

FDI Trends In The Logistics Sector And Way Forward For Bangladesh

A GlobalData special report for the International Finance Corporation

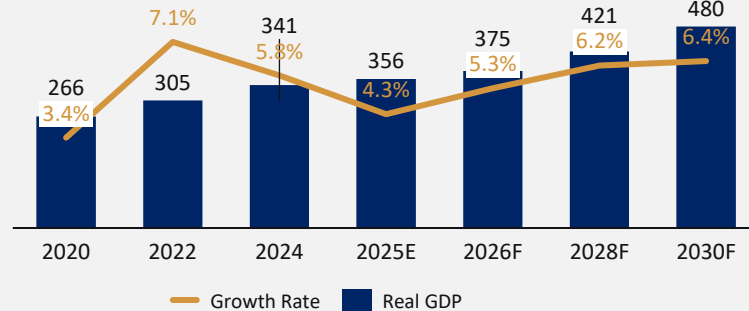
June 2025



Bangladesh has experienced a slowdown in economic momentum, but future prospects appear promising if reforms are implemented and sustained

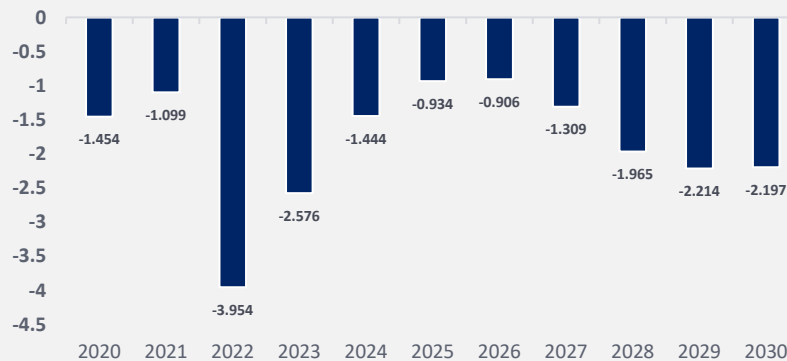


Real GDP (US\$ Bn)

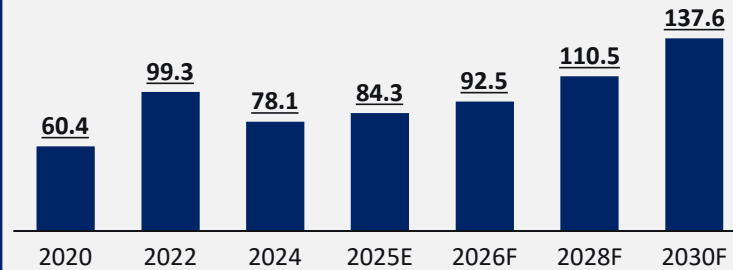


- Bangladesh's real GDP is projected to grow from US\$265.9 Bn in 2020 to US\$480.5 Bn by 2030.
- Growth rebounded sharply post-2020, stabilizing above 6% from 2028 onward, reflecting sustained recovery.

Bangladesh Current Account Deficit (% of GDP)

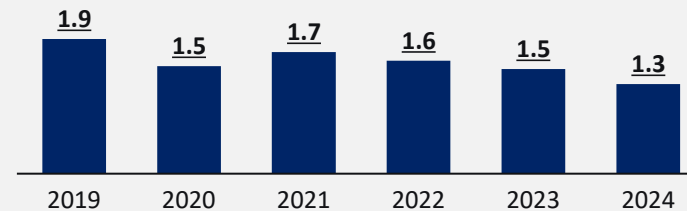


External Trade: Total Import (US\$ Bn)



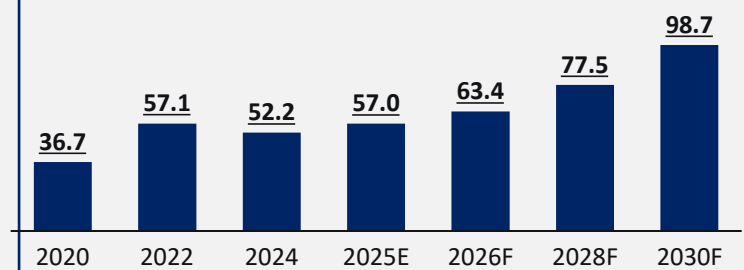
- Bangladesh's imports are set to more than double from US\$60.4 Bn in 2020 to US\$137.6 Bn by 2030.
- After a dip in 2024, import growth has estimated to resume, signaling rising demand and economic recovery.

FDI Net Inflows (US\$ Bn)



- The yearly net FDI inflows in Bangladesh declined by US\$193.74 Mn (13.23%) in 2024.
- The decline was largely driven by a reduction in net equity capital of US\$43.66 Mn and a significant fall in reinvested earnings, which dropped by US\$148.19 Mn.

External Trade: Total Export (US\$ Bn)



- Bangladesh's exports are projected to grow from US\$36.7 Bn in 2020 to US\$98.7 Bn by 2030, nearly tripling over the decade.
- Despite fluctuations, export levels show a strong upward trend, reflecting increasing economic activity and demand.

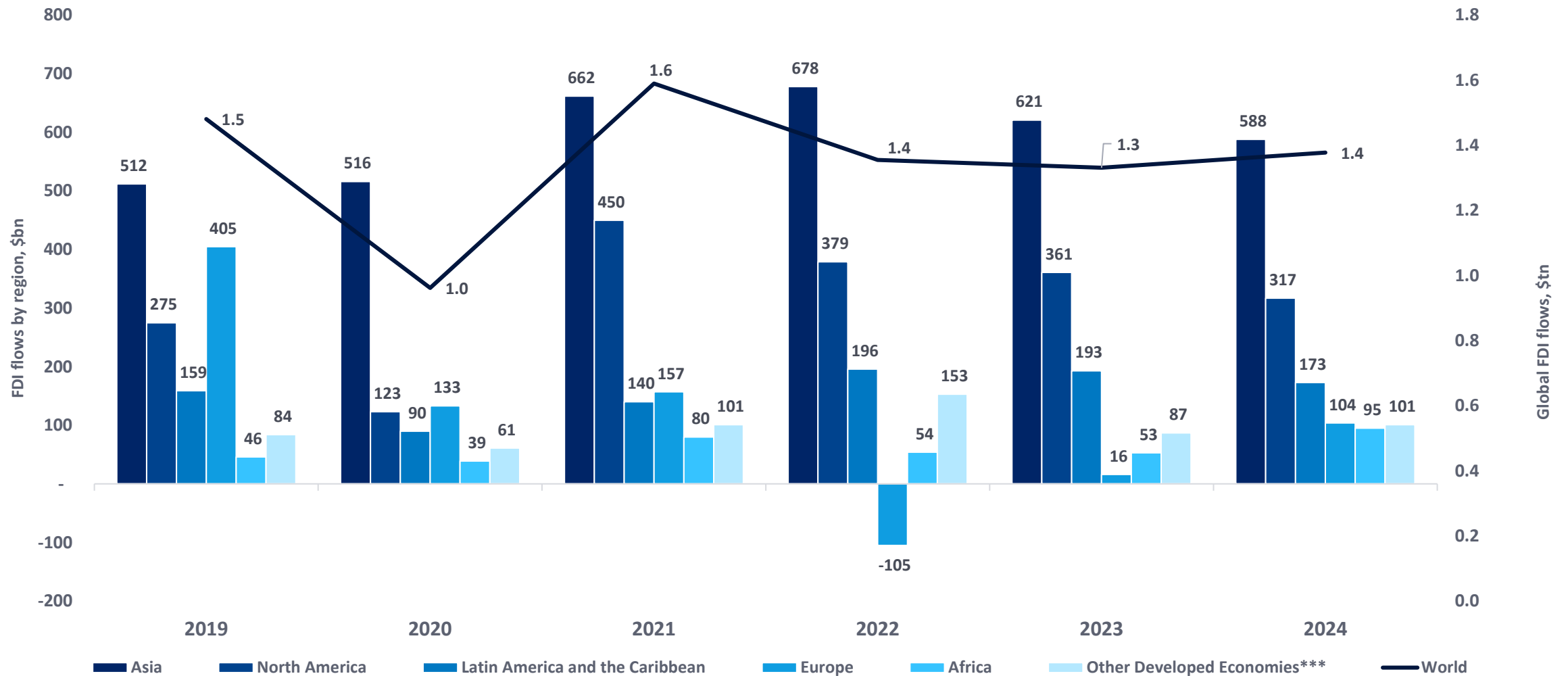
Summary

- Recent years have seen Bangladesh face economic headwinds. The current account deficit in particular has reflected a deteriorating trading position, combined with weakening remittances.
- Inflation and exchange rate depreciation have followed.
- GDP growth itself over recent years has been challenged by domestic political and institutional developments as well as a difficult international situation.
- Bangladesh retains significant economic potential and could sustain growth rates exceeding 5% over the coming years.



