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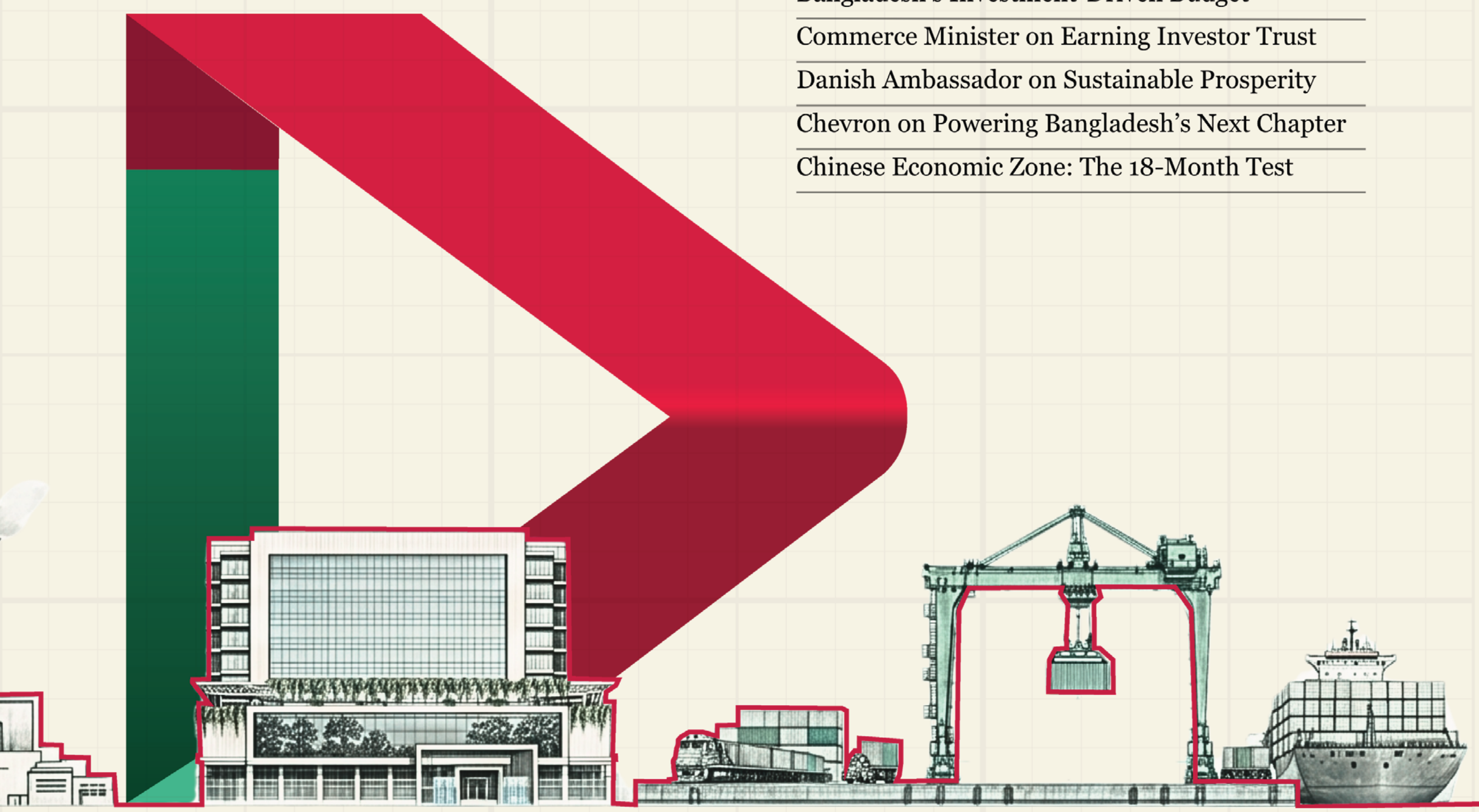
INVEST BANGLADESH

One Front Door for Investors

ALSO IN THIS ISSUE



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FROM THE

CHAIRMAN, INVEST BANGLADESH

Ashik Chowdhury

This issue comes at a moment of change. Invest Bangladesh is now operational, bringing investment promotion, economic zones and public-private partnerships under one institution. The objective is not simply to merge agencies, but to remove the seams investors used to encounter between them.

The wider investment agenda is moving too. The FY 2026–27 budget reflects a large share of our sectoral and policy priorities, while major infrastructure and energy projects are moving from planning into execution. The stories in this edition capture that shift — from the wider industrial agenda and deeper international partnerships to investors choosing to build and expand here.

The common thread is simple: opportunity gets attention; execution builds confidence. Our focus is to make Bangladesh easier to enter, easier to navigate and easier to grow from.

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IN THIS ISSUE

Invest Bangladesh: One Front Door for Investors

Nahian Rahman Rochi

One fine Monday morning in August 2025, a Turkish textile giant walked into Bangladesh Investment Development Authority (BIDA), exploring Bangladesh for its first overseas factory. Until then, Egypt had been their default choice. An hour later, after discussing Bangladesh's market, workforce, risk-return story, incentives and industrial zones, they were visibly more interested. Then came a simple question: "Can you show us which plots are available?" We paused. That sat with a different agency. The investor looked puzzled: "But you just heard our whole story. Do we really have to start again with someone else? How annoying."

