
| <b>1966</b><br>ESTABLISHED | <b>1972</b><br>NATIONALIZED | <b>9.62 ac</b><br>LAND AREA |
|----------------------------|-----------------------------|-----------------------------|

Atlas Bangladesh assembles motorcycles and electric two-wheelers near the northern edge of Dhaka. With an early lead in the EV scooter segment, strong brand equity and 64% of its land still unused, ABL offers a clear runway for expansion in a fast-growing market.



Aerial view of Atlas Bangladesh Ltd., Tongi, Gazipur

#### Location & Connectivity

| Key establishment                 | Distance            |
|-----------------------------------|---------------------|
| Dhaka–Mymensingh Highway (N3)     | 1 km                |
| Tongi Railway Station             | 2 km                |
| Hazrat Shahjalal Int’l Airport    | 6 km                |
| Dhaka Elevated Expressway         | 6 km (Airport ramp) |
| Uttara North (Diabari) Metro      | 13 km               |
| Kamlapur Inland Container Depot   | 22 km               |
| Chattogram Sea Port (CKD imports) | 266 km              |

#### Land Details

|                |  |
|----------------|--|
| Used (factory) | 3.50 acres                                   |
| Unused         | 6.12 acres (64% of total — expansion runway) |

## Products & Customers

Products manufactured / assembled

Honda-brand motorcycles and electric motorcycles / scooters.

## Major customers

Ministries, divisions, departments and agencies; the Government Transport Directorate; autonomous bodies and projects; and dealers and general customers.

## Capacity & Market

| Indicator                | Value                              |
|--------------------------|------------------------------------|
| Production capacity      | 7,000 motorcycles / year           |
| Motorcycle market demand | 470,000 units (BDT 70,000 million) |
| ABL motorcycle share     | 0.7%                               |
| EV two-wheeler demand    | 15,000 units (BDT 800 million)     |
| ABL EV share             | ~8%                                |

## Investment Opportunities

- EV first-mover advantage. The Atlas EV brand already holds ~8% of a 15,000-unit electric two-wheeler market set to grow fast with the green-transport shift.
- Huge motorcycle headroom. ABL holds just 0.7% of the 470,000-unit local motorcycle market — vast room to grow local share.
- Captive + dealer demand. Government ministries, the Transport Directorate and autonomous bodies, plus a nationwide dealer and retail network.
- Prime Dhaka-edge location. Tongi — 1 km to the N3 highway, 2 km to rail and 6 km to the airport and expressway for fast CKD imports and delivery.
- Land for expansion. 9.62 acres with 6.12 acres (64%) unused — a large expansion runway on owned land, no acquisition needed.
- Proven brand, low-cost CKD. Running since 1966 with established Atlas brand equity and cost-efficient local assembly.

## Marketing Opportunities

- EV market: grow ~8% share of a 15,000-unit electric two-wheeler market.
- Motorcycle market: expand from 0.7% of 470,000 units.
- Government fleets: ministries, Transport Directorate, autonomous bodies and projects.
- Dealer & retail network: general customers nationwide.
- Import substitution: local CKD assembly versus imported (CBU) bikes.
- Green-mobility tailwind: EV incentives and emission-reduction goals.

## **Development Potential**

Industry that can be developed

- Motorcycle manufacturing plant.
- Electric motorcycle (EV) manufacturing plant.
- Battery production / assembly plant.
- Motorcycle helmet production.