Global FDI trends

Global FDI showed signs of recovery in 2024; however, the future outlook is increasingly threatened by trade risks and geopolitical uncertainty



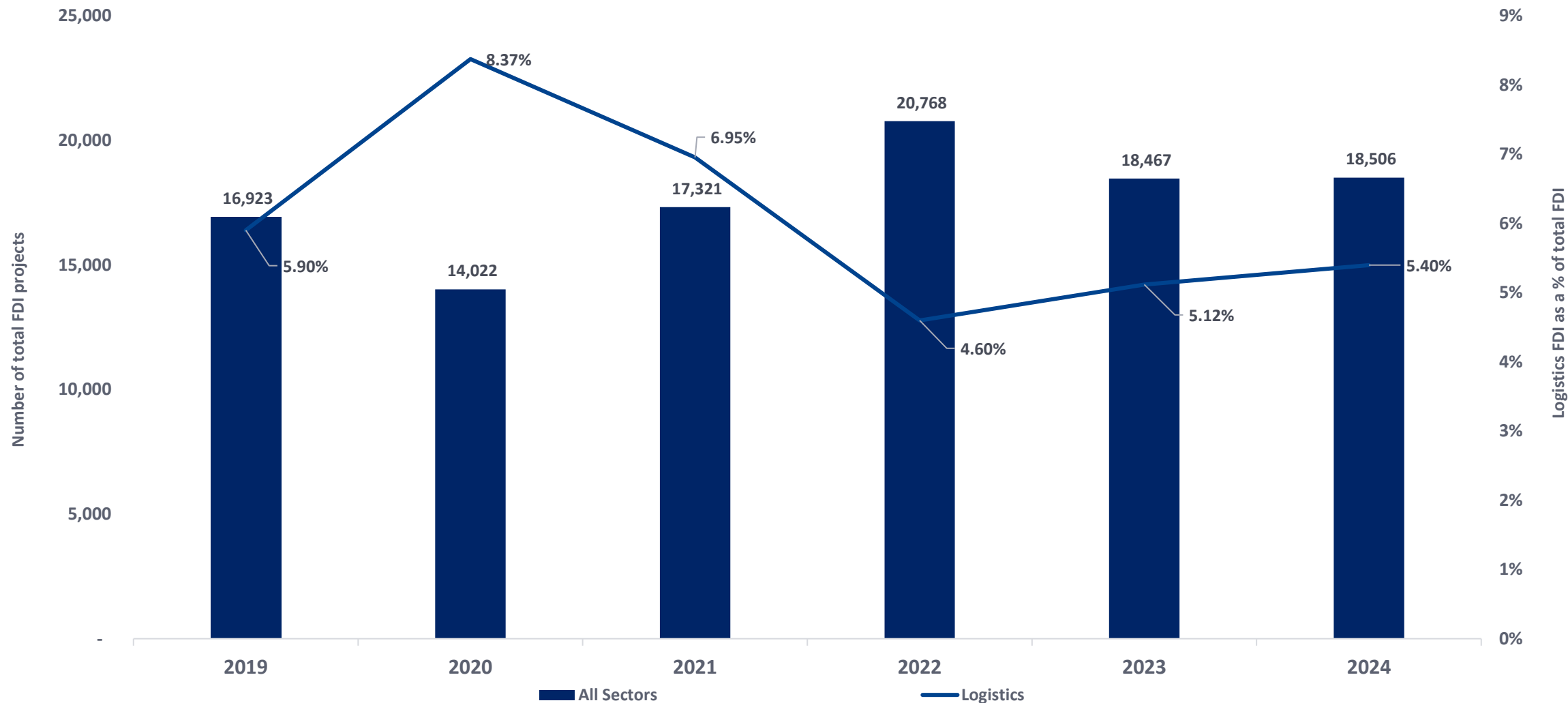
Source: GlobalData based on UNCTAD World Investment Report

*FDI flows record the value of cross-border transactions related to direct investment during a given period, usually a quarter or a year.

** Geopolitical risks include the impacts of US-China decoupling, Ukraine-Russia war, Israel-Palestine conflict, as well as India-Pakistan conflict

***Other Developed Economies: Definition as per the classification of the United Nations Conference on Trade and Development

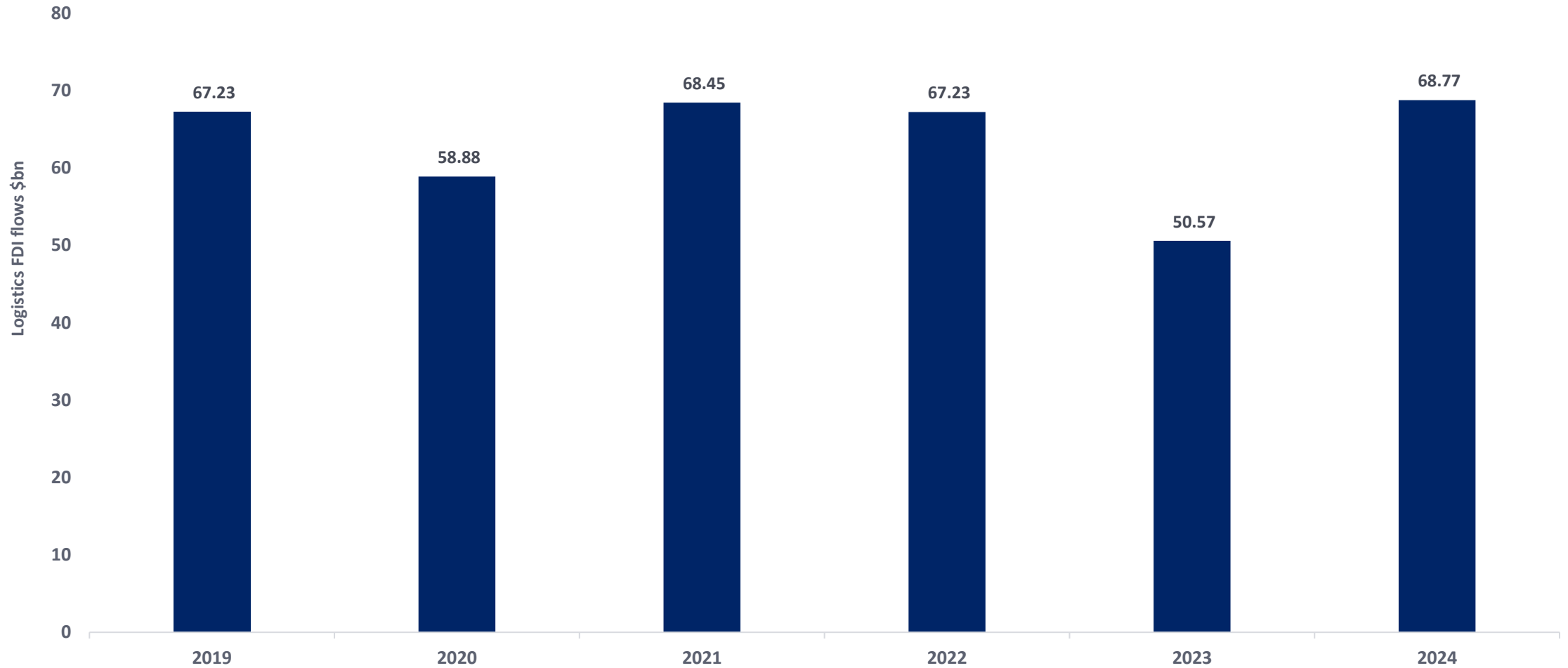
Greenfield FDI rebounded in 2024 after the adjustment pressures of 2023; however, supply chains are expected to encounter renewed challenges in 2025



