WORLD INVESTMENT FORUM 2026 | DOHA, QATAR

24 PROJECTS | 6 STRATEGIC SECTORS

KHATAK ACADEMY BANGLADESH

INVESTMENT OPPORTUNITIES

AND TRANSFORMATIVE DEVELOPMENT PROJECTS

BANGLADESH



SELECTED INVESTMENT CONCEPTS

Foreign Direct Investment · Strategic Partnerships · Sustainable Development

Global Cooperation · Inclusive Growth · SDG Alignment

25–27 OCTOBER 2026 | www.kabbd.org

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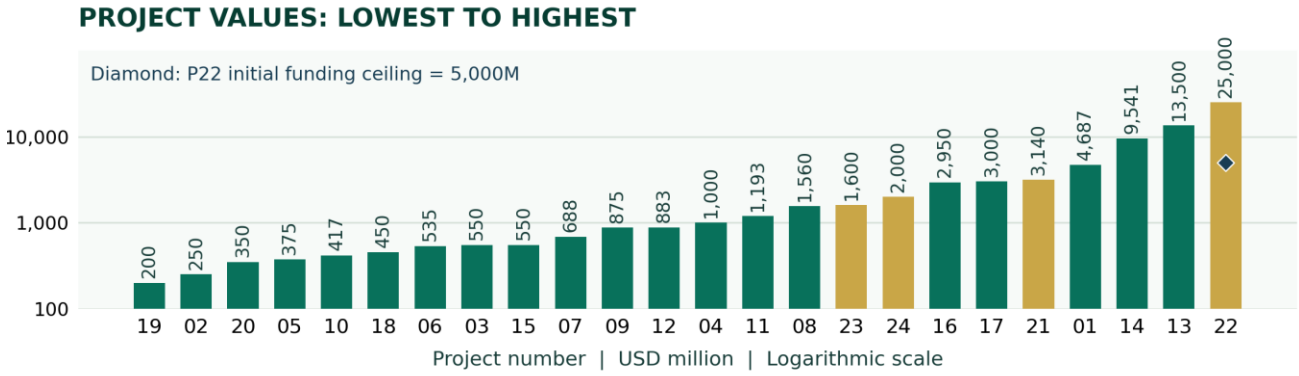
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Comparative Portfolio Overview

24 proposed concepts | Six strategic sectors | Investment discussion summary

NO.	PROJECT / OPPORTUNITY	INDICATIVE USD	REVENUE / VALUE MODEL	PAGES
A | GREEN ENERGY, ADVANCED INDUSTRY & TECHNOLOGY				
01	**National Green Solar Energy Network**	4,687M base	Power sales / energy savings	20-23
02	**E-Cycle Manufacturing**	250M	Bicycle & component sales	24-26
03	**E-Motorcycle Production & Fuel-to-Electric Conversion**	550M	Motorcycle sales / conversion / batteries	27-29
04	**Pharmaceutical, API & Biotechnology Export Hub**	800-1,200M	Medicines / APIs / contract manufacturing	30-34
05	**Publishing, Printing & Media Industrial Park**	300-450M	Printing / packaging / content	35-38
B | BLUE ECONOMY, LOGISTICS & FOOD SECURITY				
06	**Oceanic Fishing & Seafood Industrial Complex**	535M	Seafood sales / processing / cold chain	39-42
07	**National Private Container Gateway**	625-750M full	Container handling / storage / logistics	43-45
08	**National Electric Passenger Transport Network**	1,560M base	Passenger fares / terminal services	46-48
09	**Chandpur Food Grain Silo & Logistics Hub**	750-1,000M	Grain storage / handling / logistics	49-51
10	**Protein & Agri-Food Corporation**	~417M	Livestock / dairy / fisheries / food sales	52-56
C | HEALTHCARE, EDUCATION & HUMAN CAPITAL				
11	**Jolshiri International Medical Tower & Healthcare City**	1,193M	Clinical services / diagnostics / medical tourism	57-59
12	**Jolshiri Central Hospital & Medical College**	883.33M CAPEX	Healthcare / tuition / research services	60-62
13	**Community Healthcare Network**	1,070M Phase I; 13,500M national	Healthcare services / contracted provision	63-65
14	**Digital Education, Smart Schools & Community Empowerment**	100.08M Phase I; 9,541M national	Education / energy; funding mix to define	66-69
15	**Overseas Employment & Skills Development Centre**	550M allowance	Training / assessment / placement services	70-72
D | TOURISM, HOSPITALITY & CREATIVE ECONOMY				
16	**Cox's Bazar Oceanfront Mega-Resort & Tower Empire**	2,950M	Hospitality / attractions / retail	73-75
17	**Chittagong Hill Tracts Economic Tourism**	3,000M full	Resorts / attractions / tourism services	76-80
18	**Jolshiri Lakefront Grand Hotel & Resort**	450M CAPEX	Rooms / events / dining / leisure	81-83
19	**Jolshiri Amusement Park & Waterfront Esplanade**	200M CAPEX	Admissions / rides / dining / events	84-86
20	**Film, Media & Creative Economy City**	350M campus; 500M incl. cinemas	Studio rental / production / media services	87-89
E | URBAN DEVELOPMENT & COMMERCIAL REAL ESTATE				
21	**Jolshiri Icon Twin Towers & Waterfront Empire**	3,140M CAPEX	Office / retail leases / leisure	90-92
22	**Purbachal International Smart City**	~25,000M total; up to 5,000M initial	Apartment sales / commercial property	93-95
23	**District Central Business & Family Markets**	200-250M pilot; 1,280-1,920M full	Retail sales / leases / leisure	96-98
F | INFRASTRUCTURE DEVELOPMENT & INVESTMENT PLATFORMS				
24	**Infrastructure & Construction Group**	2,000M initial capital	EPC contracts / development / asset services	99-101



M = million. Chart uses full/base programme values; range midpoints for 04, 05, 07, 09 and 23; campus-only value for 20; initial capital for 24. Values are indicative, have different scopes and are not a portfolio total. All figures require verification.

KHATAK ACADEMY

INSTITUTIONAL PROFILE • VISION • MISSION • ACTIVITIES

INSTITUTIONAL PROFILE

Connecting Global Partnerships with Sustainable National Development

Established in 1981, Khatak Academy is a Bangladesh-based, non-governmental, not-for-profit civil society and development-oriented organization committed to human development, social progress, environmental sustainability and international cooperation. With over four decades of institutional history, the Academy promotes inclusive development, community empowerment and partnerships that contribute to lasting national prosperity.

Recognizing Bangladesh's immense economic potential and emerging development challenges, Khatak Academy is expanding its strategic focus toward international investment facilitation, sustainable infrastructure, green energy, industrial development, technology transfer and employment generation. The Academy seeks to connect global investors, development finance institutions, international organizations and technology partners with promising national opportunities.

Guided by the United Nations Sustainable Development Goals (SDGs), the Academy advocates responsible investment that balances commercial viability with environmental protection, climate resilience, social inclusion and community well-being. Its approach encourages Foreign Direct Investment (FDI), public-private partnerships (PPPs), joint ventures and innovative financing mechanisms to accelerate sustainable economic transformation.

Through strategic cooperation, institutional dialogue and the development of transformative investment concepts, Khatak Academy aspires to serve as a bridge between Bangladesh and the international investment and development community, mobilizing capital, expertise and innovation to strengthen national capabilities, create decent jobs and deliver measurable benefits to society.

Our Commitment: Connecting People, Investment and Innovation for a Greener, Stronger and More Prosperous Bangladesh.

Khatak Academy

for Bangladesh, Biodiversity & Development

People | Nature | Partnerships | Sustainable Development

A SUSTAINABLE BANGLADESH
A PROSPEROUS PEOPLE
A HEALTHY PLANET



ORGANIZATION PROFILE

KHATAK ACADEMY FOR BANGLADESH, BIODIVERSITY & DEVELOPMENT (KABBD)

PEOPLE | NATURE | PARTNERSHIPS | SUSTAINABLE DEVELOPMENT

WHO WE ARE

Khatak Academy for Bangladesh, Biodiversity & **Development (KABBD)**, also known as Khatak Academy, is a Bangladesh-based, non-governmental, not-for-profit development organization engaged in sustainable development, biodiversity conservation, climate resilience, environmental protection, youth empowerment and community development.

OUR VISION

A biodiversity-rich, climate-resilient, inclusive and prosperous Bangladesh and a sustainable planet.

OUR OUR MISSION

To empower people, protect nature and promote sustainable development through partnerships, innovation and inclusive action.

OUR STRATEGIC PROGRAMS

Climate & Biodiversity

- Environmental conservation
- Biodiversity protection
- Ecosystem restoration
- Climate action and resilience



Green / Blue Economy

- Sustainable economic growth
- Renewable energy
- Sustainable tourism
- Green industries and innovation



Inclusive Development

- Children, youth and vulnerable communities
- Education and skills
- Community empowerment
- Health and social welfare



Partnerships & Investment Facilitation

- International cooperation
- FDI and development finance
- Public-private partnerships
- Technology transfer



OUR OBJECTIVES

- ✓ Strengthen climate action and biodiversity conservation
- ✓ Promote inclusive green and blue economy
- ✓ Advance education, culture and youth empowerment
- ✓ Build resilient communities and livelihoods
- ✓ Support the United Nations Sustainable Development Goals (SDGs)
- ✓ Facilitate international partnerships, investment and knowledge exchange

> *Working together for people, nature and a sustainable future.*

INTERNATIONAL ACCREDITATION, ENGAGEMENT & PARTNERSHIPS

KABBD maintains active engagement with United Nations bodies, international organizations, development partners and global institutions.