This is a recurring story that we faced very often. It reflects the same confusion investors have had to navigate for years in Bangladesh: fragmented roles, duplicated functions and multiple desks for different parts of the same investment journey. For years, investors have asked for simplification: one common focal point, one true front office.

That is where the genesis of Invest Bangladesh came from.

The idea was shaped by countless feedback from local and global investors, business associations, think tanks and policy papers calling for Bangladesh's Investment Promotion Agencies to be unified. Bangladesh has also been unusual in having multiple national-level investment promotion bodies operating with overlapping mandates, at times almost competing with one another. There are global examples of how institutional consolidation has benefited countries. Rwanda is a relevant case. The Rwanda Development Board, created in 2009 by bringing together multiple investment and regulatory agencies, significantly streamlined investor services and decision-making. In the years that followed, Rwanda improved sharply in global Ease of Doing Business rankings rising from 150 to around 40 globally- reflecting what a unified, investor-centric institutional model can achieve.

That is why creation of Invest Bangladesh became one of the priorities under the government's 180-day plan. Invest Bangladesh formally began its journey on 20th August 2026, bringing BIDA, BEZA and PPPA under one apex investment development agency. The significance is not the merger itself. It is the combination of capabilities.

Investment promotion and facilitation, policy coordination, economic zone development and PPP capability can now sit within one institutional framework. In practical terms, the agency can remain with an investor throughout the investment lifecycle: from opportunity identification and location selection to project structuring, approvals, implementation, aftercare and expansion. The investor should increasingly be able to bring the project to one platform instead of first trying to understand the government organogram.

The less spoken possibilities

The Invest Bangladesh Act, ratified by the parliament, also introduces several important capabilities that are easy to overlook.

First, the new agency has a mandate in facilitating the transfer or privatization of state-owned assets. Bangladesh has over a hundred government assets that are either non-operational or loss-making despite having valuable land, facilities or infrastructure. Previously, there was no simple framework to bring many of these assets into productive commercial use. The new structure creates a clearer pathway for Invest Bangladesh to play that role.

“One stop service” has been used so loosely in Bangladesh that, for an investor, it can sometimes feel like “many stops”. Multiple agencies operate their own platforms, while interoperability between them remains limited and manual service delivery often continues alongside digital systems. The new Act addresses this more directly: one central platform, mandatory integration of relevant services and, over time, a transition away from parallel manual processes. This is critical if digitization is to actually reduce investor touchpoints rather than simply replicating them online.

Third, the Act also allows sector experts and specialists to enter the new institution at different levels, including leadership roles. This can help Invest Bangladesh operate like a true private sector facing arm of government it is intended to be, translating investor feedback into practical policy intervention.

Not repeating the past

This is not the first rodeo.

Our predecessor, BIDA itself was created over a decade ago through the merger of two institutions. The intent was right, but execution exposed important gaps. The organizational structure took years to finalize, capabilities were not systematically integrated, and legacy rules and ways of working continued under a common institutional name.

A sustainable merger requires more than a new signboard. It needs a common purpose, integrated systems, aligned people and clear accountability. Those lessons from the past must shape this transition and, so far, have been a key part of the process.

Will It Solve Everything?

No.

Invest Bangladesh is not a silver bullet for every challenge in attracting investment. It is primarily a major back-office integration designed to make the investor-facing experience simpler, faster and more coherent.

But it does signal an important direction of travel.

It shows that the investment ecosystem is moving towards simplification and that policymakers are beginning to walk the talk about investment climate reform. Only six months into a new government, executing a merger of this scale is a bold institutional statement.

The next job is harder: making sure the execution is flawless and that investors actually feel the difference.

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Nahian Rahman Rochi is Member at Invest Bangladesh, where he works on investment promotion, investor facilitation and business climate reforms.