Source: GlobalData's FDI Projects Database

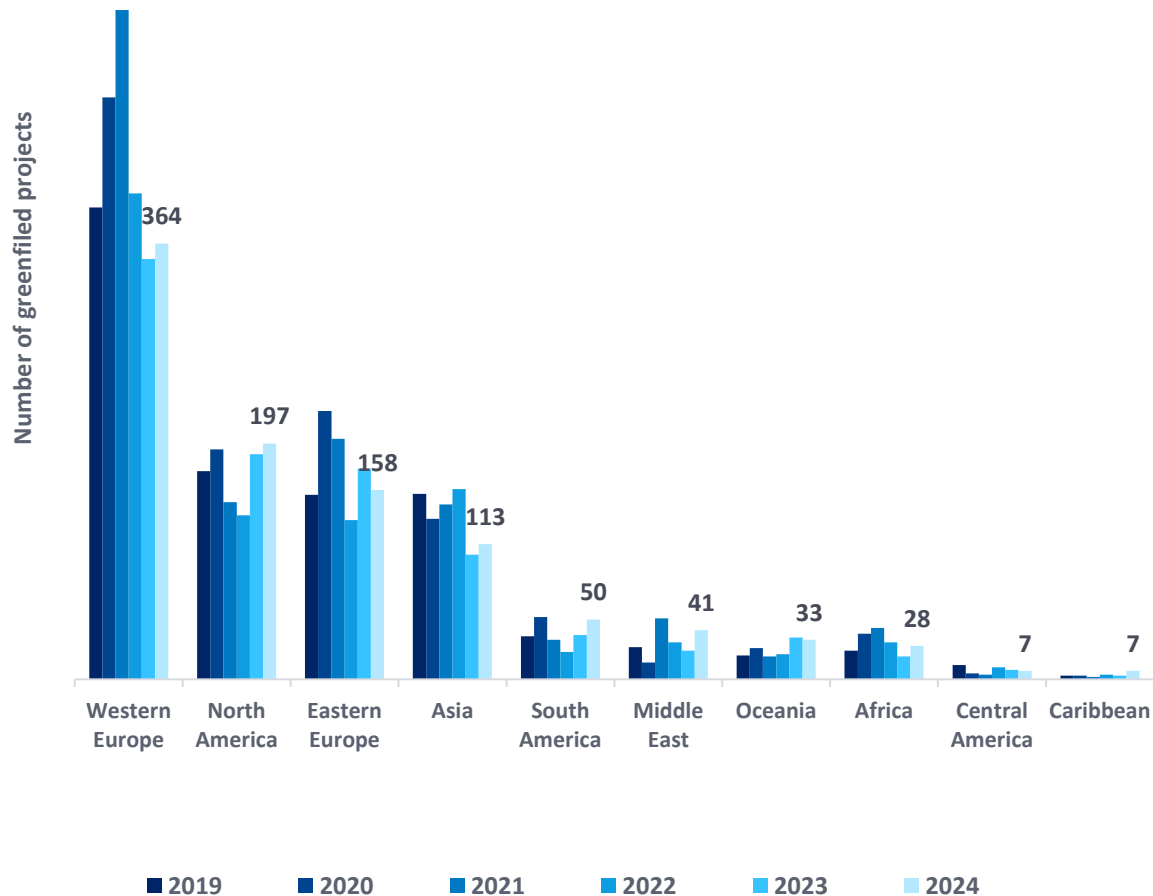
*Greenfield FDI is when a company opens (or expands) a new operation outside of its home country. Greenfield FDI requires the company to have a physical presence. It almost always involves job creation and capital investment in the host country. Other forms of FDI (such as M&A) are not included in this definition. Greenfield FDI is often cited as the best form of FDI given the benefits it brings to the host economy. Greenfield FDI in this report is derived from GlobalData's FDI Projects Database which tracks greenfield investments across all sectors and geographies.

The same trend is repeated when measured by CAPEX value, though the recovery in 2024 was more pronounced

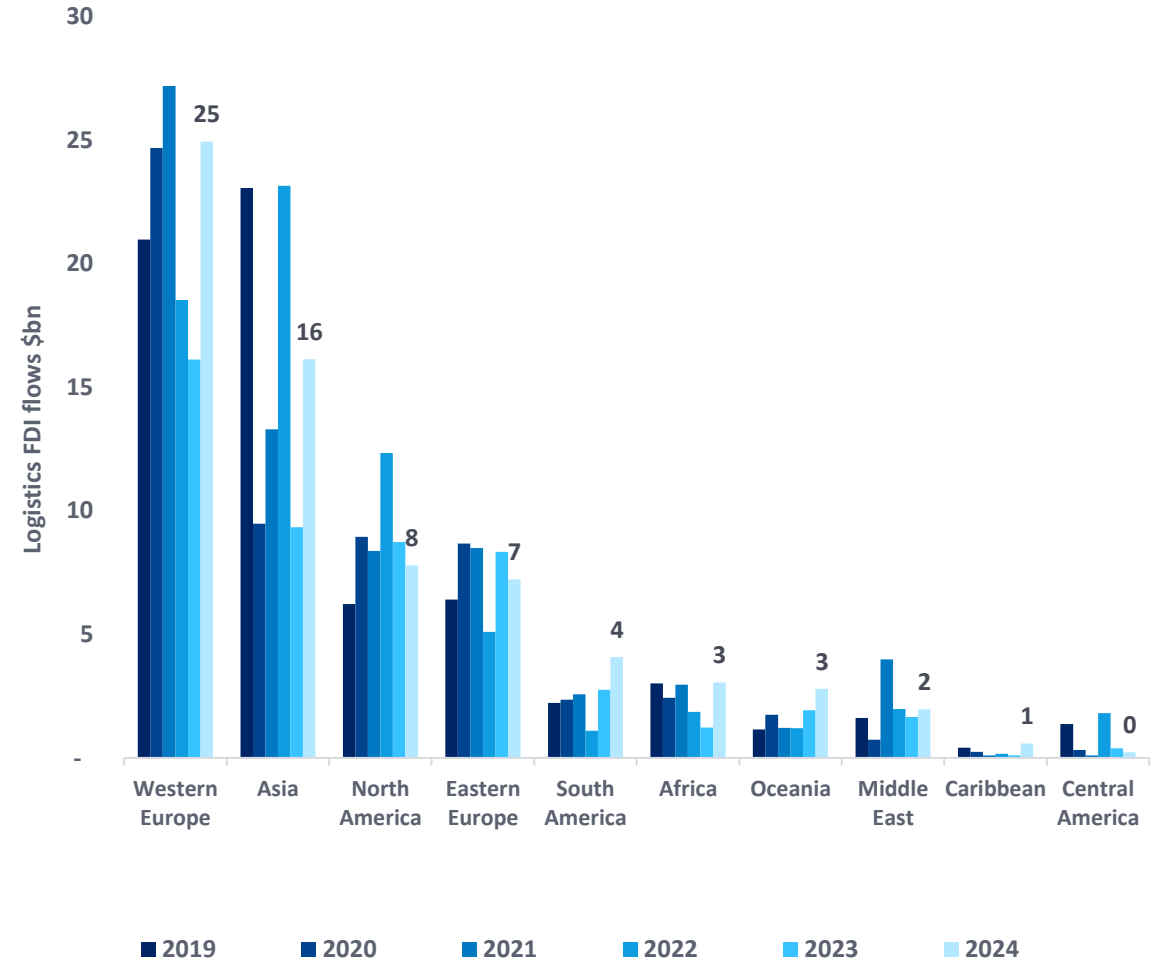


Europe remains the dominant destination for logistics FDI, though potential distortions from the single market persist, while North America continues to show resilience

Breakdown of logistics FDI by number of greenfield projects, 2019-2024, by world region