UNITED NATIONS ACCREDITATION & RECOGNITION

United Nations ECOSOC
Special Consultative Status
(since 2017)

UNCCD
Observer to COP17
(Valid for all COP and Subsidiary Body sessions)

UNFCCC
Admitted CSO

UNDRR
Partnership

NGO Registration
Registered by the Department of Social Welfare
Ministry of Social Welfare
(Bangladesh)

GLOBAL PARTNERSHIPS & AFFILIATIONS

UNODC
Partnership

UNOV
Partnership

UNOG
Partnership

JICA
Member / Life Member
JICA Alumni Association
(Bangladesh)

ADB
Civil Society Partner

World Bank Group
Civil Society

International Monetary Fund
Civil Society

Diplomatic World Institute
Partnership

European Union
Engagement

Commonwealth
Engagement

KEY AREAS OF COLLABORATION

- Climate Action & Resilience
- Biodiversity Conservation
- Green & Blue Economy
- Education & Culture
- Health & Social Welfare
- Youth & Community Development
- Research & Innovation

ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)



OUR IMPACT

- ✓ Advance environmental sustainability and climate resilience
- ✓ Support inclusive economic development and job creation
- ✓ Strengthen communities and empower young people
- ✓ Facilitate international investment and development partnerships
- ✓ Contribute to a greener, more resilient and prosperous Bangladesh

OUR PARTNERS IN A SUSTAINABLE FUTURE



Khatak Academy welcomes international partners, investors and development institutions to work together for a sustainable, inclusive and prosperous Bangladesh.



MESSAGE FROM THE PRESIDENT

DIPLOMATIC WORLD INSTITUTE (DWI)

WORLD INVESTMENT FORUM 2026 | BANGLADESH INVESTMENT PORTFOLIO

The World Investment Forum 2026 presents an important opportunity to strengthen international partnerships, mobilize responsible investment and advance sustainable economic development through cooperation among governments, international institutions, investors and the private sector.

Bangladesh stands at a promising stage of its development journey, offering substantial opportunities for international investment, industrial growth, infrastructure modernization and technological advancement. Its strategic location, growing domestic market, dynamic workforce and expanding economic potential provide a strong foundation for mutually beneficial partnerships.

At the Diplomatic World Institute, we believe that diplomacy extends beyond traditional international relations. It is also a means of promoting economic cooperation, facilitating investment dialogue, encouraging knowledge and technology transfer, and connecting institutions and enterprises across borders. Constructive engagement can transform promising development concepts into opportunities for shared progress.

Bangladesh offers considerable potential in healthcare, education, renewable energy, transportation, logistics, manufacturing, tourism, agriculture, smart infrastructure and emerging technologies. Well-structured investment initiatives in these sectors can generate employment, strengthen economic resilience and improve quality of life.

I appreciate the initiative of Khatak Academy Bangladesh to identify, develop and present a comprehensive portfolio of investment and development proposals for international consideration. Such forward-looking efforts can encourage cross-border collaboration and long-term partnerships that align commercial interests with sustainable development objectives.

The Diplomatic World Institute recognizes the importance of international dialogue, institutional cooperation and strategic networking. We encourage relevant stakeholders to explore viable investment opportunities, strengthen mutual understanding and promote responsible and inclusive economic growth.

On the occasion of the World Investment Forum 2026, I extend my warm greetings and best wishes to Khatak Academy Bangladesh, participating institutions, international investors and development partners. May this initiative inspire meaningful partnerships and lasting progress for Bangladesh and the wider international community.

Barbara Dietrich

President & Founder | Diplomatic World Institute (DWI) | Brussels, Belgium



MESSAGE FROM THE CHAIRMAN, KHATAK ACADEMY

It is my privilege to extend warm greetings to distinguished delegates, global investors, development finance institutions and strategic partners participating in the World Investment Forum 2026.

Bangladesh stands at a defining moment in its development journey. Unlocking our nation's immense potential requires accelerated Foreign Direct Investment (FDI), sustainable infrastructure, green energy, industrial innovation and productive employment. Our collective responsibility is to build an inclusive, competitive and climate-resilient economy that delivers lasting prosperity.

Since 1981, Khatak Academy has remained committed to education, social welfare, community empowerment and sustainable human development. Inspired by the United Nations Sustainable Development Goals (SDGs), we are expanding our efforts to connect international capital, technology and expertise with Bangladesh's development priorities.

Through this investment portfolio, we present transformative opportunities in renewable energy, the green economy, infrastructure, healthcare, education, agriculture, transportation, tourism and urban development. We seek to facilitate commercially viable, socially responsible investments through strategic partnerships, joint ventures and public-private collaboration, subject to appropriate feasibility assessments and approvals.

We firmly believe that investment must create value beyond financial returns—generating decent jobs, strengthening communities, promoting technology transfer, protecting the environment and enhancing national resilience.

On behalf of Khatak Academy, I earnestly invite international investors, development partners and global institutions to join us in transforming Bangladesh's potential into tangible investment, inclusive growth and sustainable national progress.

Together, let us connect global capital with national aspirations to build a greener, stronger and more prosperous Bangladesh.

Abul Kashem Sheikh
Chairman & Chief Executive Officer
Khatak Academy, Bangladesh



MESSAGE FROM THE DIRECTOR, KHATAK ACADEMY

It is a privilege to present Khatak Academy's investment and development portfolio to the international community on the occasion of the World Investment Forum 2026. This publication reflects our conviction that Bangladesh's development ambitions can be accelerated through purposeful international cooperation, responsible investment and practical partnerships.

Bangladesh offers compelling opportunities in sustainable infrastructure, renewable energy, green industry, modern transportation, healthcare, education, agriculture, tourism and technology-driven services. Realizing their potential calls for more than capital alone: it requires sound project preparation, credible feasibility studies, transparent governance, innovation and committed implementation partners.

Our objective is to connect Foreign Direct Investment (FDI), development finance institutions, institutional investors, technology providers and experienced operators with projects that can create both commercial value and measurable development impact. We envisage appropriate investment pathways—including joint ventures, public-private partnerships and other structured financing arrangements—subject to due diligence, stakeholder engagement and necessary regulatory approvals.

In alignment with the United Nations Sustainable Development Goals, we place particular importance on climate resilience, the green economy, decent job creation, skills development, community empowerment and equitable access to essential services. We believe successful investment should strengthen local capabilities, generate lasting employment and improve quality of life while delivering sustainable returns.

The concepts featured in this booklet are invitations to dialogue and collaboration, not representations of secured financing or approved projects. We welcome investors and development partners to engage with us in evaluating opportunities, refining implementation models and building credible partnerships.

Together, let us connect global capital and expertise with Bangladesh's national aspirations—and turn promising ideas into sustainable progress for our people and future generations.

Sayed Tanvir Zia Morshed

Director

Khatak Academy, Bangladesh

BANGLADESH INVESTMENT OUTLOOK

Bangladesh at a Glance

A nation of productive talent, waterways, coastlines and regional connectivity

170M+ **Population[1]**	**26** **Median age[1]**	**3B+** **Regional consumer reach[2]**	**3M+** **Port TEU annually[2]**

BANGLADESH IS MORE THAN A MANUFACTURING BASE—IT IS A GATEWAY TO A GROWING REGIONAL MARKET AND A PLATFORM FOR SUSTAINABLE DEVELOPMENT.

THE NATIONAL INVESTMENT GEOGRAPHY

THE DELTA & RIVER NETWORK **The Ganges–Brahmaputra–Meghna river system, inland waterways and fertile plains offer scope for water transport, river ports, agro-logistics, fisheries, water management and climate-adaptive infrastructure.**	**BAY OF BENGAL & COASTAL ECONOMY** **Chattogram, Mongla and emerging maritime facilities anchor trade, industrial logistics, ship services, blue-economy industries, coastal tourism and resilient infrastructure.**
HILL TRACTS & ECOLOGICAL ASSETS The Chittagong Hill Tracts combine forested landscapes, cultural heritage and eco-tourism potential; development must respect environmental safeguards, community rights and applicable land rules.	CITIES & INDUSTRIAL CORRIDORS Dhaka, Chattogram and growing secondary cities create opportunities in industrial upgrading, affordable housing, mass transit, healthcare, utilities, digital services and modern commercial districts.

A CONNECTED PLATFORM FOR ENTERPRISE

INDUSTRIAL CAPABILITY **Export-oriented apparel and textiles, pharmaceuticals, agro-processing, leather, light engineering and emerging electronics.**	**INFRASTRUCTURE MOMENTUM** **Road, rail, airport, port, inland-waterway and energy networks create a foundation for regional value chains and new logistics investments.**
HUMAN CAPITAL A young workforce, technical graduates and expanding digital services support skills-led productivity and technology transfer.	GREEN DEVELOPMENT Solar energy, clean mobility, circular manufacturing, resilient water systems and sustainable land use can deliver investable solutions.

Investor lens | Geographic advantages are opportunities—not substitutes for land verification, technical feasibility, environmental assessment or project-specific approvals.

Sources: Invest Bangladesh—Workforce and Gateway profiles (accessed Oct 2026). [1]Workforce profile; [2]Gateway profile. Figures are agency-published indicators, not project forecasts.

INVESTMENT CASE

Why Invest in Bangladesh

Where domestic demand meets global capital, manufacturing depth and a green transition

THE OPPORTUNITY IS TO INVEST NOT ONLY IN TODAY'S PRODUCTION, BUT IN THE NEXT GENERATION OF BANGLADESH'S INDUSTRIES, INFRASTRUCTURE AND COMMUNITIES.

19 **FDI Heatmap sectors[3]**	**6** **Immediate-target sectors[3]**	**2026** **Unified agency launch[4]**

SIX COMPELLING INVESTMENT DRIVERS

01 SCALE & MARKET ACCESS **A large domestic consumer base combined with proximity to South and Southeast Asian supply chains enables domestic sales and export-oriented growth.**	**02 INDUSTRIAL TRANSFORMATION** **Established manufacturing ecosystems offer a base for higher-value textiles, pharmaceuticals, advanced components, agro-processing and export diversification.**
03 ENERGY & CLIMATE SOLUTIONS Renewable power, storage, electric mobility, energy efficiency and adaptation infrastructure are critical to resilient, lower-carbon growth.	04 INVESTMENT FACILITATION Invest Bangladesh, established in August 2026, combines investment promotion, economic-zone and PPP capabilities; its BanglaBiz platform supports digital licensing services.
05 HUMAN CAPITAL & DIGITAL ECONOMY Workforce scale, training potential, IT-enabled services, software, digital commerce and new technology industries can strengthen competitiveness.	06 INVESTABLE DEVELOPMENT GAPS Ports, cold chains, logistics, healthcare, education, urban services, water and resilient infrastructure present opportunities for well-structured long-term capital.