## **Utilities & other opportunities**

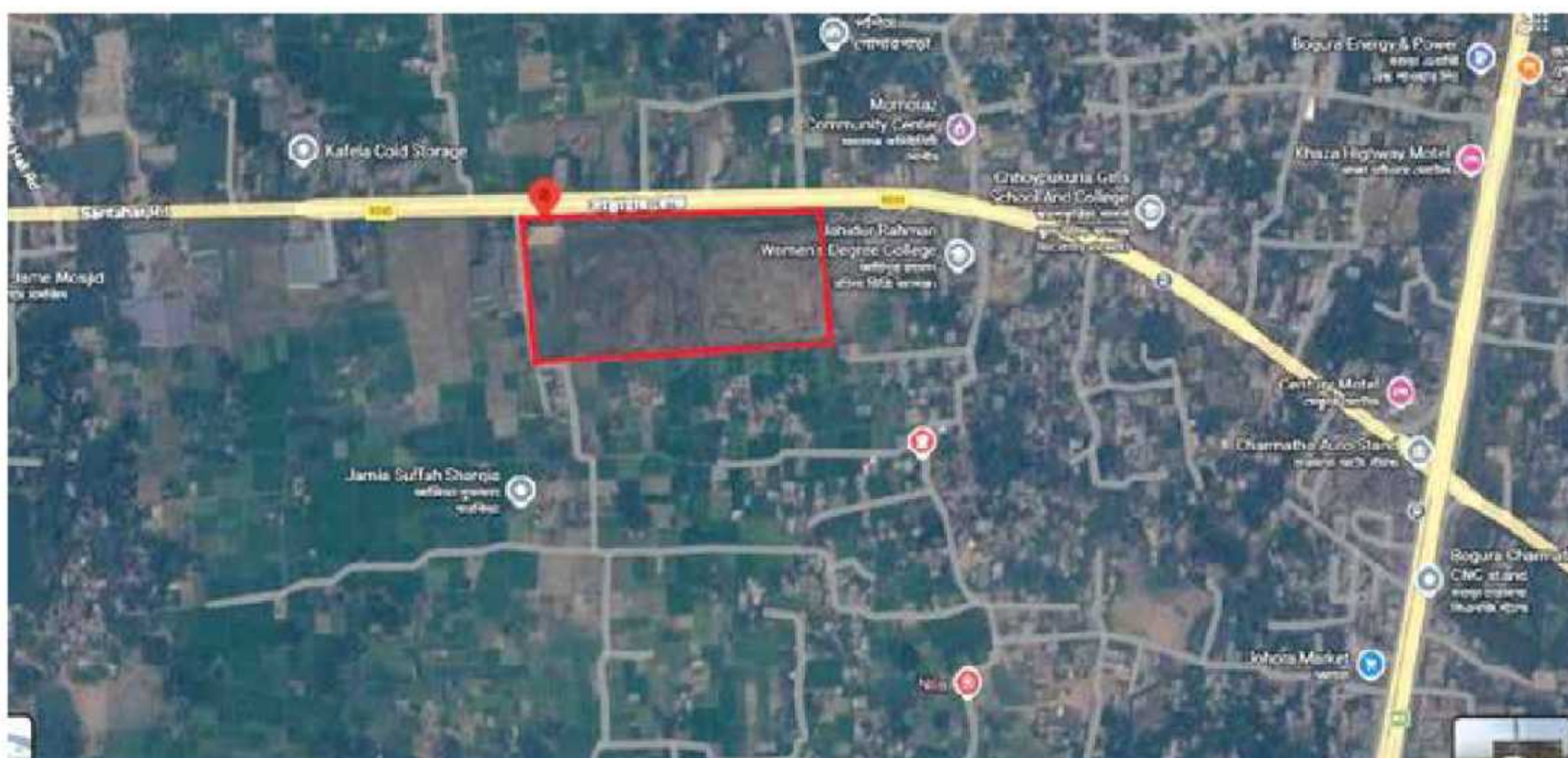
- Electricity, water and residential gas line connections available.
- Vacant land and one administrative building.
- Five factory sheds (three CKD and two finished-goods godowns).

## 4. Environment-Friendly Modern Steel Mill, Bogura

Proposed project · Choypukuria, Bogura · may be established through joint-venture investment

|                                   |                          |                                   |
|-----------------------------------|--------------------------|-----------------------------------|
| <b>3 lakh MT</b><br>CAPACITY / YR | <b>2026–30</b><br>PERIOD | <b>Own land</b><br>NO ACQUISITION |
|-----------------------------------|--------------------------|-----------------------------------|

A proposed green-steel mill in northern Bangladesh on BSEC’s own land, producing 3 lakh MT of environment-friendly MS products each year at an estimated cost of BDT 83,000 per ton. It is designed to narrow the national supply gap, help stabilise prices and reduce import dependence — with no competing steel mill in the northern region.