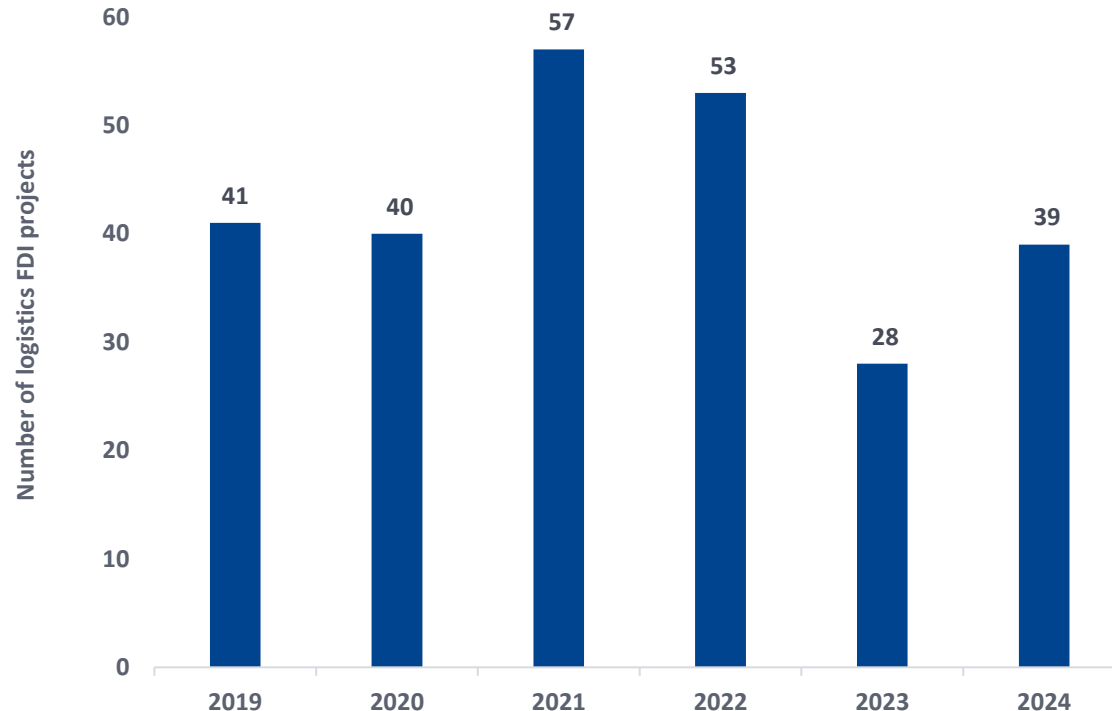


Breakdown of greenfield logistics FDI by capex \$bn, 2019-2024, by world region



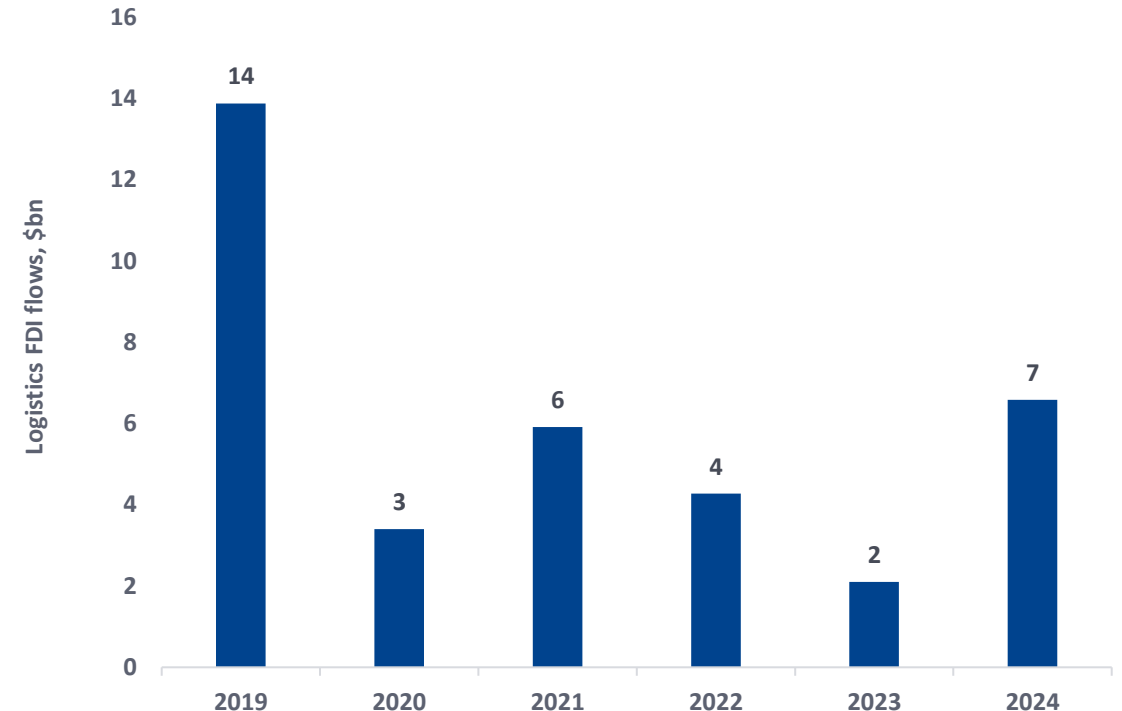
Logistics FDI in South Asia remains below its 2019 peak in value terms, though 2024 showed signs of recovery in line with global trends

Breakdown of South Asia logistics FDI by number of greenfield projects (2019-2024)



Between 2019 and 2024, South Asia attracted 258 logistics FDI projects, with India leading at 85.1% (228 projects), followed by Bangladesh (10), Pakistan (9), and Cambodia (7)

Breakdown of South Asia logistics FDI by capex \$bn, 2019-2024



Between 2019–2024, South Asia drew \$36.13bn in logistics FDI (40.4% of Asia's total), peaking in 2019 but showing volatile trends with a 52.6% drop in 2023.

The largest greenfield logistics FDI projects from 2019 to 2024 reflect an increasingly multipolar world, despite the continued dominance of Western countries

Year	Investor	HQ Country	Project overview	Destination	Capex \$bn*
2019	Gazprom	Russia	Offshore pipeline from Iran to Pakistan	Pakistan	10
2022	S B Adani	India	Development of Lien Chieu Port	Vietnam	10
2022	TC Energy	Canada	Construction of gas pipeline	Mexico	5
2024	A.P. Moller - Maersk	Denmark	New distribution facility	Philippines	4.8
2024	Tesco	UK	Operation expansion and new distribution center	India	2.93
2024	Amazon	US	Expansion of fulfillment facility	Germany	2.69
2024	Amazon	US	New fulfillment facility	Germany	2.69
2024	Amazon	US	New fulfillment facility	Germany	2.69
2019	Koninklijke Vopak	Netherlands	Construction of LNG terminal	Pakistan	1.5
2024	Dubai World	United Arab Emirates	Construction of two new shipping berths	UK	1.29
2022	Mediterranean Shipping	Switzerland	Construction of a port terminal on Isla Margarita	Panama	1.2
2019	Walmart	US	Build or renovate more than 10 distribution centers	China	1.2

The logistics function is as critical as the logistics vertical itself, as reflected in the breakdown of capital investment in logistics FDI by sector and year (number of projects)

Sector	2019	2020	2021	2022	2023	2024	2019-24	%
Logistics (Core)	454	598	588	507	466	448	3,061	48.8%
Logistics in Other Industries	545	576	618	448	479	551	3,217	51.2%
Consumer Goods	113	157	206	97	80	132	785	12.5%
Food	99	108	92	77	85	81	542	8.6%
Industrial Machinery, Equipment and Tools	48	43	48	47	42	63	291	4.6%
Electronics	40	35	40	36	56	58	265	4.2%
Automotive	55	55	50	32	52	50	294	4.7%
Chemicals and Plastics	26	31	14	24	26	39	160	2.5%
Construction and Real Estate	10	11	50	20	26	16	133	2.1%
Pharmaceuticals	21	28	5	18	15	16	103	1.6%
Textiles	31	29	43	20	22	14	159	2.5%
Other	102	79	70	77	75	82	485	7.7%
Total (Logistics core + logistics in other industries)	999	1,174	1,206	955	945	999	6,278	

Source: GlobalData's FDI Projects Database

* Business operations means the actual business function of FDI projects at its foreign location. Business operations are categorized into 16 categories, *logistics & warehousing* being one of the 16. The most common FDI business operations are sales office, business and professional services, and manufacturing. Note that any sector can, theoretically, have a business function of logistics & warehousing.

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The logistics function is as critical as the logistics vertical itself, as reflected in the breakdown of capital investment in logistics FDI by sector and year (capex, \$bn)

Sector	2019	2020	2021	2022	2023	2024	2019-24	%
Logistics (Core)	31.64	32.59	37.99	40.21	31.47	33.96	207.86	54.7%
Logistics in other Industries	36	26	31	25	19	35	171.93	45.3%
Consumer Goods	7.36	11.38	14.1	7.19	5.97	18.21	64	16.9%
Food	6.97	6.25	4.47	3.5	5.76	6.68	33.6	8.8%
Coal, Oil and Gas	11.26	1.53	0.71	5.99	0.61	2.36	22	5.8%
Automotive	1.65	1.1	1.04	1.01	1.08	1.14	7	1.8%
Electronics	0.99	0.7	1.03	0.96	1.3	1.13	6	1.6%
Chemicals and Plastics	0.29	0.5	0.61	0.75	0.33	0.97	3	0.8%
Textiles	1.82	1.44	3.14	1.04	0.97	0.75	9	2.4%
Industrial Machinery, Equipment and Tools	1.3	1.13	1.18	1.11	0.5	0.7	6	1.6%
Renewable and Alternative Power	0	0	0	0.04	0.09	0.48	1	0.3%
Other	4	2	5	4	2	2	19	5.0%
Total (Logistics core + logistics in other industries)	67.23	58.89	68.85	65.46	50.56	68.80	379.79	

Source: GlobalData's FDI Projects Database

*capital investment figures include estimates. Totals may not sum due to rounding.