Time, Trust, and Tech: Our Investment-Driven Budget

Invest Bangladesh News Desk

Budgets are usually judged by what they tax and what they spare. Investors have a broader definition of cost. They also pay for time spent waiting for approvals, capital tied up in procedures and uncertainty over whether today's rules will survive tomorrow's investment decision. Seen through that lens, Bangladesh's FY2026-27 Budget is more than a catalogue of concessions. Its investment-policy direction rests on three broad pillars: deregulation, greater policy predictability and targeted support for sectors with potential for new production and value chains. The Budget places particular emphasis on entrepreneurship, export diversification, local value-chain development, renewable energy and technology adoption. Some of the reforms that could matter most to investors are procedural rather than headline-grabbing. Bond licence validity has been extended from 1 year to 3 years. Customs valuation during port entry is moving towards international benchmark databases such as Platts, ICIS, LME and Bloomberg. VAT filing is becoming digital and automated, while manual selection for VAT and income-tax audits is being replaced by software-based risk selection. The pre-deposit required to challenge VAT assessments has also been sharply reduced from 10% to 1% at the appeal and tribunal stages. Ten additional industries, can now import raw materials against bank guarantees without a bond licence, while the previous minimum 30% value-addition requirement has been removed. Together, the deregulation initiatives reduce three things investors repeatedly complain about: time, discretion and uncertainty. The second notable shift is time. Several incentives now extend well beyond a single budget cycle; selected local-manufacturing incentives run through 2030, incentives for semiconductors, electric vehicles and most solar components through 2031, while tax support for solar-power generation extends to 2035. The third shift is strategic prioritisation. ICT and digital services receive fiscal support through startup incentives, lower taxes on technology hardware and zero-duty access for key semiconductor inputs. Renewable energy benefits from support across solar components, battery packs, lithium cells and BESS. Local manufacturing is similarly encouraged across electronics, EVs and medical devices. The common thread is clear: production, technology capability and job creation. There is one final shift worth highlighting: consultation. For the first time in years, the budget process meant being heard—and seeing ideas debated and acted on. We sought 36 interventions, 70% of which got addressed. The critical test now is execution. The intent and policy direction are clearly set out in the budget; the same level of urgency now needs to translate across every field office.

What Changed for Investors in FY2026-27

1 WHAT HAS BECOME EASIER?

48 HOURS	<7 DAYS	<7 DAYS	<10 DAYS	1 WORKING DAY	<30 DAYS
Company Registration	Applicable services (After Complete Application)	Foreign Expert Work Permit	Investor / Project Related Visa	NITA Account Repatriation / Reinvestment	Profit Repatriation Application Processing

2 LOWER COSTS, LOWER FRICTION

	From	To
Withholding tax on foreign-loan interest	20%	10%
Withholding tax on machinery rent (non-residents)	15%	7.5%
Withholding tax on reinsurance premiums (non-residents)	10%	5%
Advance tax on industrial raw-material imports	5%	4%
Income-tax appeal (Tribunal)	20%	10%
Income-tax appeal (High Court)	20%	10%
Customs appeal pre-deposit	20%	10%

3 EXPORTS & CUSTOMS FACILITATION

1 → 3 YEARS
Bond license validity for specified export sectors

48 → 24 HOURS
Utilisation Permission (UP) lead requirement before shipment period expiry

10+ Sectors SECTORS
can import raw materials against bank guarantee without bond license

30% → YEARS
Minimum value-addition requirement for exporters

- AEO system-based self-assessment clearance proposed to double
- Private accredited laboratories to be allowed for customs testing
- Units within 60 km of principal establishment to be covered under Continuous Bond

What are the Investment Bets

Targeted incentives for new production and value chains

2035

1. STARTUPS
Tk 500 CRORE Startup Fund

- 0% turnover tax (proposed)
- 15% VAT exemptions on qualifying services, imported services and premises / facilities through June 2035

2. SOLAR & RENEWABLE ENERGY

- 0% income-tax rate through 2035
- Selected solar components get 0% import duty, RD, SD and advance tax through June 2031 (a separate 2% Advance Income Tax (AIT) still applies at the port stage)

2031

3. SEMICONDUCTORS

- Flat 0% duty on chip design, testing, or packaging materials.
- 1% duty is applied on specified imports for local manufacturing and assembly through June 2031

4. ELECTRIC VEHICLES

- High value-add: 3% import duty on inputs
- Lower value-add (assembly): 15% import duty through June 2031

2030

5. CONSUMER ELECTRONICS

- Manufacturing concessions extended through 2030
- VAT on local manufacture of refrigerators / freezers / ACs / compressors: 15% > 7.5%

6. SHIPBUILDING & DREDGERS

- Existing duty concessions on raw materials and components extended through June 2030

7. BATTERY MANUFACTURING

- Duty exemptions on lithium-ion, sodium-ion and battery-pack inputs through June 2030

8. LOGISTICS (ICD / OFF-DOCK)

- Existing 49% foreign shareholding cap proposed to be abolished, opening to 100% foreign ownership in ICDs

9. EDIBLE OIL PRODUCTION – 10 YEAR TAX INCENTIVE

YEARS 1–5: 100% tax

YEARS 6–8: 50% tax exemption

YEARS 9–10: 25% tax exemption

The tax holiday applies only to processing domestically-grown oilseeds; importing raw seeds or crude oil forfeits the exemption.

Powering Possibility: The Energy Behind Bangladesh's Next Chapter

Shu Xiong

Bangladesh has one of the world's most compelling development stories. Over recent decades, it has reduced poverty, expanded education, built a globally competitive manufacturing sector, and improved millions of lives.

Yet every growth story eventually faces the same question: How will it power its future?

Energy is often discussed as a sector issue. In reality, it powers factories, supports investment, keeps hospitals operating, connects students and moves communities. It enables opportunity, prosperity and progress.

Sound economic policy is built on a foundation of thoughtful energy policy.

Two Questions: Scale and Mix

When thinking about a country's energy future, two questions matter most: How much energy will be needed? And where will that energy come from? Or put simply: scale and mix.

The scale question comes first.