ROUTES FOR INTERNATIONAL INVESTORS

DIRECT FDI & STRATEGIC EQUITY Greenfield ventures, manufacturing facilities, operating platforms, joint ventures and acquisitions, subject to sector rules.	PPP • PROJECT FINANCE • BLENDED CAPITAL Concessions, project SPVs, institutional financing and impact-oriented structures where commercially and legally appropriate.

2026 investment-policy context | Invest Bangladesh consolidates functions formerly handled by BIDA, BEZA and PPPA. The national FDI Heatmap identifies near-term priorities including apparel, pharmaceuticals, agro-processing, IT-enabled services, advanced textiles and renewable energy.

Sources: [3]Invest Bangladesh, FDI Heatmap (2025); [4]Invest Bangladesh, launch announcement (23 Aug 2026) and agency overview. Incentives and permits must be independently confirmed at transaction stage.

STRATEGIC FIELDS OF INVESTMENT

Bangladesh's Strategic Fields of Investment

A diversified landscape for productive FDI, green growth and inclusive prosperity

FROM THE DELTA TO THE HILL TRACTS, FROM FACTORY FLOORS TO DIGITAL NETWORKS—BANGLADESH OFFERS AN INTERCONNECTED PORTFOLIO OF OPPORTUNITIES.

GREEN ENERGY & CLIMATE • Solar, wind & energy storage • Smart grids & energy efficiency • Green hydrogen & circular economy • Water, waste & climate resilience • Forest restoration & nature-based solutions	**INDUSTRY & ADVANCED MANUFACTURING** • Apparel, technical textiles & manmade fibre • Pharmaceuticals, API & medical devices • Automotive, EVs, batteries & components • Electronics, semiconductor value chains • Light engineering, leather & footwear
CONNECTIVITY & INFRASTRUCTURE • Seaports, dry ports & container gateways • River ports, inland waterways & dredging • Roads, bridges, rail & mass transit • Airports, cargo & integrated logistics • Smart cities, housing & commercial assets	**FOOD, WATER & BLUE ECONOMY** • Agro-processing, storage & food security • Cold chain, fisheries & aquaculture • Livestock, protein & food technology • Irrigation, flood management & sanitation • Coastal and marine enterprises
HUMAN DEVELOPMENT & DIGITAL • Hospitals, diagnostics & health technology • Education, vocational training & skills • ICT, AI, data centres & digital services • Telecommunications & fintech • Community services & inclusive enterprises	**TOURISM & CREATIVE ECONOMY** • Cox's Bazar coastal tourism & resorts • Hill Tracts eco-tourism & heritage • River cruises, wetlands & nature tourism • Film, media & cultural industries • Recreation, sports & destination services

WHAT MAKES THESE OPPORTUNITIES INVESTMENT-READY?

Sector prioritization • Demand validation • Bankable feasibility • Land and regulatory due diligence • ESG safeguards • Transparent governance • Local skills and decent jobs • Climate and community resilience

Editorial note | These are illustrative strategic fields, not an exhaustive government list or a claim of project approval. BIDA's published FDI Heatmap identifies 19 priority sectors; this broader editorial taxonomy also includes national infrastructure, geography-specific and social-development opportunities.

Source: Invest Bangladesh investment opportunities, FDI Heatmap and sector guidance (accessed Oct 2026).

AN OPEN INVITATION TO INVESTORS

(Beyond the below Proposed Portfolio)

FROM CONCEPT TO INVESTABLE OPPORTUNITY

The projects featured in this publication are thematic investment proposals—not representations of fully approved or contractually committed developments. They reflect considered opportunities, emerging market demand and prospective development locations in Bangladesh. In several cases, the broad locations and potential implementation pathways are already identifiable, creating a practical starting point for feasibility assessment and project structuring.

Land rights, stakeholder arrangements, legal and regulatory frameworks, commercial terms and financing remain at different stages of development. Accordingly, each proposal will progress only where due diligence, stakeholder agreement, financial viability and applicable approvals support implementation.

A STARTING POINT—NOT THE LIMIT OF OUR AMBITION

This selected portfolio illustrates possibilities; it does not define the boundaries of our work. Khatak Academy welcomes opportunities well beyond the projects and sectors presented in this booklet. We invite investors to bring their own vision, priorities and investment interests to Bangladesh—whether the idea is mature, exploratory or still at the drawing-board stage.

YOUR VISION. YOUR EXPERTISE. OUR LOCAL DEVELOPMENT PARTNERSHIP.

WE INVITE INVESTORS TO BRING THEIR OWN VISION, PRIORITIES, EXPERTISE AND INVESTMENT INTERESTS TO BANGLADESH—WHETHER THE IDEA IS MATURE, EXPLORATORY OR STILL AT THE DRAWING-BOARD STAGE.

We adapt the development pathway to the investor's sector knowledge, risk appetite, commercial experience, investment capacity and preferred level of participation—not the other way around.

HOW KHATAK ACADEMY CAN SUPPORT YOUR IDEA

- Discover & assess — Market research, opportunity screening and preliminary technical, commercial and financial analysis.
- Develop & structure — Concept refinement, feasibility planning, business models, proposals and investment structures.
- Connect & negotiate — Engagement with prospective landowners, business owners, government counterparts, financiers and technical partners; facilitation of negotiations and agreements.
- Facilitate delivery — Coordination of due diligence, approvals and implementation arrangements with qualified, duly authorised parties.

Whether you bring a proven international business model, a new technology, an expansion plan or simply an idea worth exploring, we welcome a conversation about what could be developed together in Bangladesh.

BRING THE IDEA. LET US EXPLORE THE OPPORTUNITY TOGETHER.

All project development and facilitation activities are subject to mutually agreed mandates, independent due diligence, applicable laws, regulatory approvals and stakeholder consent. No land allocation, government endorsement, funding commitment or investment return is implied or guaranteed.

SELECTED INVESTMENT PORTFOLIO

A SELECTED PORTFOLIO OF NATIONAL TRANSFORMATION

24 proposed investment concepts · Strategic partnerships · Sustainable development

Connecting global capital with Bangladesh's next generation of opportunities

This portfolio brings together 24 project concepts spanning urban development, industry, transport, healthcare, energy, tourism and social infrastructure. Developed by the Khatak Academy project development team, these proposals seek to unlock Bangladesh's expanding domestic market, strategic regional position, abundant natural resources and long-term demand for modern, climate-resilient infrastructure.

INVESTMENT OPPORTUNITIES AT A GLANCE

24 **PROPOSED PROJECTS**	**MULTI-SECTOR** **DEVELOPMENT PIPELINE**	**FDI • JV • PPP** **POTENTIAL INVESTMENT ROUTES**

FOUR PILLARS OF INVESTMENT

01 CITIES & INFRASTRUCTURE **Landmark destinations, housing, commercial property and resilient infrastructure.**	**02 INDUSTRY & CONNECTIVITY** **Manufacturing, logistics, clean mobility and modern energy systems.**
03 HEALTH & HUMAN CAPITAL Hospitals, education, skills and inclusive community services.	04 TOURISM & NATURAL ASSETS Waterfronts, coastal tourism, river systems and responsible hill-district development.

PROJECT CONCEPTS, LAND & INVESTMENT READINESS

Khatak Academy's project development team prepared these concepts, illustrations, indicative master plans and financial assumptions to explain potential opportunities and support preliminary investor discussions. They are not final designs or guaranteed investment propositions.

LAND ARRANGEMENTS • Potential sites have been identified for several projects and suitable land may be available in many cases. Land may require private-owner agreements, purchase, long-term lease, joint development or, where legally available, government allocation. Site identification does not establish ownership or secured rights.

BEFORE IMPLEMENTATION • Each project requires feasibility and due diligence, land-title verification, formal deeds or agreements with landowners or authorities, regulatory and environmental clearances, and mutually agreed investment and financing terms.

YOUR GUIDE TO THE PROJECT PROFILES

Each profile outlines the vision, development scope, potential commercial model and strategic benefits. All concepts and estimates remain indicative and subject to further assessment, approvals and financing.

A Green Energy, Advanced Industry & Technology

PROJECT 01

Bangladesh National Green Solar Energy Network

National solar investment platform aligned with Bangladesh's government rooftop-solar programme, approved defence facilities, Upazila plants and selected road corridors.



National vision

Develop a phased national solar programme that complements Bangladesh's National Rooftop Solar Program. In August–September 2026, authorities directed phased solar deployment at key government establishments and local-government buildings. The programme offers investors site-specific opportunities, subject to government procurement rules, approvals and verified offtake.

PROGRAMME INDICATOR	INDICATIVE NATIONAL SCENARIO
Solar generating capacity	4,369 MWp (approximately 4.37 GWp)
Base investment envelope	USD 4.687 billion (approximately USD 4.7B)
With optional storage allowance	Approximately USD 5.2–6.2 billion
Delivery structure	Phased SPVs / PPPs / public-private cooperation

All site counts, road lengths, capacities, investment values and returns below are concept-stage assumptions, not confirmed government allocations, inventories or commitments. Government policy support does not constitute approval or a power-purchase agreement for this proposal.

01 | PHYSICAL PROGRAMME

Four nationwide deployment streams

INFRASTRUCTURE	PLANNING BASIS	CAPACITY
Public buildings	30,000 suitable installations × 30 kWp	900 MWp
Defence facilities	Screen >5,000 structures; model 5,000 × 75 kWp	375 MWp
Upazila plants	500 Upazilas × 5 MWp	2,500 MWp
Highway corridors	275 km effective coverage × 12 m panel width	594 MWp
TOTAL		4,369 MWp

Public and defence rooftops

Prioritise eligible government-owned rooftops and public institutions under the national rooftop-solar initiative, subject to applicable programme exclusions and procurement arrangements. Defence sites are a separate, approval-dependent stream: more than 5,000 structures may be screened, but no verified count or suitability survey is available.