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FDI in key trade and investment partners of Bangladesh

- *Top five export partners of Bangladesh and their key import sectors*
- *Top five import partners of Bangladesh and their key export sectors*
- *Inbound and outbound logistics FDI in key export partner countries of Bangladesh*
- *Inbound and outbound logistics FDI in key import partner countries of Bangladesh*

FDI in the key trade and investment partner countries of Bangladesh

Top five export partners of Bangladesh’s merchandised trade and their key export sectors, 2023-24

Rank	County	Bangladesh exports (\$bn)	Share of Bangladesh export (%)	Key export sectors
1	US	6.8	17.5%	Readymade garments, Fish, Home Textiles
2	Germany	4.5	11.5%	Readymade garments, Fish, Home textiles
3	UK	3.9	10.2%	Readymade garments, Fish, Home Textiles
4	Spain	3.1	8%	Readymade garments, Fish, Home textiles
5	France	2.1	5.4%	Readymade garments, Fish, Home textiles

Top five import partners of Bangladesh’s merchandised trade and their key import sectors, 2023-24

Rank	County	Bangladesh imports (\$bn)	Share of Bangladesh imports (%)	Key import sectors
1	China	16.6	26.4%	Nuclear Reactors, Electrical Machinery, Cotton
2	India	9	14.3%	Cotton, Mineral Fuels, Animal Fodder
3	Indonesia	3.56	5.6%	Mineral Fuel, Animal or Vegetable Fats, Salt
4	Brazil	2.6	4.2%	Sugar, Cotton, Oil Seeds
5	Malaysia	2.6	4.1%	Mineral Fuels, Animal and Vegetable Fats, Iron and Steel

Top 15 companies and countries with highest capital investment into Bangladesh

Inbound Investing Countries in Bangladesh (Capital Investment (2019-2024))

Investor (Countries)	2019-2024 (\$mn)
Saudi Arabia	8,198
China	4,383
United Arab Emirates	1,433
Japan	1,431
India	989
Denmark	638
United Kingdom	514
Indonesia	500
Germany	380
United States	280
South Korea	195
Singapore	193
Norway	174
Hong Kong (China SAR)	173
Netherlands	169

Inbound Investing Companies in Bangladesh (Capital Investment (2019-2024))

Investor (Companies)	2019-2024 (\$mn)
The Saudi Public Investment Fund	5,000
Acwa Power Co	3,000
Guangdong Canves Environmental Investment Company Ltd	1,649
ADQ	1,000
Sumitomo Corp	642
A.P. Moller - Maersk AS	622
PT Pertamina (Persero)	500
Power Construction Corporation of China	426
China General Technology (Group) Holding Ltd	351
Unique Group FZC	350
Marubeni Corp	321
Fujian Yongfu Power Engineering Co Ltd	320
Yabang Investment Holding Group Co., Ltd.	300
InterContinental Hotels Group Plc	221
Ship Healthcare Holdings Inc	212

Source: GlobalData's FDI Projects Database

* Capital investment figures include estimates

FDI in the key trade and investment partner countries of Bangladesh

Inbound logistics FDI by top ten key export partners of Bangladesh, by capex and FDI subsectors, 2019-24

Rank of Bangladesh exports*	Country	Inbound FDI Logistics Capex (\$bn)			Key Inbound FDI Sub-Sectors	Investment in Bangladesh Capex (\$bn)
		Capex (\$bn)	Share of global logistics FDI (%)	Key source FDI market	Top three inbound logistics FDI sub-sectors (Capex \$bn)	
1	US	27.96	7.34%	Germany, Canada, UK	Multi-modal transportation (10.25), Warehousing (1.05), Airlines (0.85)	0.15
2	Germany	31.84	8.36%	US, Netherlands, UK	Multi-modal transportation (7.34), Warehousing (1.34), Airlines (0.7)	0.13
3	UK	28.74	7.54%	US, Germany, UAE	Multi-modal transportation (8.96), Warehousing (2.44), Sea Freight (1.97)	0.39
4	Spain	15.4	4.04%	US, Germany, France	Multi-modal transportation (5.63), Sea Freight (1.64), Warehousing (0.77)	0.08
5	France	16.7	4.38%	US, Germany, Netherlands	Multi-modal transportation (5.47), Warehousing (0.86), Sea Freight (0.76)	0.01
6	India	21.81	5.73%	US, UK, Germany	Multi-modal transportation (5.66), Airlines (0.56), Warehousing (0.2)	0.63
7	Italy	5.75	1.51%	US, Germany, Switzerland	Multi-modal transportation (1.67), Airlines (0.74), Sea Freight (0.5)	0.02
8	Canada	9.93	2.61%	US, Netherlands, UAE	Multi-modal transportation (1.57), Warehousing (0.88), Sea Freight (0.26)	0.03
9	Netherlands	13.08	3.43%	US, Germany, Denmark	Multi-modal transportation (5.42), Warehousing (1.44), Sea Freight (1.2)	0.01
10	Japan	4.59	1.20%	US, Germany, China	Multi-modal transportation (1.97), Airlines (0.18), Support activities for transportation (0.08)	1.14

Source: GlobalData's FDI Projects Database

*These are the top ten countries for Bangladesh exports by annual trade of goods (\$m)

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FDI in the key trade and investment partner countries of Bangladesh

Inbound logistics FDI by top ten key export partners of Bangladesh, by project numbers and FDI subsectors, 2019-24

Rank of Bangladesh exports*	Country	Inbound FDI Logistics Projects			Key Inbound FDI Sub-Sectors	Investment in Bangladesh Capex (\$bn)
		Project Numbers	Share of global logistics FDI (%)	Key source FDI market	Top three inbound logistics FDI sub-sectors (No. of projects)	
1	US	650	10.43%	Germany, Japan, Canada	Multi-modal transportation (202), Warehousing (19), Airlines (18)	0.15
2	Germany	535	8.58%	US, UK, Netherlands	Multi-modal transportation (152), Warehousing (26), Road (18)	0.13
3	UK	451	7.23%	US, Germany, France	Multi-modal transportation (150), Warehousing (40), Airlines (13)	0.39
4	Spain	326	5.23%	US, Germany, France	Multi-modal transportation (119), Warehousing (19), Road (14)	0.08
5	France	361	5.79%	US, Germany, Netherlands	Multi-modal transportation (122), Road (26), Airlines (18)	0.01
6	India	228	3.66%	US, Germany, Japan	Multi-modal transportation (80), Airlines (8), Warehousing (3)	0.63
7	Italy	94	1.51%	US, Germany, UK	Multi-modal transportation (28), Airlines (12), Warehousing (3)	0.02
8	Canada	198	3.18%	US, UK, China	Multi-modal transportation (28), Warehousing (11), Airlines (4)	0.03
9	Netherlands	233	3.74%	US, Germany, UK	Multi-modal transportation (92), Warehousing (15), Airlines (6)	0.01
10	Japan	60	0.96%	US, Germany, China	Multi-modal transportation (22), Airlines (2), Support activities for transportation (1)	1.14

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		Capex (\$bn)	Share of global logistics FDI (\$%)	Key destination FDI market	Top three outbound logistics FDI sub-sectors (Capex \$bn)	
1	US	90.25	23.69%	Germany, UK, India	Multi-modal transportation (17.17), Warehousing (5.9), Road (2.16)	0.15
2	Germany	56.36	14.79%	US, UK, Poland	Multi-modal transportation (30.56), Airlines (1.66), Road (1.49)	0.13
3	UK	19.02	4.99%	India, US, Germany	Multi-modal transportation (3.38), Road (1.72), Warehousing (1.27)	0.39
4	Spain	2.5	0.66%	US, UK, Brazil	Multi-modal transportation (0.63), Warehousing (0.11), Road (0.1)	0.08
5	France	18.32	4.81%	Spain, UK, Poland	Multi-modal transportation (9.71), Airlines (1.27), Road (1.25)	0.01
6	India	12.42	3.26%	Vietnam, Sri Lanka, United Arab Emirates	Sea Freight (11.05), Multi-modal transportation (0.21), Airlines (0.15)	0.63
7	Italy	2.74	0.72%	US, Spain, Poland	Multi-modal transportation (1.38), Airlines (0.05), Road (0.05)	0.02
8	Canada	9.21	2.42%	Mexico, US, Colombia	Multi-modal transportation (0.95), Sea Freight (0.15), Road (0.13)	0.03
9	Netherlands	14.29	3.75%	Germany, Pakistan, France	Warehousing (4.25), Multi-modal transportation (2.61), Other Logistics (0.11)	0.01
10	Japan	12.56	3.30%	US, India, UK	Multi-modal transportation (7.41), Warehousing (0.97), Sea Freight (0.46)	1.14

Source: GlobalData's FDI Projects Database

*These are the top ten countries for Bangladesh imports by annual trade of goods (\$m)

FDI in the key trade and investment partner countries of Bangladesh

Outbound logistics FDI by top ten key export partners of Bangladesh, by project numbers and FDI subsectors, 2019-24