Bangladesh is home to roughly 178 million people today, a figure expected to approach 195 million by 2035, according to the United Nations estimates. Meanwhile, the country has articulated an ambition to become a trillion-dollar economy over the coming decade. A larger economy will require a larger energy system. Depending on future gains in efficiency and the structure of economic growth, Bangladesh may need anywhere from 50 percent more energy to nearly double today's energy supply. The precise number is less important than recognizing the magnitude of the opportunity and preparing for it. Energy will be a critical enabling factor in realizing the country's economic promise.

Only then comes the question of mix.

Around the world, countries seek to balance affordability, reliability, and reduced emissions. How countries achieve this balance differs based on development needs, resource endowments, infrastructure maturity, and national circumstances. Different energy sources also solve different challenges over different time horizons. Some investments can strengthen energy security in the near term. Others prepare the foundation for the decades ahead. There is no universal blueprint. Successful energy policy starts with a clear understanding of a country's own priorities.

Bangladesh's Energy Opportunity

Recent global events have reinforced a simple reality: energy security and economic security are closely linked. Building a resilient energy system requires more than resources alone. It also requires sustained investment, technology, infrastructure, and long-term planning.

Around the world, governments are working to strengthen energy resilience by attracting energy investment. As countries compete for a limited pool of global capital, policy clarity, fiscal competitiveness, investment certainty, and ease of doing business have become increasingly important differentiators. Bangladesh has an opportunity to position itself strongly in that competition.

For Bangladesh, energy policy is about far more than fuel supply. It is about creating the conditions that allow businesses to invest, industries to compete, and citizens to pursue greater opportunities.

Meeting that challenge will require a diverse and resilient energy system. Oil, gas, coal, renewables, nuclear, efficiency improvements, modern infrastructure, domestic resources, and reliable imports all have a role to play. The challenge is not choosing one over another but determining how each contributes at the right level at the right time.

Continued development of domestic gas resources will remain important pillar in enhancing resilience of the energy system. Domestic gas has supported Bangladesh's growth for decades, and further exploration, both onshore and offshore, can strengthen energy security, support economic development, and reduce exposure to international market volatility.

Encouragingly, recent efforts by the Government of Bangladesh to improve the investment environment, encourage exploration, and strengthen policy predictability underline the recognition that energy security and economic competitiveness are closely connected.

Countries that achieve extraordinary progress have sufficient energy to support their ambitions. Bangladesh's ambitions are significant, and meeting them will require sustained investment, long-term planning, and a commitment to energy security and resilience.

Bangladesh's next chapter will be defined not only by the size of its ambitions, but by its ability to power them.

Chevron has been proud to support Bangladesh's energy development for more than three decades and looks forward to helping power its next chapter.

Oil, gas, coal, renewables, nuclear, efficiency improvements, modern infrastructure, domestic resources, and reliable imports all have a role to play. The challenge is not choosing one over another but determining how each contributes at the right level at the right time.

Shu Xiong is President & Managing Director of Chevron Bangladesh.

“Investor Confidence Has to Be Earned”

Minister Khandaker Abdul Muktadir on industrial renewal & deregulation

Invest Bangladesh News Desk

You have been heading Industries, Commerce, and Textiles and Jute. What did you find when you arrived, and what surprised you most?

What I found first was urgency. We took office just before Ramadan, so market stability required immediate attention, even as we began taking stock of the wider portfolio. What struck me most was not any single issue, but how closely connected the work is. Prices, production, investment, employment and exports may fall under different institutional headings, but decisions in one area quickly affect all the others. Our task is to make government work across those boundaries.

Together, these ministries give you one of the broadest economic portfolios in government. Which two or three policy levers are you pressing hardest on first—and what shaped that order of priorities?

The priorities are closely linked, but I would identify three: reliable energy for industry, a simpler and more predictable regulatory environment, and industrial renewal—including the productive use of underutilized public assets and a broader export base. The order reflects where government action can have the greatest multiplier effect: secure the foundations of production, reduce the cost and uncertainty of doing business, and direct investment towards higher-value, more diversified economic activity.

You have spoken repeatedly about deregulation and reducing friction for businesses. What has actually changed so far—and what should businesses expect next?

Deregulation is not simply an administrative reform for us. It was a clear commitment in our election manifesto, and the Hon’ble Prime Minister has made it an important part of the government’s economic programme. We have therefore begun changing the architecture through which businesses engage with regulators.

Invest Bangladesh now provides the institutional foundation for a single point of service, while a high-level committee formed by the Prime Minister’s Office is advancing the simplification of industrial approvals. The objective is for a new industrial venture to secure the essential licences, approvals and clearances needed to begin within

14 days—not spend months moving between agencies. The Ministry of Commerce is working closely with Invest Bangladesh to make that framework a reality. Integrated inspection is one example of this approach: agencies should inspect together, businesses should submit the same information only once, and decisions should flow through a coordinated channel. Businesses should expect fewer interfaces, clear deadlines and identifiable accountability. Our task now is to turn that framework into a consistent operating reality across government.