Proposed site — Environment-Friendly Modern Steel Mill, Choypukuria, Bogura

### Location & Connectivity

| Key establishment                        | Distance |
|--|----------|
| Bogura Airport                           | ~4 km    |
| Dhaka–Rangpur Highway (N5) via Charmatha | 4 km     |
| Bogura Railway Station                   | 8 km     |
| Dhaka Airport                            | ~187 km  |
| Chattogram Sea Port                      | ~413 km  |
| Mongla Sea Port                          | ~418 km  |
| Payra Sea Port                           | ~461 km  |

## Investment & Feasibility

| Indicator                    | Value  |
|------------------------------|--|
| Total estimated cost         | BDT 1,940 cr (BDT 19,400 million)                                |
| Feasibility study            | Dockyard & Engineering Works Ltd. (Bangladesh Navy), 10 Mar 2024 |
| NPV — financial / economical | BDT 1,212.04 cr / BDT 636.04 cr                                  |
| BCR — financial / economical | 1.03 / 1.03  |
| IRR — financial / economical | 15.26% / 15.53%  |

*Note: 1 crore = BDT 10 million.*

## Market Context

Bangladesh's steel-rod market shows a wide supply gap filled by imports:

| ANNUAL DEMAND           | DOMESTIC CAPACITY        | IMPORTED  |
|-------------------------|--------------------------|---|
| <b>90</b>               | <b>60</b>                | <b>30</b>   |
| lakh MT national demand | lakh MT local production | lakh MT (USA, Brazil<br>UK, India, China, Russia) |

### A 30 lakh MT supply gap — met entirely by imports.

The new mill will add 3 lakh MT of environment-friendly MS products each year, supporting domestic supply, helping stabilise prices and reducing import dependence.

## Raw Materials

Total requirement: 339,536 metric tons per year, by category:

| Raw-material category  | Share |
|--|-------|
| Heavy Melting Steel (HMS)-1 & Plate / Structural scrap (PNS) | 35%   |
| Heavy Melting Steel (HMS)-2 & Light Melting Scrap (LMS)      | 15%   |
| Shredded   | 20%   |
| NTP / Tin bundles / Sponge iron                              | 15%   |
| CI / Busheling / Blue steel & others                         | 13.5% |
| Alloy (Fe-Si, Fe-Mn, Si-Mn)                                  | 1.5%  |

## Investment Opportunities

- **Attractive, proven returns.** A 15.26% financial IRR and a positive NPV of BDT 1,212 cr beat typical fixed-income returns.
- **Independently validated.** A third-party feasibility study (DEW Ltd., 2024) confirms a benefit-cost ratio above 1.0.
- **Captive, unmet demand.** A 30 lakh MT supply gap now met entirely by imports means a ready market for output.

- **Import-substitution edge.** Local supply undercuts imports on freight, duty and FX, protecting margins at BDT 83,000/ton.
- **Lower-cost brownfield entry.** BSEC's own land means no land cost and a faster path to revenue.
- **Government-backed, de-risked.** An ADP framework and state partner enable PPP or blended finance and policy support.
- **Communication facilities.** Road, rail and power links at Bogura ease inbound raw materials and outbound dispatch.

### **Marketing Opportunity**

There is no other steel mill in the northern region of Bangladesh — a clear first-mover advantage for serving that market.

### **Conclusion**

Across all four ventures, BSEC offers a consistent and compelling investment case. Its enterprises occupy prime logistics locations on national highways close to sea ports, airports and rail; they enjoy reliable, repeat demand from government ministries, utilities and autonomous bodies; and they hold modest current market shares in large, growing markets — leaving substantial room to expand through import substitution and private-sector sales.

The opportunity is reinforced by tangible advantages: proven brands and OEM relationships built over five decades, large tracts of developed but unused land for expansion without acquisition cost, ready utilities and infrastructure, and strong tailwinds from the national shift toward electric vehicles and green manufacturing. The proposed Bogura steel mill further demonstrates BSEC's forward direction, with an independently validated feasibility study (DEW Ltd., 2024), a 15.26% financial IRR and a positive NPV addressing a 30 lakh MT national supply gap.

As a government-backed partner, BSEC can offer de-risked entry through PPP, joint-venture and blended-finance structures, with policy support and shared risk. We invite investors and partners to join BSEC in modernising and expanding these enterprises — building local capacity, substituting imports, and contributing to a self-reliant, environmentally responsible industrial future for Bangladesh.

### **Bangladesh Steel & Engineering Corporation**

Ministry of Industries, Government of the People's Republic of Bangladesh

[www.bsec.gov.bd](http://www.bsec.gov.bd)