Rank of Bangladesh exports*	Country	Outbound FDI Logistics Projects			Key Outbound FDI Sub-Sectors	FDI Projects in Bangladesh
		Project Numbers	Share of global logistics FDI (\$%)	Key destination FDI market	Top three outbound logistics FDI sub-sectors (No. of projects)	
1	US	1,351	21.67%	UK, Germany, Canada	Multi-modal transportation (300), Warehousing (78), Road (49)	16
2	Germany	1,059	16.99%	US, UK, Poland	Multi-modal transportation (510), Road (37), Airlines (22)	5
3	UK	401	6.43%	US, Netherlands, Germany	Multi-modal transportation (85), Road (44), Airlines (25)	16
4	Spain	81	1.30%	US, France, UK	Multi-modal transportation (14), Airlines (6), Warehousing (5)	1
5	France	353	5.66%	Spain, Poland, US	Multi-modal transportation (188), Road (20), Warehousing (10)	3
6	India	55	0.88%	US, United Arab Emirates, Spain	Multi-modal transportation (6), Sea Freight (4), Airlines (2)	23
7	Italy	91	1.46%	US, Poland, Spain	Multi-modal transportation (29), Sea Freight (2), Road (2)	2
8	Canada	91	1.46%	US, UK, Germany	Multi-modal transportation (18), Sea Freight (3), Road (3)	1
9	Netherlands	248	3.98%	Germany, France, Belgium	Multi-modal transportation (57), Warehousing (38), Road (4)	2
10	Japan	298	4.78%	US, India, Germany	Multi-modal transportation (128), Warehousing (13), Sea Freight (5)	9

Source: GlobalData's FDI Projects Database

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FDI in the key trade and investment partner countries of Bangladesh

Inbound logistics FDI by top ten key import partners of Bangladesh, by capex and FDI subsectors, 2019-24

Rank of Bangladesh exports*	Country	Inbound FDI Logistics Capex (\$bn)			Key Inbound FDI Sub-Sectors	Investment in Bangladesh Capex (\$bn)
		Capex (\$bn)	Share of global logistics FDI (\$%)	Key source FDI market	Top three inbound logistics FDI sub-sectors (Capex \$bn)	
1	China	8.57	2.25%	US, Netherlands, Germany	Multi-modal transportation (2.23), Airlines (0.72), Warehousing (0.59)	1.24
2	India	21.81	5.73%	US, UK, Germany	Multi-modal transportation (5.66), Airlines (0.56), Warehousing (0.2)	0.63
3	Indonesia	2	0.53%	Hong Kong (China SAR), Japan, Singapore	Multi-modal transportation (1.23), Sea Freight (0.32), Airlines (0.07)	0.5
4	Singapore	3.69	0.97%	US, Germany, France	Multi-modal transportation (1.54), Airlines (0.47), Warehousing (0.42)	0.05
5	Malaysia	4.4	1.16%	Singapore, Japan, US	Multi-modal transportation (1.74), Sea Freight (0.58), Warehousing (0.23)	0.13
6	US	27.96	7.34%	Germany, Canada, UK	Multi-modal transportation (10.25), Warehousing (1.05), Airlines (0.85)	0.15
7	Brazil	6.17	1.62%	Uruguay, US, Denmark	Sea Freight (0.84), Multi-modal transportation (0.8), Warehousing (0.18)	0
8	Qatar	0.26	0.07%	United Arab Emirates, Germany, US	Multi-modal transportation (0.16), Sea Freight (0.07), Household Appliances (0)	0
9	Japan	4.59	1.20%	US, Germany, China	Multi-modal transportation (1.97), Airlines (0.18), Support activities for transportation (0.08)	1.14
10	UAE	6.17	1.62%	China, Lebanon, US	Multi-modal transportation (2.89), Airlines (0.44), Warehousing (0.16)	1

Source: GlobalData's FDI Projects Database

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FDI in the key trade and investment partner countries of Bangladesh

Inbound logistics FDI by top ten key import partners of Bangladesh, by project numbers and FDI subsectors, 2019-24

Rank of Bangladesh exports*	Country	Inbound FDI Logistics Projects			Key Inbound FDI Sub-Sectors	FDI Projects in Bangladesh
		Project Numbers	Share of global logistics FDI (\$%)	Key source FDI market	Top three inbound logistics FDI sub-sectors (No. of projects)	
1	China	106	1.70%	US, Germany, Japan	Multi-modal transportation (30), Airlines (11), Warehousing (8)	18
2	India	228	3.66%	US, Germany, Japan	Multi-modal transportation (80), Airlines (8), Warehousing (3)	23
3	Indonesia	33	0.53%	Japan, Hong Kong (China SAR), Germany	Multi-modal transportation (15), Sea Freight (4), Airlines (1)	1
4	Singapore	47	0.75%	US, Germany, France	Multi-modal transportation (15), Airlines (4), Warehousing (4)	5
5	Malaysia	53	0.85%	Germany, the US, and Japan	Multi-modal transportation (25), Sea Freight (7), Warehousing (3)	1
6	US	650	10.43%	Germany, Japan, Canada	Multi-modal transportation (202), Warehousing (19), Airlines (18)	16
7	Brazil	120	1.92%	US, Uruguay, Singapore	Multi-modal transportation (15), Sea Freight (5), Warehousing (3)	0
8	Qatar	5	0.08%	United Arab Emirates, Germany, US	Multi-modal transportation (3), Sea Freight (1), Household Appliances (0)	0
9	Japan	60	0.96%	US, Germany, China	Multi-modal transportation (22), Airlines (2), Support activities for transportation (1)	9
10	UAE	99	1.59%	US, China, Germany	Multi-modal transportation (33), Airlines (6), Warehousing (3)	2

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FDI in the key trade and investment partner countries of Bangladesh

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		Project Numbers	Share of global logistics FDI (\$%)	Key destination FDI market	Top three outbound logistics FDI sub-sectors (No. of projects)	
1	China	266	4.27%	US, Germany, France	Multi-modal transportation (85), Airlines (13), Warehousing (7)	18
2	India	55	0.88%	US, United Arab Emirates, Spain	Multi-modal transportation (6), Sea Freight (4), Airlines (2)	23
3	Indonesia	9	0.14%	Singapore, Malaysia, Vietnam	Multi-modal transportation (9), Parts & Tires (0), Warehousing (0)	1
4	Singapore	72	1.15%	Brazil, France, Australia	Multi-modal transportation (22), Warehousing (10), Support activities for transportation (3)	5
5	Malaysia	6	0.10%	Netherlands, Thailand, Poland	Airlines (2), Multi-modal transportation (1), Parts & Tires (0)	1
6	US	1,351	21.67%	UK, Germany, Canada	Multi-modal transportation (300), Warehousing (78), Road (49)	16
7	Brazil	31	0.50%	Mexico, US, Germany	Warehousing (11), Airlines (2), Multi-modal transportation (0)	0
8	Qatar	6	0.10%	Belgium, Thailand, the US	Multi-modal transportation (4), Airlines (2), Parts & Tires (0)	0
9	Japan	298	4.78%	US, India, Germany	Multi-modal transportation (128), Warehousing (13), Sea Freight (5)	9
10	UAE	112	1.80%	UK, India, Romania	Multi-modal transportation (37), Sea Freight (24), Airlines (10)	2

Source: GlobalData's FDI Projects Database

*These are the top ten countries for Bangladesh imports by annual trade of goods (\$m)

FDI in the key trade and investment partner countries of Bangladesh

Outbound logistics FDI by top ten key import partners of Bangladesh, by capex and FDI subsectors, 2019-24

Rank of Bangladesh exports*	Country	Outbound FDI Logistics Capex (\$bn)			Key Outbound FDI Sub-Sectors	FDI Projects in Bangladesh
		Capex (\$bn)	Share of global logistics FDI (%)	Key destination FDI market	Top three outbound logistics FDI sub-sectors (Capex \$bn)	
1	China	12.41	3.26%	US, Germany, United Arab Emirates	Multi-modal transportation (5.03), Sea Freight (0.9), Airlines (0.74)	1.24
2	India	12.42	3.26%	UK, Saudi Arabia, Bangladesh	Sea Freight (4.92), Multi-modal transportation (2.3), Airlines (0.62)	0.63
3	Indonesia	0.74	0.19%	Singapore, Malaysia, Vietnam	Multi-modal transportation (0.74), 0 (0), 0 (0)	0.5
4	Singapore	5.72	1.50%	Vietnam, Malaysia, India	Multi-modal transportation (2.48), Warehousing (0.55), Support activities for transportation (0.52)	0.05
5	Malaysia	0.29	0.08%	Indonesia, Thailand, Philippines	Airlines (0.15), Multi-modal transportation (0.06), Furniture & Floor Coverings (0)	0.13
6	US	90.25	23.69%	Germany, UK, India	Multi-modal transportation (17.17), Warehousing (5.9), Road (2.16)	0.15
7	Brazil	1.4	0.37%	Mexico, Colombia, Germany	Warehousing (0.48), Airlines (0.05), Cosmetics & Toiletries (0)	0
8	Qatar	0.31	0.08%	Saudi Arabia, Rwanda, Oman	Multi-modal transportation (0.22), Airlines (0.09), 0 (0)	0
9	Japan	12.56	3.30%		Multi-modal transportation (7.41), Warehousing (0.97), Sea Freight (0.46)	1.14
10	UAE	11.17	2.93%	UK, Saudi Arabia, Bangladesh	Sea Freight (4.92), Multi-modal transportation (2.3), Airlines (0.62)	1

Source: GlobalData's FDI Projects Database

*These are the top ten countries for Bangladesh imports by annual trade of goods (\$m)