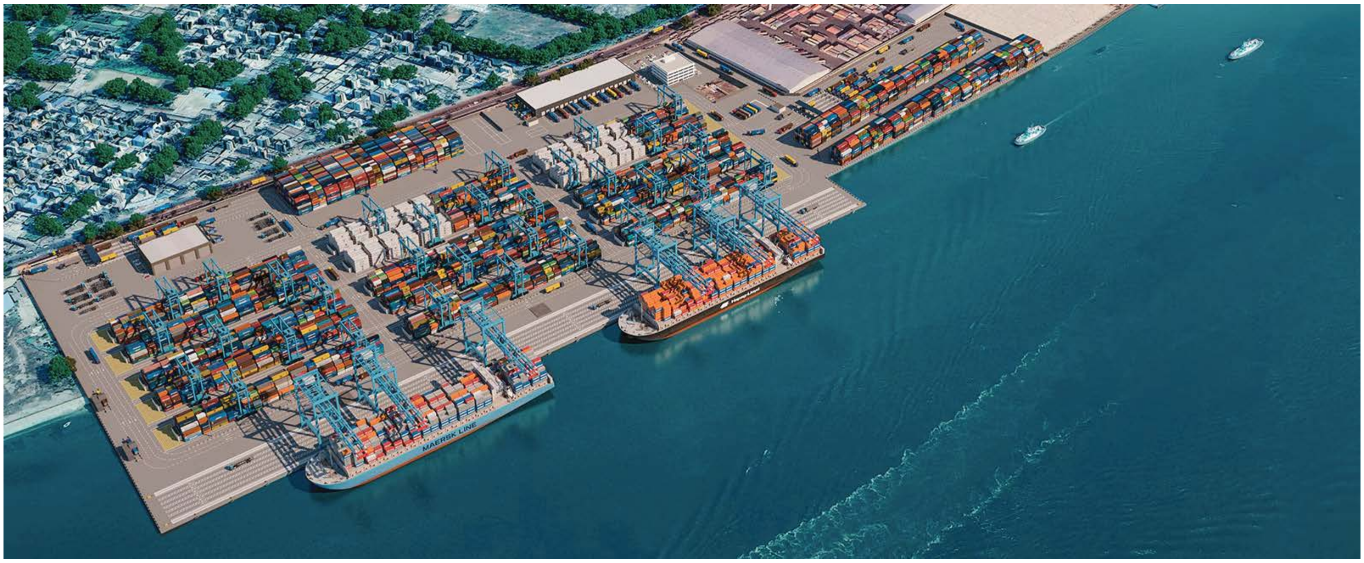
The government wants to bring idle state-owned enterprises back into productive use through private investment, divestment and PPPs. What is the strategy—and why should private investors find these assets attractive?

The first step has been to make the opportunity visible and investable. For the first time, the government has identified 44 opportunities across five state agencies and brought them together in a single investment portfolio, covering more than 10,000 acres in Bangladesh's major industrial corridors. This allows investors to assess a structured national pipeline. We are not applying one model to every asset. Each must be assessed on its commercial merits, with the appropriate structure—whether a lease, PPP, joint venture, strategic partnership or divestment. Some facilities can be modernized within their existing sectors; others may be better suited to new export-oriented or import-substituting industries. Majority of these assets already offer substantial land, utility and transport access, industrial infrastructure and established labor pools, allowing investors to move considerably faster than with a greenfield project. The government's responsibility is to make that proposition credible through transparent terms, clearly defined liabilities and sufficient operational freedom.

You have spoken of a bigger, better industrial and commercial future for Bangladesh. What does that actually look like under your watch and what is your message to international investors?

To me, "bigger" means more investment, production, employment and exports across more sectors and regions. "Better" means higher productivity, greater value addition, stronger skills, cleaner technology and a more predictable business environment. We have the potential to raise annual exports from around US$50–55 billion to US$150 billion by developing five to seven high-potential sectors. Ready-made garments will remain central, but pharmaceuticals, leather, agro-processing, light engineering, ICT, jute and advanced textiles must grow alongside it. The aim is a more resilient economy that competes on value, not cost alone.

My message to international investors is that we will not ask them to take Bangladesh's potential on faith. Investor confidence has to be earned through the experience of starting, operating and expanding a business here. Our responsibility is to make that experience steadily easier—and to be honest about where work remains. We are looking for partnerships that bring capital and technology, build local capability and create lasting value. Investors should find in us a government that listens, responds and remains engaged long after the initial investment decision.



Laldia plan image via APM Terminals

Ambassadors on Bangladesh

Bangladesh and Denmark: Building the Foundations for Sustainable Prosperity

H.E. Christian Brix Møller

Why Denmark Is Betting on Bangladesh

The USD 550 million Laldia Container Terminal marks a new chapter in Bangladesh–Denmark relations.

Developed by APM Terminals, it represents the largest European foreign direct investment in Bangladesh's history, and is a strong statement of Danish confidence in the country's economic future. The project will bring global expertise, technology and world-class operational standards to Chattogram Port – the gateway for most of Bangladesh's international trade. The project will expand port capacity, create skilled jobs and make Bangladeshi exports more competitive.