Upazila-level solar generation

A standardised 5 MWp reference plant in each of 500 Upazilas provides a scalable planning framework. Actual land availability, grid hosting capacity, local demand, environmental safeguards and plant sizing must be determined individually.

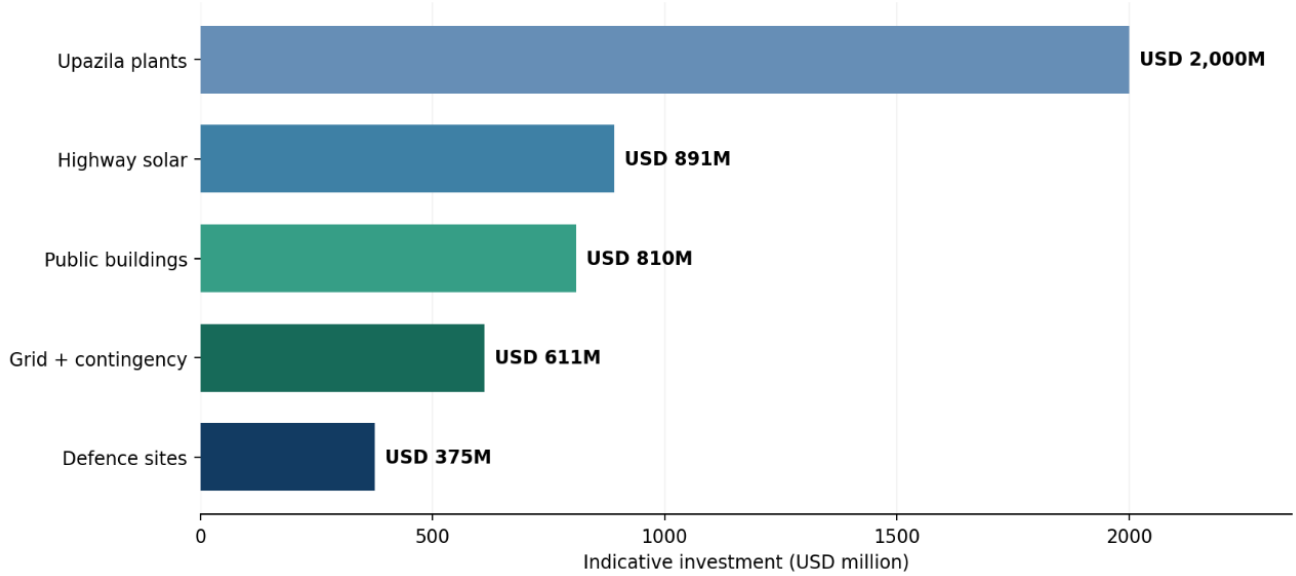
Solar along selected road networks

Screen 500–600 km of public highway corridors (base model: 275 km usable from a 550 km reference network). In addition, screen up to 200 km of roads inside cantonments, subject to defence approval; 50% suitability would imply up to 100 km of additional solar corridor. This defence-road option is NOT included in the base investment or return figures.



02 | CAPITAL REQUIREMENTS

Indicative investment by component



COMPONENT	CAPACITY	USD MILLION
Upazila solar plants	2,500 MWp	2,000
Highway solar installations	594 MWp	891
Government / public buildings	900 MWp	810

COMPONENT	CAPACITY	USD MILLION
Grid, engineering and contingency	—	611
Defence installations	375 MWp	375
TOTAL BASE PROGRAMME	4,369 MWp	4,687

Base estimates use USD 0.80/Wp Upazila, USD 0.90/Wp public rooftops, USD 1.00/Wp defence sites and USD 1.50/Wp highway structures, plus ~15% for grid/engineering/contingency. Optional 100 km cantonment-road coverage could add ~216 MWp and ~USD 373M including allowance; an expanded scenario would approach USD 5.06B and 4.59 GWp, excluding storage.

Generation, operating return and national benefit

At an illustrative 1,350 kWh/kWp/year, gross annual solar production is 5.90 TWh. Assuming 5% system/curtailment allowance, saleable or self-consumed energy is approximately 5.60 TWh/year, equal to an average delivered output of 639 MW over the year. These are energy estimates, not dependable peak capacity.

BASE-CASE INVESTOR METRIC	ILLUSTRATIVE VALUE
Realised blended electricity value	USD 0.08/kWh
Annual electricity revenue / value	USD 448M
Annual operating costs (1.5% of CAPEX)	USD 70M
Annual operating cash proxy (pre-tax / pre-debt)	USD 378M
Simple annual operating return on CAPEX	8.1%
Simple CAPEX / operating cash recovery	12.4 years

The 8.1% is an unlevered pre-tax operating cash yield, NOT project IRR, equity ROI or guaranteed investor return. It excludes degradation, debt service, taxes, replacements, land rent and financing costs. A bankable project IRR needs a 25-year cash-flow model.

03 | INVESTMENT & DELIVERY

Phased implementation and bankability



Investor sensitivity: tariff / value realised

USD/kWh	ANNUAL VALUE	OPERATING CASH*	SIMPLE YIELD
0.06	USD 336M	USD 266M	5.7%
0.08	USD 448M	USD 378M	8.1%
0.10	USD 560M	USD 490M	10.5%

*Operating cash is before financing, taxes and replacement capex; assumes 5.60 TWh/year delivered and USD 70M/year operating costs. Investor realised prices depend on approved tariffs, PPAs and self-consumption arrangements.

National power contribution and potential avoided cost

At full commissioning the portfolio could contribute about 5.6 TWh/year of usable solar electricity. If it displaces electricity costing USD 0.11/kWh to supply, the illustrative gross avoided system cost is USD 616M/year. Against USD 0.08/kWh paid or credited for solar, the indicative net system benefit is USD 168M/year (USD 0.03/kWh difference). This is a conditional comparison, not a verified government saving; grid integration, balancing and capacity costs are not included. The USD 448M solar revenue and USD 168M net avoided-cost benefit must not be added as independent national savings.

Implementation and technical due diligence

Screen site rights, irradiation, P50/P90 output, grid hosting, road structural safety, defence approvals and bankable PPAs; pilot representative sites before phased roll-out. Model degradation, replacements, taxes, financing, DSCR and storage needs for each SPV.

Potential financing architecture

Offer investable packages of approximately USD 300–500M through site-specific SPVs, competitive procurement, strategic equity, project debt, PPPs and eligible DFI/concessional finance. Investor bankability requires signed PPAs or enforceable self-consumption agreements; no government contract or financing is assumed.

Critical approvals and risk controls

Confirm government rooftop procurement eligibility and exclusions, roof/land rights, defence approvals and security, highway and cantonment-road structural/traffic safety, grid interconnection, tariffs, curtailment, cyclone resilience, O&M and insurance. Screen over 5,000 potential defence structures and 200 km of internal roads only after authorized access and inventory verification.

Investment proposition

BASE CASE: USD 4.687B and 4.37 GWp; 5.60 TWh/year usable, USD 378M/year illustrative pre-tax/pre-debt operating cash, 8.1% cash yield and 12.4-year simple recovery. OPTIONAL defence-road expansion: up to ~216 MWp and USD 373M additional capital, requiring a separately recalculated financial model. Optional storage is additional.

Sources and methodology: Power Division, National Rooftop Solar Program and implementation guideline; Bangladesh Sangbad Sangstha, 3 Aug, 25 Aug and 18 Sep 2026 (government rooftop directives); IRENA, Renewable Power Generation Costs in 2024. All generation, financial and site estimates are illustrative, subject to engineering, procurement and investor due diligence.





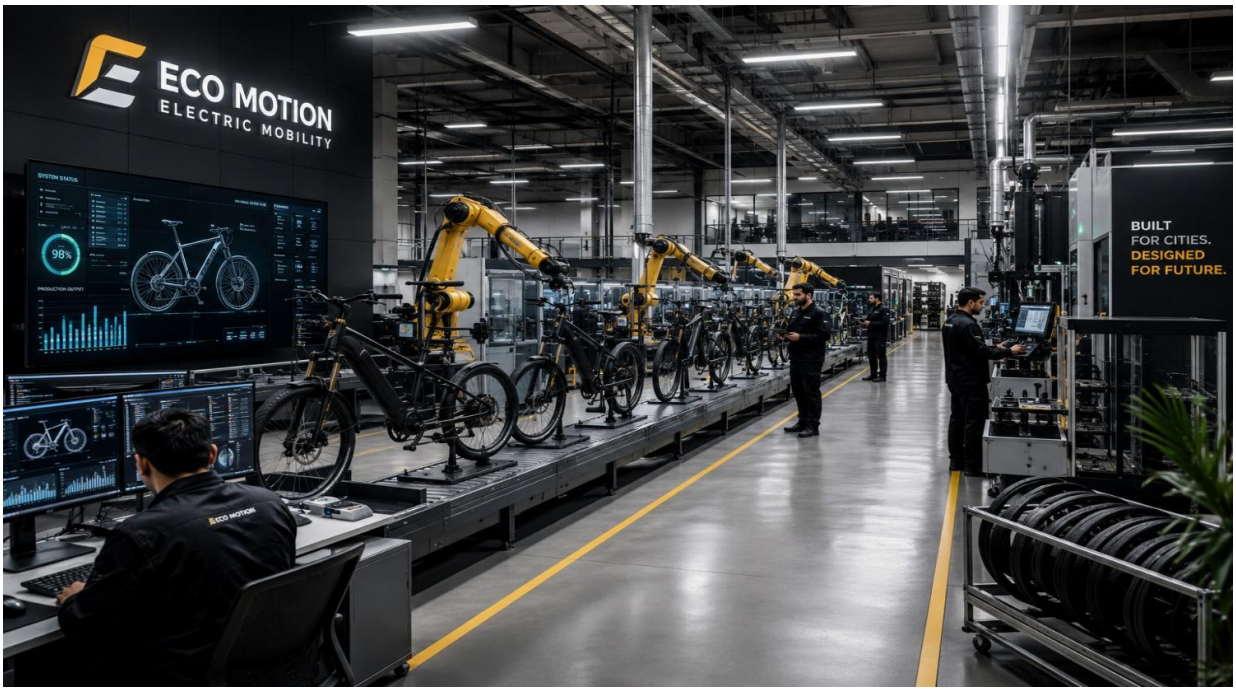


A Green Energy, Advanced Industry & Technology

PROJECT 02

E-Cycle Manufacturing

World-class electric bicycle manufacturing, innovation and export hub



A NEW EXPORT-ORIENTED INDUSTRIAL PLATFORM

The E-Cycle Manufacturing project proposes an integrated Bangladesh-based campus for electric bicycle design, frame production, assembly, battery-pack integration, testing, research and international distribution. The vision is to connect global OEM customers, technology partners and component suppliers with competitive, quality-assured manufacturing.