Leading global and regional investors in logistics

- Top global logistics investors by capex \$bn and their major investment destinations
- Top logistics investors in Asia by capex \$bn and their major investment destinations

Leading greenfield logistics investors globally (2019–2024) are concentrated in North America and Europe, which continue to dominate the landscape

Rank	Investor	HQ Country	Capex \$bn	Largest investment destination (% of total investment)	Second largest investment destination (% of total investment)	Third largest investment destination (% of total investment)
1	Amazon.com Inc	US	38.77	Germany (34.45)	UK (13.14)	India (8.89)
2	DHL Group	Germany	19.60	US (18.81)	UK (12.03)	India (10.04)
3	A.P. Moller - Maersk AS	Denmark	15.98	Philippines (30.47)	Netherlands (7.25)	Costa Rica (6.74)
4	S B Adani Family Trust	India	10.99	Vietnam (90.99)	Sri Lanka (6.37)	Myanmar (2.64)
5	Gazprom	Russia	10.00	Pakistan (100)	(0)	(0)
6	Dieter Schwarz Stiftung gemeinnutzige GmbH	Germany	6.44	UK (18.02)	France (12.27)	Spain (10.49)
7	Walmart Inc	US	6.33	India (66.56)	China (19.74)	Canada (6.49)
8	United Parcel Service Inc	US	5.56	UK (11.97)	Germany (9.63)	Netherlands (7.28)
9	Dubai World	United Arab Emirates	5.16	UK (40.07)	Somalia (10.09)	Peru (7.76)
10	TC Energy Corporation	Canada	5.00	Mexico (100)	(0)	(0)

Leading greenfield logistics investors in Asia (2019-2024)

Rank	Investor	HQ Country	Capex \$bn	Largest investment destination (% of total investment)	Second largest investment destination (% of total investment)	Third largest investment destination (% of total investment)
1	Amazon.com Inc	US	38.77	India (9.25)	Japan (4.37)	Pakistan (0.47)
2	S B Adani Family Trust	India	11.03	Vietnam (90.64)	Sri Lanka (6.34)	Myanmar (2.63)
3	Gazprom	Russia	10.04	Pakistan (99.58)	0 (0)	0 (0)
4	A.P. Moller - Maersk AS	Denmark	6.85	Philippines (71.04)	Bangladesh (8.86)	India (5.08)
5	Walmart Inc	US	5.86	India (71.87)	China (21.32)	0 (0)
6	DHL Group	Germany	4.4	India (44.77)	Japan (15.65)	Hong Kong (China SAR) (10.12)
7	Alibaba Group Holding Ltd	China	3.48	South Korea (11.54)	Japan (9.52)	Vietnam (8.91)
8	Tesco Plc	UK	2.94	India (99.75)	0 (0)	0 (0)
9	Nippon Express Holdings Inc	Japan	1.97	India (23.68)	China (22.46)	Taiwan (Province of China) (12.68)
10	Koninklijke Vopak NV	Netherlands	1.74	Pakistan (86.12)	Singapore (4.89)	Vietnam (4.23)

Source: GlobalData's FDI Projects

* capital investment figures include estimates

Top ten logistics investors in South Asia by capex 2019-24

Investor	HQ Country	Overview	Destination	Capex \$m
Gazprom	Russia	An offshore pipeline from Iran to Pakistan	Pakistan	10,000
Tesco Plc	UK	Operation expansion and a new distribution center	India	2,929.5
Koninklijke Vopak NV	Netherlands	Construction of LNG terminal	Pakistan	1,500
ADQ	United Arab Emirates	Construction of a multipurpose terminal at Chittagong Port	Bangladesh	1,000
Crown LNG Holding AS	Norway	Construction of an offshore liquefied natural gas (LNG) regasification terminal	India	1,000
S B Adani Family Trust	India	Deep water shipping terminal	Sri Lanka	700
ArcelorMittal SA	Luxembourg	Expansion and modernization of Hazira Plant	India	558
Walmart Inc	US	Two fulfillment centers, creating 5000 jobs in the region	India	525
A.P. Moller - Maersk AS	Denmark	Opening of the container terminal	Bangladesh	400
China Merchants Group	Hong Kong (China SAR)	Opening of Logistics Complex	Sri Lanka	392

Source: GlobalData's FDI Projects Database

* capital investment figures include estimates

Greenfield logistics FDI in Bangladesh (2019–2024): List of projects involving logistics and warehousing operations

Year	Investor	HQ Country	Overview	Jobs Supported	Capex \$mn
2024	ADQ	UAE	UAE-based developer & regulator of ports & related infrastructure Abu Dhabi Ports Co, d/b/a AD Ports, plans to invest \$1bn in the construction of a multipurpose terminal under the Bay Terminal Project at Chittagong Port in Bangladesh. The facility will have an annual capacity of handling 1 million TEU containers and 7 million metric tonnes of cargo.	1882	1,000
2023	A.P. Moller - Maersk	Denmark	Denmark-based integrated shipping company A.P. Moller Maersk announced plans to invest \$400m to open a new 21.44 Hectare (53 acres) container terminal in Laldia, Chittagong, Bangladesh. It is part of its initiative to develop green ports worldwide.	784	400
2019	Deutsche Bahn	Germany	Germany-based railway company Deutsche Bahn, through its subsidiary DB Schenker, has opened a new subsidiary, Schenker Logistics (Bangladesh) Limited, in Dhaka, Bangladesh. DB Schenker in Bangladesh offers a complete range of international air & ocean freight services as well as integrated logistics services and global supply chain solutions from a single source, supported by its strong worldwide network comprising 2000 locations.	329	69
2022	A.P. Moller - Maersk	Denmark	Denmark-based integrated shipping company A.P. Moller Maersk announced plans to build a new 9,290 m2 warehouse in Chittagong. Maersk Bangladesh has partnered with Vertex Off-Dock Logistics Services Limited to commission the new three-story facility.	329	69
2022	A.P. Moller - Maersk	Denmark	Denmark-based integrated shipping company A.P. Moller Maersk announced plans to build a new 18,581 m2 warehouse in Chittagong. The new custom bonded warehouse would be built in a partnership with Ispahani Summit Alliance Terminals Limited (ISATL), a Bangladesh-based container terminal operator.	329	69
2023	A.P. Moller - Maersk	Denmark	Denmark-based integrated shipping company A.P. Moller Maersk announced plans to open two new warehouses at the Summit Alliance Port Limited (SAPL) dock in Chittagong, Bangladesh. It is expected to open by April 2024.	329	69
2024	Red Sea Gateway Terminal	Saudi Arabia	Saudi Arabia-based independent private terminal company Red Sea Gateway Terminal has opened the new Patenga Container Terminal at the Chittagong Port in Chittagong, Bangladesh. The new facilities will increase the additional container handling capacity of the site, up to 450,000 annually. The company will equip, operate, and maintain the Patenga terminal.	145	62.78
2020	DHL	Germany	Germany-based logistics company DHL announced plans to invest \$29.51m to open a new facility for shipment processing in Bangladesh. The total built-up area of this facility will be around 10,000 m2, including the country office and service center.	61	29.51
2022	Delhivery	India	India-based integrated 3rd Party Logistics Service Provider Delhivery plans to scale up its operations in Dhaka, Bangladesh, appointing the former Chief Business Officer of Grameenphone, Kazi Hassan, as Bangladesh's Country Head.	29	7.5
2023	DHL	Germany	Germany-based logistics company DHL has invested \$2.19m to expand its Container Freight Station (CFS) space in Chittagong, Bangladesh. The company has expanded to 6503 m2 of space to meet the global garments export needs.	7	2.19

Recommendations on attracting logistics FDI in Bangladesh

1. **Plan strategically for changes to the globalization model.** The global economy is changing rapidly, driven by politics, policy, and technology. GoB should enable and encourage the development of logistics and infrastructure that **can serve a dual-use function, international trade, and Bangladesh's growing domestic market.**
2. **Promote green logistics** solutions to diminish environmental impact. This can connect with **sustainable investment**, which is pertinent for FDI.
3. **Encourage an environment that promotes Smart logistics** – smart technologies to reduce inefficiencies, such as reducing wastage, lowering the volume of documentation papers, and improving time management. **This could be a solution to the Just in Time vs Just in Case dichotomy in supply chains.**
4. Focus on attracting logistics companies in areas that have a high volume of projects and larger capital investments. These are **core logistics companies, e-commerce, and food** companies. **Textiles** should be another important target sector and one in which Bangladesh has a regionally competitive domestic market.
5. **Multi-modal transportation** is a key subsector to focus on – it accounts for around one-third of total logistics FDI by both value and volume.
6. **Need for targeted interventions to enhance connectivity and facilitate trade, and build infrastructure.**
7. **Create a specialized team** with experience in the logistics sector and Bangladesh within the investment promotion team.
8. **Create a repository of local businesses, particularly manufacturers**, who are/could be primed for foreign trade. Providing access to such a listing can help attract logistics companies to the country.
9. To be regionally competitive, GoB should consider **an attractive incentive package for companies interested in opening logistics operations.** Incentives have become a much more important factor in FDI in recent years.
10. Identify the **key source markets and companies** to target for investment (use the data in this document to support)

*regression comparing FDI capital investment by country 2019-23 against LPI score had a statistical significance at the 95% confidence level (p-values (of intercept and variable) <0.05; F-Stat = 24.5). The R-squared of the model was 0.19 indicating the relationship was not smooth.