Investors Need More Than Potential

Bangladesh's transformation over the past five decades has been amazing. It has built globally competitive industries and demonstrated extraordinary resilience. Yet this progress has also taken place amid political instability, regulatory uncertainty and often gaps in institutional capacity.

Bangladesh's resilience is a major strength. The next step is to complement it with the predictability that long-term investment requires.

Businesses can adapt to difficult conditions. Major investments also require confidence in the rules of the game.

Investors need transparent regulatory processes, predictable customs and taxation, reliable contract enforcement, a stronger financial sector and most importantly confidence in the rule of law. These conditions determine whether investment arrives, whether projects are delivered and whether companies remain and expand.

The creation of Invest Bangladesh, the new apex investment agency, building on the increasingly professional work of BIDA and PPPA, is a welcome step towards making investment easier and better coordinated. We appreciate the strong, professional and investors-focused leadership and look forward to decisions being guided by investor's needs.

From Aid to Business – and Beyond

Laldia also reflects the wider transformation of our bilateral relationship. Over more than 50 years, the Bangladesh–Denmark partnership has evolved from aid to business, with growing cooperation in trade, investment, technology and sustainable growth. At the same time, Denmark continues to support stronger institutions as an essential foundation for prosperity that is sustainable.

Danish companies and institutions are involved in approximately USD 6 billion in strategic investments and proposals across Bangladesh. These span shipping and logistics, renewable energy, energy efficiency, water, food, pharmaceuticals and sustainable maritime infrastructure.

The opportunity is clear. Bangladesh has a large market, a young workforce, an established manufacturing base and a strategic location between South and Southeast Asia. Denmark offers world-leading expertise in many of the solutions Bangladesh needs.

Bangladesh's future competitiveness cannot rely indefinitely on low production costs. It must be built on productivity, innovation, skills and sustainable, higher-value production.

Making Major Investment the Norm

The real test is whether Bangladesh can make investments of this scale common rather than exceptional. That requires stronger institutions, consistent rules and sustained political commitment. Above all, it requires trust that agreements will be honoured and policies will remain predictable despite political changes.

Denmark is not watching from the side-lines. We are investing, building and forming long-term partnerships. If Bangladesh can combine its proven resilience with greater predictability and stronger institutions, the opportunities are substantial. Our ambition is clear: a partnership for sustainable prosperity.

> *The creation of Invest Bangladesh, the new apex investment agency, building on the increasingly professional work of BIDA and PPPA, is a welcome step towards making investment easier and better coordinated.*

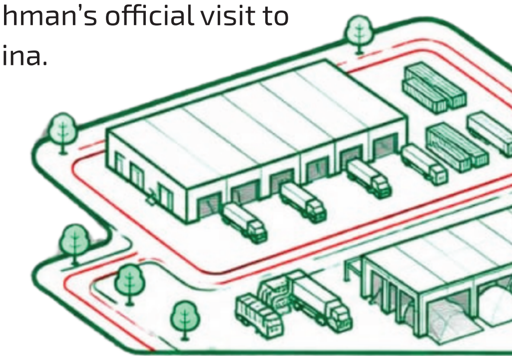
H.E. Christian Brix Møller is Ambassador of Denmark to Bangladesh.

Infrastructure Development

The Chinese Economic Zone's 18-Month Test

Invest Bangladesh News Desk

On 27 July 2026, construction formally began on the Chinese Economic and Industrial Zone (CEIZ) in Anwara, Chattogram. First agreed in 2014, the project had remained under consideration without reaching construction. It moved into active development little more than four months after being identified as a priority in the joint 180-day plan announced by the country's investment promotion agencies in mid-March. China Road and Bridge Corporation (CRBC), the developer, is working to ensure that the first factory becomes operational within 18 months. This provides CEIZ with a clear and immediate measure of progress: how quickly land, infrastructure, approvals and investor commitments can be converted into industrial production. The project gained renewed momentum through a series of milestones in June 2026. The government approved its supporting infrastructure project and the principal development and land-lease agreements. The agreement with CRBC was subsequently exchanged during Prime Minister Tarique Rahman's official visit to China.