PROJECT AT A GLANCE

INDICATIVE CAPEX	CAMPUS AREA	TARGET CAPACITY	DIRECT EMPLOYMENT
USD 250 million	80–120 acres	Up to 1.5 million e-bikes/year	7,700+ jobs

PRODUCT & MARKET STRATEGY

Four proposed product families address value and premium segments: MUKTI (affordable mobility); PRO-COMMUTE (urban commuting); KARGO-FLEX (commercial delivery); and GLOBAL NOMAD (premium export and tourism). Intended markets span South Asia, Africa, GCC countries, Europe and North America, subject to market access and product certification.

PROJECT 02 / CLEAN MOBILITY • ADVANCED MANUFACTURING • EXPORTS

AN INTEGRATED INDUSTRIAL ECOSYSTEM

Manufacturing, engineering, research, certification and logistics in one campus



EIGHT CONNECTED FACILITIES

Corporate headquarters and export sales • advanced frame manufacturing and final assembly • battery and electronics centre • research and innovation campus • product experience and dealer-training centre • export logistics hub • testing and certification laboratories • employee training and welfare complex.

INDICATIVE USD 250 MILLION CAPITAL ALLOCATION

COMPONENT	USD MILLION
Land preparation & site development	25
Manufacturing buildings	60
Machinery & automation	70
Battery & electronics facility	25
Research & development	15
Logistics infrastructure	15
Utilities & renewable energy	15
Working capital	25
TOTAL	250

PHASED MANUFACTURING SCALE-UP

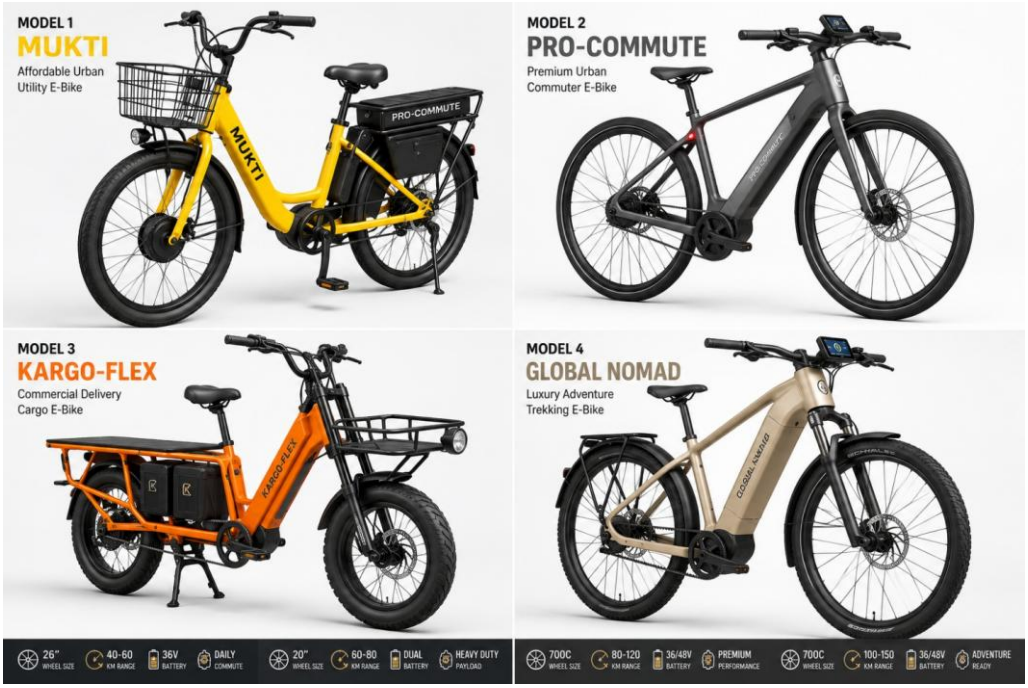
PHASE 1	PHASE 2	PHASE 3
500,000 units/year	1,000,000 units/year	1,500,000 units/year

The proposal also contemplates 20 MW of solar generation. All facility capacities, utility designs and production schedules require detailed engineering, supplier quotations, grid studies and commercial validation.

PROJECT 02 / CLEAN MOBILITY • ADVANCED MANUFACTURING • EXPORTS

INVESTMENT, EXPORTS & IMPACT

A phased pathway from industrial development to international markets



PRELIMINARY COMMERCIAL OUTLOOK

MEASURE	PHASE 2	PHASE 3
Annual revenue (illustrative)	USD 500M	USD 825M
Annual EBITDA (illustrative)	USD 90M	USD 157M
Implied EBITDA margin	18%	~19%

The underlying proposal also targets project IRR of 18–24%, equity IRR of 22–28% and a 5–7-year payback. These are unverified financial-model outputs, not independently tested forecasts or promised investor returns.

INVESTMENT & PARTNERSHIP ROUTES

Potential structures include a privately sponsored project company, strategic OEM equity, manufacturing and technology joint ventures, equipment and trade finance, export-linked debt and eligible development-finance participation. Investment tranches may be tied to land readiness, offtake contracts, plant commissioning and certification milestones.

DELIVERY PRIORITIES & ECONOMIC CONTRIBUTION

Priorities are site and title due diligence, environmental and social assessment, feasibility and market studies, battery safety, international product standards, export regulations, skilled-workforce development, logistics connectivity and bankable financing. The proposal estimates 7,700 direct and 15,000–20,000 indirect jobs, subject to implementation and demand.

INVESTOR DISCLOSURE

This profile is a conceptual investment opportunity prepared for discussion. No land acquisition, export order, financing, certification, government support or return is represented as secured. All estimates require professional verification and negotiated binding agreements.

A Green Energy, Advanced Industry & Technology

PROJECT 03

E-Motorcycle Production & Fuel-to-Electric Conversion

Integrated electric motorcycle manufacturing, motorcycle conversion and battery technology hub



INVESTMENT PROPOSITION

A proposed 70–100-acre industrial ecosystem in Bangladesh integrating electric motorcycle production, internal-combustion motorcycle electrification, battery technology, conversion kits, research, testing, training and export logistics. Government industrial land is preferred but not secured.

INDICATIVE PROJECT METRIC	SOURCE PROPOSAL
Investment requirement	USD 550 million
Annual e-motorcycle capacity	500,000 units
Motorcycle conversions	200,000 units/year
Battery factory	3 GWh/year
Target export share	40–60%

MARKETS AND STRATEGIC VALUE

Target markets include Bangladesh, South Asia, ASEAN, Africa and the Middle East. The proposed development seeks to diversify industrial exports, support cleaner mobility, create technical jobs and enable technology transfer through international OEM and equipment partnerships.

PROJECT 03 / INDUSTRIAL ECOSYSTEM & DELIVERY

FROM MANUFACTURING TO CONVERSION



INTEGRATED PRODUCTION AND TECHNOLOGY PLATFORM

Nine proposed components: corporate headquarters; electric motorcycle manufacturing; ICE-to-EV conversion factory; battery pack and battery-management systems facility; conversion-kit manufacturing; R&D and innovation centre; testing and certification; export logistics hub; and technical training academy.

FACILITY / CAPACITY	PLANNED SCALE
Electric motorcycle manufacturing	500,000 units/year
Motorcycle electrification	200,000 conversions/year
Battery packs	300,000 units/year
Conversion kits	250,000 units/year
Battery plant	3 GWh/year

DEVELOPMENT AND PARTNERSHIPS

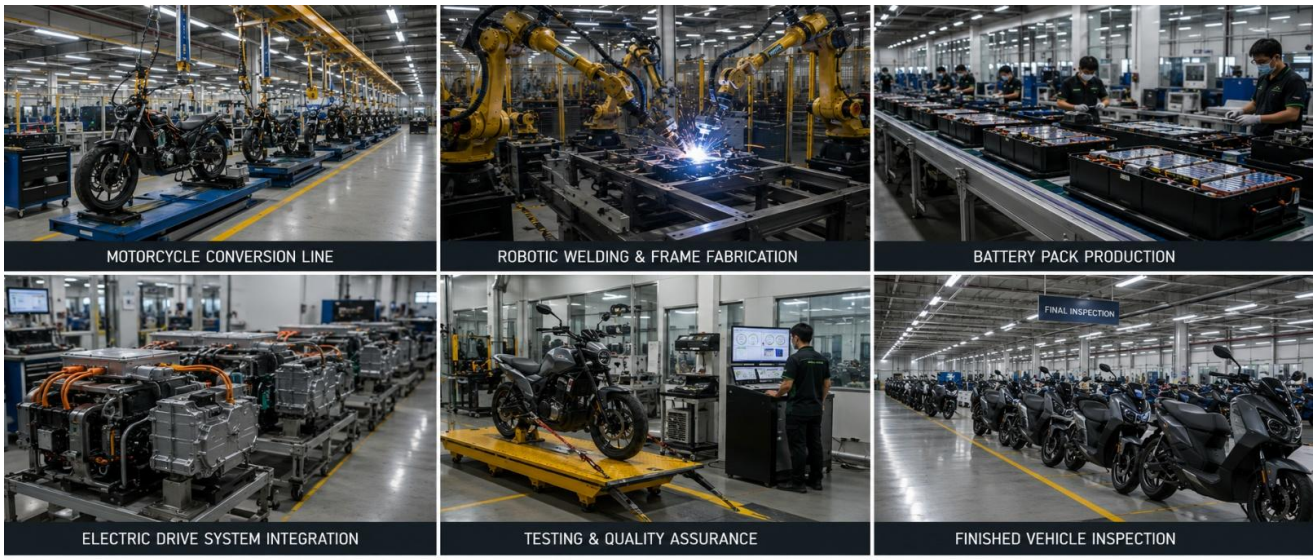
The source proposal envisages a greenfield development financed through foreign direct investment, joint venture or a legally permissible PPP structure. Site identification, land tenure, environmental approvals, grid connections, technology licensing, equipment procurement and supplier contracts require project-specific feasibility and negotiation.