Contact us



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Annex

Definitions and data

Greenfield FDI definition:

When a company opens (or expands) a new operation outside of its home country. Greenfield FDI requires the company to have a physical presence. It almost always involves job creation and capital investment in the host country. Other forms of FDI (such as M&A) are not included in this definition. Greenfield FDI is often cited as the *best* form of FDI given the benefits it brings to the host economy.

Where does the data come from?

GlobalData's FDI Projects Database. Information is compiled from:

- (1) Publicly available sources – company press releases, websites, industry publications, newswires
- (2) Internal internet spidering tool
- (3) Data partnerships with investment promotion agencies who supply information on their project 'wins'
- (4) Paid-for sources

All data is added to our data entry platform before being quality controlled by experienced team leads. Only then is a project published and made live across our Intelligence Centers and Disruptor platform.

- The report includes FDI logistics data between 2019 and 2023 where the business operation has been tagged as *logistics & warehousing* in our database. For clarity, every FDI project is tagged into a sector, subsector and business function. We are focusing only on projects with a logistics function.

Top 15 Greenfield Investors in Bangladesh (2022–2024): A diverse mix of partners spanning multiple sectors and regions

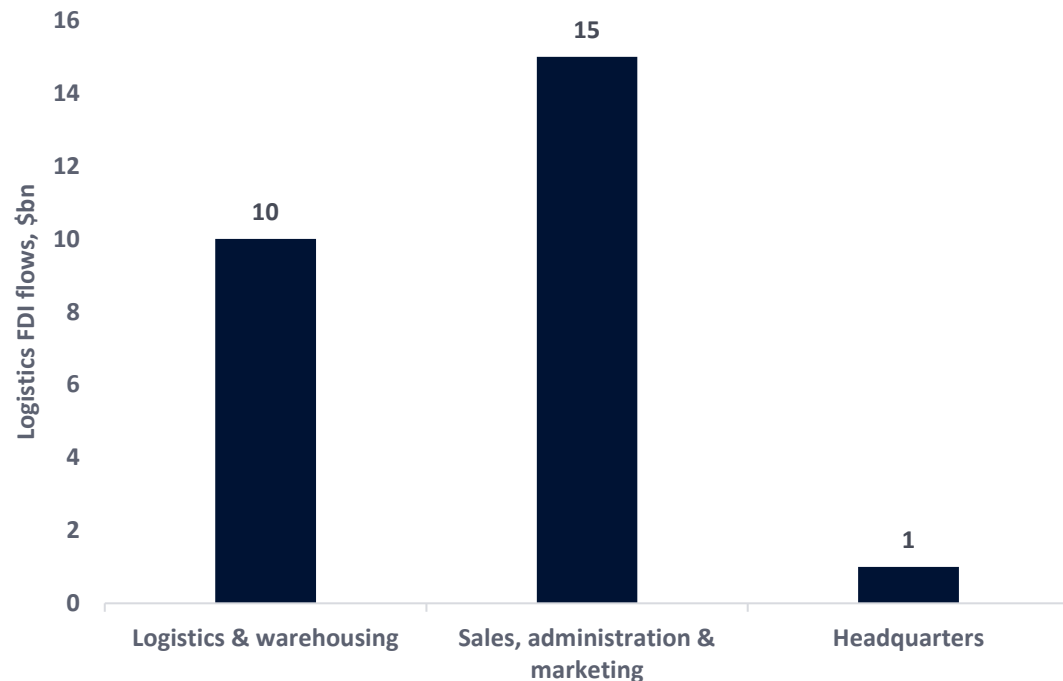
Sr. No.	Investors	Source Country	Capex (\$mn)
1	The Saudi Public Investment Fund	Saudi Arabia	5,000
2	Acwa Power Co	Saudi Arabia	3,000
3	Guangdong Canves Environmental Investment Company Ltd	China	1,649
4	ADQ	United Arab Emirates	1,000
5	Sumitomo Corp	Japan	642
6	A.P. Moller - Maersk AS	Denmark	622
7	PT Pertamina (Persero)	Indonesia	500
8	Power Construction Corporation of China	China	426
9	China General Technology (Group) Holding Ltd	China	351
10	Unique Group FZC	United Arab Emirates	350
11	Marubeni Corp	Japan	321
12	Fujian Yongfu Power Engineering Co Ltd	China	320
13	Yabang Investment Holding Group Co., Ltd.	China	300
14	InterContinental Hotels Group Plc	United Kingdom	221
15	Ship Healthcare Holdings Inc	Japan	212

Source: GlobalData's FDI Projects Database

* capital investment figures include estimates

Logistics FDI in Bangladesh, by number of greenfield FDI projects and capex (\$mn)

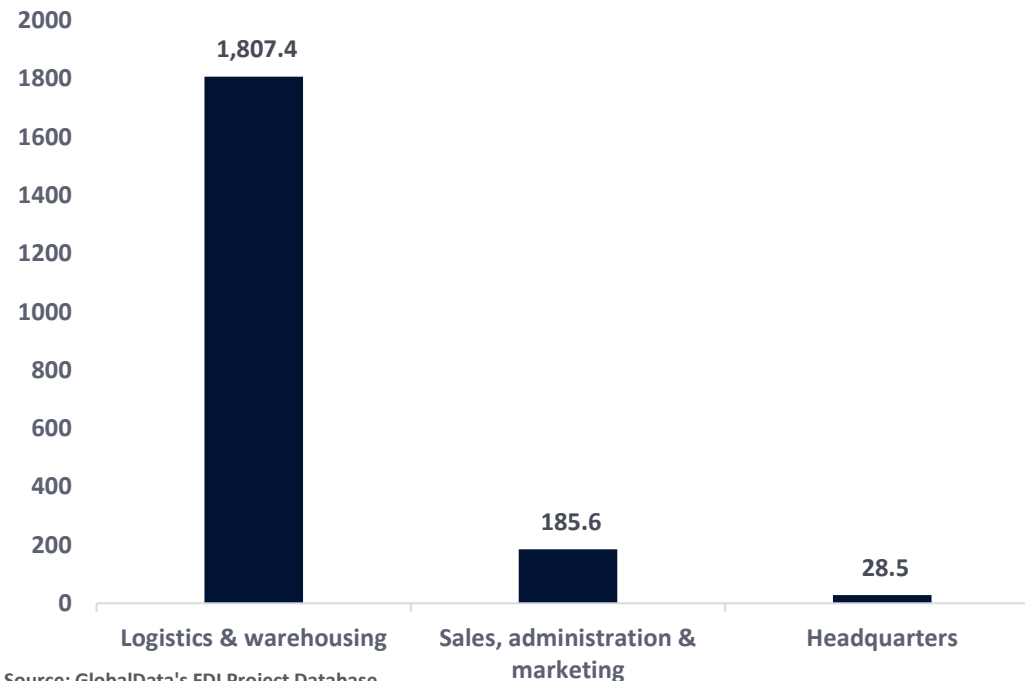
Breakdown of logistics FDI in Bangladesh by business function (number of greenfield projects), 2019-2024



Source: GlobalData's FDI Project Database

Between 2019 and 2024, Bangladesh attracted 26 greenfield FDI projects within the logistics sector. Out of these 26 projects, 15 were dedicated to sales and administration business function - where logistics companies established offices in Bangladesh. 10 projects were attributed to logistics and warehousing operations while one project involved the establishment of a company headquarters in the country.

Breakdown of logistics FDI in Bangladesh by business function (capex \$m), 2019-2024



Source: GlobalData's FDI Project Database
*capital investment figures include estimates

Between 2019 and 2024, Bangladesh attracted FDI worth an estimated \$1,807.4mn in logistics and warehousing operations, which accounted for 4.9% of inbound logistics FDI in the South Asian region. Also, the nation attracted \$185.6mn worth of FDI in sales and administration business functions relating to the logistics sector. Additionally, a single logistics headquarters operation cost an estimated \$28.5mn.

Please note the information on this slide refers to companies operating in the logistics sector (referred to as 'core logistics' in other slides in this report). We are looking at the breakdown of FDI in the logistics sector by business operation. This differs to analysis in other slides, which focus on logistics as the business operation.

Source: GlobalData's FDI Projects Database

* capital investment figures include estimates

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