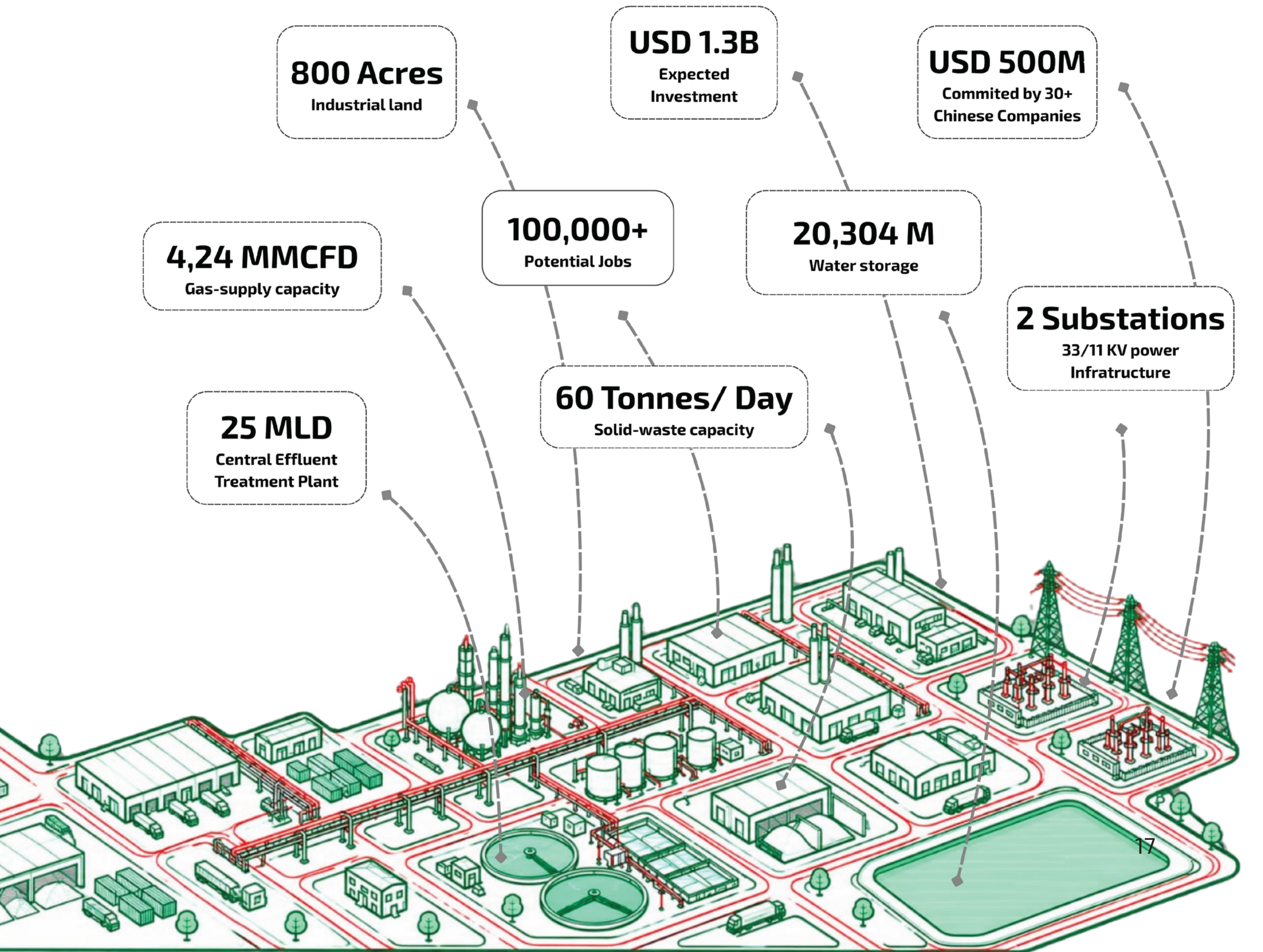


The visit also placed CEIZ within a broader economic partnership. In the Joint Communiqué issued on 26 June China committed to strengthening cooperation with Bangladesh in trade, e-commerce, investment, and industrial and supply chains, with the aim of enhancing Bangladesh's export capacity. Prime Minister Rahman invited Chinese companies moving into advanced manufacturing and higher-value activities to extend their value chains into Bangladesh.

CEIZ will provide a dedicated platform for that investment. More than 30 Chinese companies have already committed approximately USD 500 million to the site. The 800-acre zone is ultimately expected to attract around USD 1.3 billion and create more than 100,000 jobs.

A BDT 41.89 billion supporting project will provide roads, a multipurpose jetty, electricity, gas, water, effluent treatment and waste-management facilities. Its proximity to Chattogram Port, the Karnaphuli Tunnel and Shah Amanat International Airport further strengthens its position as a manufacturing and logistics base.

The projections establish CEIZ's potential. The first operating factory will provide the earliest evidence of delivery.



From Colombo to Dhaka: Softlogic Life Buys Into Bangladesh's Insurance Frontier

In July 2026, Sri Lanka's Softlogic Life Insurance PLC completed a USD 1.9 million deal that made history on both sides of the Bay of Bengal: a 60% stake in Dhaka's Diamond Life Insurance Company — the first acquisition of a Bangladeshi life insurer by an overseas insurer, and the first overseas acquisition by any Sri Lankan life insurer.

Softlogic Life arrives with credentials to match the ambition. Sri Lanka's largest health insurer and second-largest life insurer, it has grown tenfold over the past decade — 26% compound annual premium growth against an industry average of 16% — while settling of claims within a day, a first for any Sri Lankan insurer. Bangladesh's appeal is arithmetic as much as ambition. Insurance penetration sits at just 0.3% of GDP against a regional average of 1.2% — at regional norms, a USD 4 billion industry rather than today's fraction of it. Some 800,000 Bangladeshis travel abroad annually for treatment, spending roughly USD 5 billion outside the country, a gap Softlogic knows how to close.