INDICATIVE SOCIOECONOMIC IMPACT

The source estimates 13,000 direct jobs across engineering (1,500), technical roles (3,000), factory operations (6,000), administration (1,000) and logistics (1,500). Employment figures are targets rather than commitments.

PROJECT 03 / INVESTMENT & FINANCIAL OUTLOOK

CAPITAL, RETURNS & INVESTOR ENTRY



INDICATIVE CAPITAL ALLOCATION (USD MILLION)

COST COMPONENT	USD M
Land development / industrial buildings	35 / 120
Manufacturing equipment / battery plant	160 / 90
R&D / testing / logistics	20 / 15 / 20
Utilities & renewable energy / working capital	25 / 65
TOTAL PROJECT INVESTMENT	550

FINANCIAL PROJECTIONS FROM THE SOURCE PROPOSAL

FINANCIAL INDICATOR	INDICATIVE VALUE
Annual revenue potential	USD 1.90 billion
Annual EBITDA	USD 400 million
EBITDA margin	~21%
Target project IRR / equity IRR	18–25% / 22–30%
Source-estimated payback	5–7 years

The annual revenue forecast comprises electric motorcycles (USD 1,250M), conversion services (USD 300M), battery business (USD 250M) and parts/services (USD 100M). These are stabilized, unverified planning projections—not contracted sales.

Investor note: The figures are taken from the underlying preliminary proposal and have not been independently validated. The 5–7-year payback and IRR ranges cannot be confirmed without a phased cash-flow model, financing assumptions, tax treatment, working-capital cycle, pricing, utilization, export-market access and sensitivity testing. Land and regulatory permissions are not secured.

A Green Energy, Advanced Industry & Technology

PROJECT 04

National Advanced Pharmaceutical, API & Biotechnology Export Hub



Integrated pharmaceutical manufacturing • API localization • advanced research • export-oriented industrial development

Conceptual architectural rendering — illustrative only

Investment proposition

Establish a large, phased pharmaceutical industrial campus in Bangladesh, integrating finished dosage manufacturing, selected active pharmaceutical ingredients (APIs), quality-control laboratories, packaging, training and an innovation center. Advanced biologics may be developed as a separate, conditional expansion after technical partnerships and regulatory feasibility are established.

Indicative scale and funding

Indicative investment envelope	USD 800–1,200 million, phased; not a quotation or approved budget
Illustrative base-case investment	USD 1,000 million
Potential site requirement	Approximately 250–400 acres; subject to site selection and environmental assessment
Project structure	FDI / joint venture / industrial consortium; separate SPVs possible
Development horizon	Approximately 6–8 years across three phases

Strategic opportunity

The proposed complex would serve domestic demand for quality-assured medicines and pursue contract manufacturing and selected exports, subject to product registration and destination-market approvals. API localization may reduce exposure to imported inputs for selected molecules; it should be prioritized only where technology, effluent management, scale and economics are feasible.

Manufacturing and technical facilities



Illustrative interior — automated solid-dose manufacturing and packaging

Finished-dose lines

Tablets, capsules, oral liquids and topical preparations, with segregation and contamination controls.

API manufacturing

Selected high-volume APIs, solvent recovery, containment, utilities and effluent treatment.

Sterile manufacturing

A later, separately validated injectable facility, only if justified by market demand and specialist partners.

Research & development

Formulation development, analytical method development, stability studies and technology transfer.

Quality systems

Independent QA/QC, microbiology, validated computerized records, serialization and pharmacovigilance.

Industrial support

Purified water, HVAC, backup power, renewable-energy integration, hazardous-waste treatment and cold-chain logistics.

Compliance and safeguards

Site and product approvals must be obtained from the Bangladesh Directorate General of Drug Administration (DGDA) and relevant authorities. The campus should be designed against applicable WHO GMP principles and target-market requirements; no WHO, US FDA or EU certification is claimed. High-risk and biologic lines require specialist biosafety, validation and additional approvals.

Research, quality and export readiness



Illustrative interior — analytical research and quality-control laboratory

Phased implementation

Phase 1 | Years 1–3 | USD 350M	Land, master plan, infrastructure, core non-sterile finished-dose lines, QC/QA and domestic launch.
Phase 2 | Years 3–5 | USD 350M	Selected API lines, capacity expansion, packaging, R&D, contract manufacturing and export registrations.
Phase 3 | Years 5–8 | USD 300M	Advanced dosage platforms and conditional sterile/biologic expansion; export market scale-up.

Illustrative financial model — not a forecast

Full-operation annual sales scenario	USD 650M / 900M / 1,200M (downside / base / upside)
Illustrative EBITDA margin	15% / 20% / 24% respectively
Illustrative annual EBITDA	USD 97.5M / 180M / 288M
Simple capital / EBITDA ratio	10.3 / 5.6 / 3.5 years, respectively
Important limitation	Excludes ramp-up, taxes, financing, depreciation, working capital and reinvestment; NOT equity payback or IRR.

Investment readiness and key risks

Before fundraising, commission a market study, molecule/product prioritization, site and utility feasibility, environmental and social impact assessment, process design, CAPEX estimates, regulatory roadmap, partner due diligence and a bankable project-finance model. Main risks include price competition, delayed approvals, API economics, export registration timelines, foreign-exchange exposure, environmental compliance and specialist talent availability.

Development benefits

Potential benefits include high-skilled industrial jobs, technology transfer, more resilient domestic supply chains, export diversification, workforce development and expanded research capabilities. Benefits and employment volumes must be quantified in a feasibility study.

Technical reference

World Health Organization, Quality assurance of pharmaceuticals: Good manufacturing practices and inspection (10th ed., 2024): https://www.who.int/publications/i/item/9789240086081

Prepared as a preliminary investor concept for WIF 2026. All images are AI-generated conceptual illustrations; site, facilities, investments and returns are indicative and unapproved.

MARKET EVIDENCE & INTERNATIONAL DEMAND

Investor supplement | October 2026 | Public-source benchmarks, not project sales commitments

Bangladesh: a proven production base with a major API gap

Market indicator	Reported evidence	Investment implication
Domestic demand served locally	Approximately 98% of finished-medicine demand (BIDA)	Existing technical talent and domestic market; new capacity must differentiate.

Market indicator	Reported evidence	Investment implication
Domestic market size	Approximately USD 5 billion (BSS/BAPI, Nov 2025); BIDA cites >USD 6B as a 2025 forecast, not verified actual	Use USD 5B as a reported benchmark, not an independently audited 2026 figure.
API import dependence	More than 85% of APIs imported; approximately USD 1.3B annually (BIDA)	Priority opportunity for carefully selected APIs and supplier localization.
Pharmaceutical exports	USD 238.5M in FY2025–26, up ~12% from USD 213.2M in FY2024–25 (EPB figures reported by TBS)	Export growth is real, but a new plant must win product registrations and contracts.
Geographic reach	More than 130 export destinations reported for FY2025–26; BIDA states 150+ in its sector overview	Broad market access does not imply every product or plant is approved abroad.
Global prescription market	About USD 1.7T at list prices in 2025 (IQVIA)	Large addressable global market, but generic manufacturer realizable share is far smaller.

Where foreign demand could translate into contracts

South Asia and nearby markets

Prioritize distributors and hospital procurement partners in established destinations such as Sri Lanka and other neighboring markets; conduct country-specific pricing, tender and registration analysis.

Africa and Middle East

Explore essential medicines, chronic-care generics, oral solid doses and selected sterile products through qualified importers, tenders and regional partnerships.

United Kingdom, European Union, United States and Australia

Target regulated markets only through facility and product-specific compliance, GMP inspections, dossiers, pharmacovigilance, serialization and reliable supply agreements. Approval cannot be assumed.

Contract development and manufacturing

Pursue technology transfer, toll manufacturing, private-label supply and long-term offtake with established pharmaceutical firms; these agreements are not yet secured.

INVESTOR MODEL, BANKABILITY & FUNDING

Financial scenarios are illustrative underwriting cases, not validated forecasts.

Full-operation financial sensitivity — USD million/year

Metric	Conservative	Base	Upside
Revenue	650	900	1,200
EBITDA margin	15%	20%	24%
EBITDA	97.5	180	288
Capital / EBITDA*	10.3×	5.6×	3.5×

*USD 1,000M illustrative total investment divided by annual EBITDA; this is NOT equity payback, net profit, IRR or discounted cash flow. Excludes construction/ramp-up years, debt service, taxes, capital replacement and working-capital needs.

How the USD 1,000 million base investment may be allocated

Indicative use of funds	USD million
Land, enabling infrastructure and site works	130
Finished-dose plants, cleanrooms and packaging	270
API facilities, utilities and environmental controls	220
QC/QA, R&D, digital systems and cold chain	120

Indicative use of funds	USD million
Advanced products and conditional expansion	130
Engineering, contingency and initial working capital	130
Total	1,000

Suggested capital structure — negotiation basis only

Illustrative funding: 35–45% sponsor/strategic equity (USD 350–450M) and 55–65% long-term project or corporate debt (USD 550–650M), subject to lender assessment. Phase-by-phase commitments should be conditional on milestones and validated demand; no lender, equity investor or offtaker is committed.

Investor due-diligence package

Required before a bankable offer: (1) independent product-by-product demand and price study; (2) named technology partners and equipment quotations; (3) DGDA and destination-market regulatory pathway; (4) site and environmental permits, effluent and hazardous-waste plans; (5) detailed CAPEX/OPEX and working-capital model; (6) sales contracts or credible offtake pipeline; (7) 10–15-year discounted cash-flow model with debt service, tax, FX, ramp-up and downside sensitivity; (8) IP/TRIPS and post-LDC-graduation legal review.

A Green Energy, Advanced Industry & Technology

PROJECT 05

Bangladesh International Publishing, Printing & Media Industrial Park

A national-scale publishing, advanced printing, packaging and digital-content industrial ecosystem

Indicative development CAPEX	USD 300–450 million
Illustrative base case	USD 375 million
Proposed delivery	Phased private investment / JV / PPP where eligible
Development status	Concept-stage; site, demand and commercial terms unconfirmed

The investment opportunity



Concept illustration | Solar-ready integrated publishing and printing campus

Establish a globally competitive, integrated publishing and printing industrial park that combines textbook and book production, high-quality commercial printing, secure document production (where authorised), packaging, digital publishing, content services, warehousing and nationwide distribution. The development seeks to replace selected imports, raise print quality, strengthen the education supply chain and create export-oriented production capability.

Core business divisions

Division	Indicative scope
Educational and book publishing	Textbooks, academic books, children’s titles, professional publications and on-demand printing
Commercial and industrial printing	High-volume offset, digital, variable-data and specialty printing
Packaging and labels	Folding cartons, flexible packaging, food-grade labels and sustainable materials
Digital publishing and content	E-books, audiobooks, educational platforms, translation and design studios
Logistics and fulfilment	Automated warehousing, inventory management, distribution and export fulfilment

Development vision

A purpose-designed campus would integrate pre-press studios, high-speed production lines, finishing and binding, testing laboratories, paper and ink storage, waste recovery, solar rooftops, fire protection, worker training and common utility systems. Location and acreage must be established through feasibility, environmental assessment and industrial zoning.

OPERATING MODEL & PHASED DEVELOPMENT

Implementation architecture

Phase	Illustrative investment	Commercial focus
Phase I | Years 1–2	USD 100–150M	Anchor printing lines, textbook production, binding, warehouse, utilities
Phase II | Years 3–4	USD 100–150M	Packaging, specialty print, additional high-speed lines, export sales
Phase III | Years 4–6	USD 100–150M	Digital media, advanced automation, expanded distribution and R&D

Phases are indicative and can overlap. Capital releases should depend on binding demand, production economics, permitting, land availability and procurement readiness.

Potential customer and revenue channels

Verified Bangladesh demand indicators (2025–2026)

School textbooks: NCTB reported 30.03 crore copies printed and supplied for academic year 2026. Commercial publishing: 3,299 new titles were introduced at the 2025 Amar Ekushey Book Fair; this is a title count, not the national annual volume of commercially printed books. Newspapers: a June 2026 parliamentary statement reported 1,436 daily newspapers (593 based in Dhaka and 843 elsewhere). Total annual commercial book-copy production has not been independently established.

Export opportunity: With internationally competitive production quality, paper sourcing, copyright compliance, logistics and buyer contracts, the park could offer contract printing, binding, packaging, educational materials and multilingual publishing services to South Asian, Middle Eastern, African and other overseas markets. Export orders are prospective, not secured.

Sources: Bangladesh Sangbad Sangstha, NCTB textbook supply announcement (9 February 2026); BSS, Amar Ekushey Book Fair report (28 February 2025); The Business Standard, parliamentary statement on newspapers (22 June 2026).



Concept illustration | Book finishing, binding and dispatch operations

Education-sector orders through lawful competitive procurement; private publishers and book distributors; packaging contracts with consumer goods, pharmaceuticals and exporters; corporate and institutional print

services; digital-content subscriptions and licensing; contract printing for overseas publishers. No government purchase commitment is assumed.

Production, technology and sustainability



Concept illustration | High-speed press hall and automated print production

System	Priority requirements
Production	Computer-to-plate, high-speed offset, digital print, automated folding/binding, quality inspection
Digital	Editorial workflow, rights management, digital asset management, e-commerce and secure customer portals
Sustainability	Certified paper sourcing where available, energy-efficient machinery, solar PV, ink/solvent management, waste recycling
Compliance	Labour and fire safety, environmental permits, intellectual-property rights, data security and procurement rules

Partnership proposition

Potential partners include international print technology suppliers, publishers, packaging converters, education-content firms, paper manufacturers, commercial lenders, export-credit agencies and impact-oriented financiers. An SPV or consortium may be considered after demand validation and legal review.

ILLUSTRATIVE INVESTMENT & RETURNS

The following is a screening scenario—not a forecast, valuation, offer, or guaranteed return. All figures are in USD and must be replaced by a bankable financial model.

Capital allocation (base case)	USD million
Land development, buildings and common infrastructure	85
Printing, finishing and binding equipment	125
Packaging and specialty-print systems	70
Digital systems, laboratories and automation	25
Utilities, environmental systems and logistics	35
Engineering, contingency and pre-operating cost	35
TOTAL INDICATIVE CAPEX	375

Steady-state operating scenario

Measure	Illustrative base assumption
Annual gross revenue	USD 230M
EBITDA margin	18%
Annual EBITDA	USD 41.4M
Annual maintenance / sustaining capital	USD 7.0M
Indicative operating cash proxy	USD 34.4M/year
Simple CAPEX / cash proxy	10.9 years

The 10.9-year metric is a simplified, unlevered operating-payback indicator before tax, interest, working capital changes, ramp-up, replacement cycles and terminal value; it is not equity payback or IRR. Profitability is sensitive to machine utilisation, paper costs, pricing, export demand and energy tariffs.

Investment readiness and next steps

Commission market-demand and competitor studies; identify anchor buyers and supply contracts; secure and verify suitable industrial land; establish plant capacities and a detailed equipment schedule; evaluate local paper and input supply; complete environmental and social assessments; model financing, taxation, working capital and FX risks; and obtain all relevant approvals.

B Blue Economy, Logistics & Food Security

PROJECT 06

Bangladesh International Oceanic Fishing & Seafood Industrial Complex

Two very large purchased fishing vessels • Three purchased refrigerated carriers • Integrated deep-water landing, processing, freezing, cold-storage and seafood marketing campus

INVESTMENT CONCEPT PROFILE | Khatak Academy, Bangladesh

INDICATIVE INVESTMENT ENVELOPE: USD 535 MILLION | TARGET STEADY-STATE SIMPLE PAYBACK: 5.35 YEARS



Two proposed large fishing vessel classes. Vessel appearance and specifications are indicative.

1 Executive investment proposition

Develop an integrated Bangladesh-linked oceanic seafood platform combining two large offshore industrial freezer fishing ships, three owned ocean-going reefer carriers, a modern marine landing terminal and a 50–70-acre processing and export complex. Core harvesting targets authorized tuna and other permitted oceanic species; shore-based business includes separately contracted, traceable third-party seafood procurement and processing to improve plant utilization and diversify earnings.

All five vessels will be PURCHASED. The final ship class, gear, cargo design, shipyard, flag and fishing authorizations remain open for competitive technical and commercial selection.

2 Very large ocean-going fleet — design brief



Sample refrigerated carrier vessels. Actual ship selection remains open.

Asset	Units	Indicative length overall	Proposed operational specification
Tuna purse-seine freezer ship	1	115–140 m	2,500–4,500 t fish hold; -18°C or colder; large-scale purse-seine system; onboard grading/freezing
Multi-species ocean-going freezer ship	1	100–130 m	2,000–4,000 t fish hold; fishing gear subject to target fishery, stock and bycatch assessment
Refrigerated carrier vessels	3	130–160 m each	10,000–15,000 m³ refrigerated cargo volume each; segregated temperature zones and handling gear

Technical selection: marine classification and stability certification, endurance 50–90 days subject to design, VMS/AIS, satellite connectivity, traceability, fuel-efficient propulsion, safe crew accommodation, wastewater and waste handling, onboard HACCP-aligned processes. Engine power, GT, cargo tonnage and daily freezer rates must be established by shipyards, not inferred from illustrations.

Operating model

Fishing ships operate in legally authorized waters beyond coastal areas, potentially beyond 200 nautical miles where access is permitted. Refrigerated carriers shuttle fish to port only where transfer is authorized; at-sea transshipment is not assumed automatically. Three large carriers may have excess capacity relative to two fishing ships; the business case requires contracted third-party cold-chain cargo and utilization testing.

3 Standalone shore-based landing, processing and selling zone



Industrial complex showing marine berths, processing halls, freezing, cold storage and dispatch. All capacities remain subject to engineering design.

Facility element	Planning requirement
Land and access	50–70 acres coastal industrial land; final site subject to title, zoning, marine access and EIA
Marine terminal	2–3 deep-water berths/jetties sized to design-draft vessels; dredging as needed
Raw fish reception	Hygienic unloading, weighbridge, traceable lot intake, sorting and grading
Primary processing	Modular lines; 350 t/day nameplate throughput target, dependent on product mix
Ground freezing systems	IQF tunnels, blast and plate/block freezers; freezer capacity sized to peak inbound flow
Cold storage	Up to 30,000 tonnes nominal storage in phased temperature-controlled chambers
Value-added processing	Fillets, steaks, portions, retail packs, institutional packs; buyer-led specification
Selling and export station	Wholesale auction/sales center, bonded/export dispatch, reefer container yard, reefer trucks
Utilities and services	Substation, backup power, solar option, ice, potable water, wastewater treatment, QC lab, workshop, fire protection

Annual nominal throughput: 350 tonnes/day × 300 operating days = 105,000 tonnes. This is installed capacity, not guaranteed supply or sales. Phased commissioning and third-party raw-material contracts are essential.

4 Integrated fleet-to-market concept

Integrated operations are illustrated by the consistent shore-complex image above; no additional vessel illustration is repeated.

The proposed five-vessel fleet integrates with the shore complex through licensed landing, cold-chain logistics and distribution; illustrations are conceptual only.

Operational chain: permitted fishing grounds → onboard catch handling and freezing → authorized refrigerated transport → Bangladesh marine terminal → traceable reception and quality inspection → processing, IQF/block freezing and packaging → cold storage → domestic distribution and export dispatch. Harbour tug assistance, pilotage and mooring support will be procured from the port as needed; no tugboat is included in the five purchased vessels or base capital budget.