Rather than build from scratch, Softlogic bought in: the Share Purchase Agreement for Diamond Life, established 2014, was signed on 18 June and completed within weeks, clearing regulatory approvals as BIDA and Bangladesh Bank keep simplifying entry and exit for foreign investors.

Softlogic Life becomes only the third foreign insurer in Bangladesh's life market, after MetLife and LIC, and plans to bring its one-day claims standard, AI-driven processing and a broader product suite to Diamond Life's customers.

> *Over the past decade we have built a business on financial discipline, customer trust and consistent execution — resulting in ten-fold growth, market leadership in health insurance, and the fastest claims settlement in Sri Lanka. We are confident that Bangladesh will benefit from our dynamic business model.*

Iftikar Ahamed, *Managing Director, Softlogic Life Insurance PLC.*

Investor Story

Artnature:
Weaving Japanese Craft into Bangladesh's Manufacturing Base

Inside the Bangladesh Special Economic Zone (BSEZ), a nearly six-decade-old Japanese company is betting its next chapter on Bangladeshi hands. Artnature Inc., founded in 1967 and now running more than 370 stores across Japan alongside manufacturing hubs in the Philippines and Bangladesh, builds custom-made wigs, hair-voluming solutions and hair-care services for a global clientele. Its answer to where that supply should be made is increasingly Dhaka. Artnature Bangladesh Ltd. was incorporated in 2024, and after site selection within BSEZ, its mother factory opened in September 2026.

Bangladesh's pitch, as the company describes it, paired a young, motivated workforce with a government willing to make the details work: one-stop services and BSEZ's built-out infrastructure gave Artnature cost-competitiveness and operational stability. BIDA moved on expedited business-license approvals and work permits for its Japanese experts, while coordination with BSEZ authorities cleared regulatory friction during setup. The factory now employs more than 300 people; 79% of them women, a workforce composition Artnature frames explicitly around women's economic independence, and is transferring a distinctly Japanese craft into the local economy: hair ventilation, the intricate hand-technique behind natural-looking wigs, taught master-to-apprentice on the factory floor.

Artnature's ambitions run well beyond current scale. The company has set a target of making its Bangladesh plant the number-one mother factory within the Artnature Group by fiscal year 2032, with continued hiring and facility upgrades meant to cement Bangladesh's role as a global supply hub feeding Japan and other Asian markets.

Invest Bangladesh
Highlights

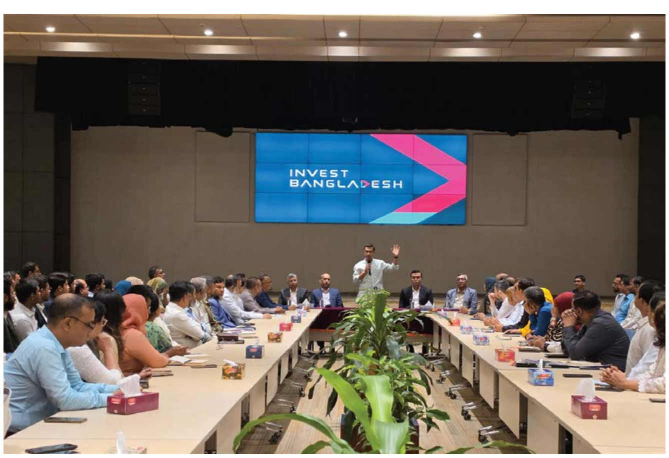
H.E. Xi Jinping, President of China, meets Prime Minister Tarique Rahman at the Great Hall of the People in Beijing on June 26, 2026, to discuss bilateral relations, trade, investment, and industrial and supply-chain cooperation. Ashik Chowdhury, now Chairman of Invest Bangladesh, attended the meeting.

Prime Minister Tarique Rahman addresses leading Chinese business executives and investors at the Invest Bangladesh Seminar at the Diaoyutai State Guesthouse in Beijing on June 25, 2026, inviting Chinese companies to expand their value chains and pursue investment opportunities in Bangladesh.

H.E. Dr Rumaih Mohammed Al-Rumaih, Saudi Arabia's Deputy Minister of Transport and Logistics Services, meets Chairman Ashik Chowdhury at Biniyog Bhaban in Dhaka on July 15, 2026, to discuss investment cooperation in transport, logistics, maritime infrastructure and supply-chain networks.

A delegation of senior executives from leading U.S. companies, organised by the U.S.-Bangladesh Business Council, exchanges views with Ashik Chowdhury at a roundtable in Dhaka on August 11, 2026, on investment opportunities, business priorities and ways to further strengthen Bangladesh's investment environment.

Prime Minister Tarique Rahman convenes his second meeting with private-sector entrepreneurs at the Prime Minister's Office in Dhaka on August 1, 2026, to receive feedback on the business environment and review progress on recommendations arising from their first meeting.



Ashik Chowdhury addresses officials of Invest Bangladesh at Biniyog Bhaban in Dhaka on August 23, 2026, outlining the new authority's mandate and its transition towards a more integrated, investor-centred way of working.

INVEST BANGLADESH