Products and target buyers

Products: whole frozen tuna and other legally sourced oceanic fish, tuna loins, steaks, fillets, IQF portions, and suitable value-added retail/food-service packs. Buyers: domestic wholesale and institutional distributors, regional processors, food-service chains, export wholesalers and international seafood processors. Export access is contingent on species documentation, hygiene approvals, tariffs and buyer audits.

Sustainability and legal access

Vessel size does not itself confer a right to fish. Fishing authorization, applicable catch limits, fishing gear controls, bycatch management, port-state rules and IOTC records must be confirmed before acquisition commitments. Carrier-vessel authorization and observer requirements apply to eligible transshipments; do not assume free transfer at sea.

5 Capital investment — preliminary USD million

Component	USD million
Fishing vessel 1 — very large tuna freezer purse seiner	85
Fishing vessel 2 — large multi-species freezer ship	70
Refrigerated carrier 1	65
Refrigerated carrier 2	65
Refrigerated carrier 3	65
Coastal land purchase and site preparation	25
Marine berths, jetties, dredging and waterfront works	35
Processing, IQF, block freezing and cold stores	80
Utilities, QC, workshops, vehicles and distribution systems	25
Pre-operating expenditure, initial working capital and contingency	20
TOTAL PROJECT INVESTMENT	535

Total = USD 535 million. This budget is a preliminary allocation, not an engineering estimate or vendor quotation. It includes land and major shore systems, but actual dredging, land price, civil works and shipbuilding costs may differ substantially. Separate feasibility, quotations and site investigation are required.

Investment and ownership structure

Potential investment structure: project SPV with foreign strategic equity and Bangladesh partners; optional commercial debt subject to lender due diligence. Illustrative profit participation (80% investor / 20% local partner) is a negotiation example only, not an approved agreement. Land title, shareholder rights, vessel ownership, security and repatriation rights require separate legal documentation.

Commercial procurement gates

Gate A: vessel/flag/fishery and access feasibility. Gate B: binding shipyard or broker offers and marine surveys. Gate C: land title and port hydrodynamic study. Gate D: supply and off-take contracts. Gate E: financial close and staged purchase/build notices.

6 Financial projections and ROI — illustrative target scenario

The financial case below is an INVESTMENT TARGET, not a verified forecast. A large part of revenue must come from independently contracted seafood procurement, processing and trading beyond the two ships' own catch; otherwise USD 380 million sales would imply an unusually high price per tonne of own catch.

Steady-state planning driver	Target assumption
Owned-fleet raw catch	30,000 tonnes/year (unverified; requires fishery-specific catch records and authorization)
Additional third-party sourced seafood	70,000 tonnes/year (requires supplier contracts and working-capital financing)
Total handled / sold raw-equivalent	100,000 tonnes/year, within 105,000 t nominal processing throughput
Blended sales realization	USD 3,800/tonne raw-equivalent across product and trading mix
Annual revenue	USD 380 million
Cash operating expenses incl. third-party fish procurement	USD 260 million
EBITDA	USD 120 million
Annual depreciation	USD 35 million
Interest assumption	USD 0 (unlevered project model)
Tax assumption	20% of taxable profit; illustrative only
Annual net profit after tax	USD 68 million
Annual sustaining capex	USD 3 million; to be validated
Annual project cash flow after tax and sustaining capex	USD 100 million
Net profit / initial investment	12.7% annual accounting return
Simple cash payback from steady-state commencement	5.35 years

Reconciliation: 380 − 260 = 120 EBITDA; 120 − 35 = 85 EBIT; tax at 20% = 17; net profit = 68; cash flow = 68 + 35 − 3 = 100; 535 / 100 = 5.35 years. This excludes financing, additional working capital, and build-period delays. From initial investment commitment, total elapsed payback would be longer.

Investor participation example

If all annual net profit were legally distributable and a negotiated 70:30 split applied, investor allocation would be USD 47.6 million/year and local-partner allocation USD 20.4 million/year. Actual dividends depend on equity contributions, financing covenants, reinvestment and distributable reserves; investor equity payback is not the 5.35-year project payback.

7 Delivery plan, safeguards and investor engagement

Phase	Indicative period	Deliverables
1 — Pre-feasibility and market validation	0–6 months	Resource/access study, fleet design basis, land shortlist, buyers and suppliers
2 — Detailed engineering and approvals	6–15 months	Shipyard quotes, surveys, EIA, site master plan, IOTC/flag-state pathway
3 — Procurement and construction	12–30 months	Vessel purchase/build, marine works, plant, refrigeration and utilities
4 — Testing and commissioning	24–36 months	Sea trials, processing validation, traceability, buyer qualification
5 — Commercial ramp-up	36 months onward	Fleet and shore operations; progressive throughput utilization

Critical commercial and operational safeguards

Required before investment approval: independently verified target fishery and catch-per-unit-effort data; legally available fishing rights; realistic carrier utilization; shipyard quotations; engineering and land valuations; export-grade food safety and traceability systems; adequate insurance; reliable third-party supply contracts; independent sensitivity analysis including downside outcomes. Target 5–6-year payback is conditional on the specified high-utilization case.

B Blue Economy, Logistics & Food Security

PROJECT 07

Bangladesh National Private Container Gateway

A strategic private-sector container infrastructure and trade-facilitation platform in the Greater Chattogram Economic Corridor.

The Bangladesh National Level Private Container Gateway (BPCG) will support Chattogram Port and national import–export activity through off-port container storage, empty-container management, container freight station operations, customs-support facilities, trailer staging and integrated logistics services.

INVESTMENT	LAND	TARGET CAPACITY
USD 625–750 million	50 acres initially; 150–250 acres future expansion	150,000 TEU initially; 500,000–750,000 TEU ultimate



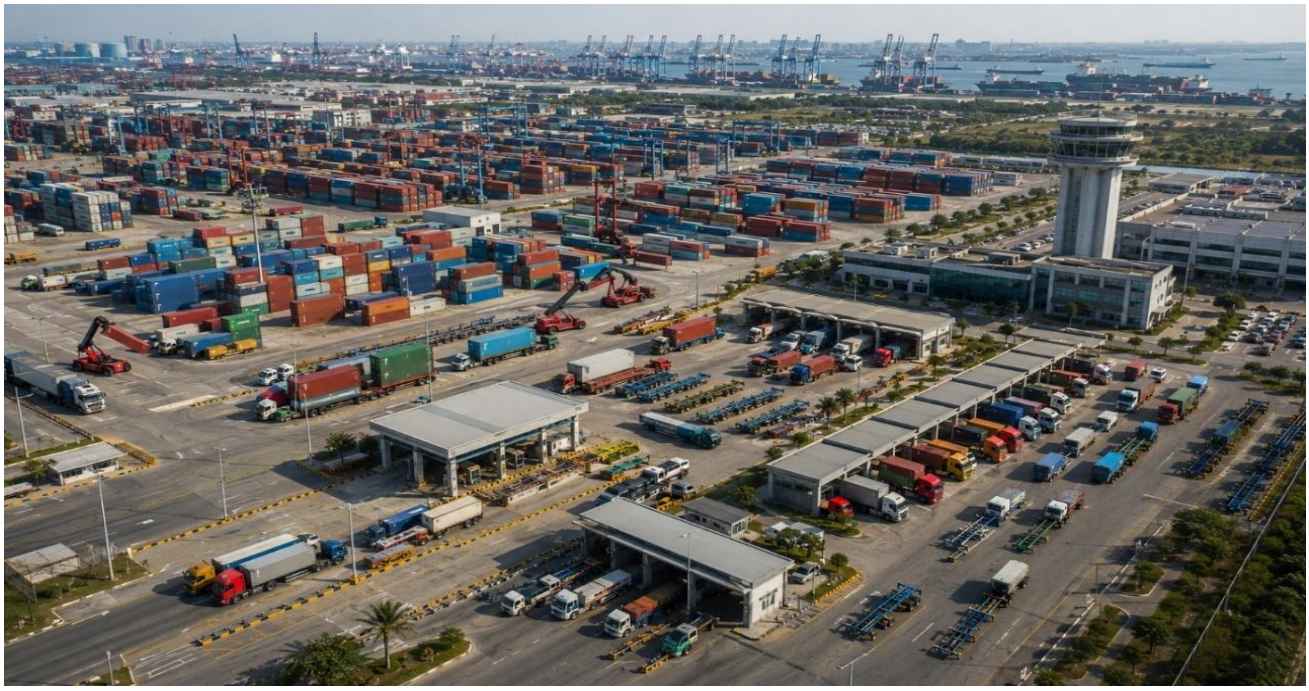
Strategic Opportunity

The gateway is designed to ease pressure on port-adjacent logistics, improve container turnaround, serve export manufacturers and shipping lines, and establish a scalable logistics corridor. Potential users include shipping lines, freight forwarders, container leasing firms, exporters and importers; no customer commitments are assumed.

Phase 1 — Operational Gateway

USD 167 million (BDT 2,000 crore) will establish a 50-acre container-centric site with stacking yards, empty-container depot, CFS, customs-support centre, trailer marshalling, security control, workshops and utilities. Target throughput: 150,000 TEU annually.

PROJECT 07 | DEVELOPMENT & OPERATIONS



Phased Capital Programme

PHASE	INVESTMENT	DELIVERY SCOPE
1 — National Gateway	USD 167M	50-acre base facility; 150,000 TEU/yr
2 — Container Expansion	USD 208M	Expanded yards, CFS and trailer terminal; 300,000 TEU/yr
3 — Trade Support Zone	USD 125M	Export consolidation and value-added logistics
4 — Regional Gateway	USD 125–250M	Regional infrastructure; ultimate 500,000–750,000 TEU/yr
TOTAL	USD 625–750M	Staged programme, subject to feasibility

Land Use and Equipment

Phase-1 land allocation: container stacking 55%; empty-container depot 15%; CFS 10%; trailer parking 8%; customs and administration 3%; repairs 3%; reefer support 2%; utilities and green buffers 4%. The planned equipment programme includes 20–25 reach stackers, 10–15 empty-container handlers, 30+ forklifts, 50+ yard tractors, 200+ trailers and 300–500 reefer plug points.

Delivery and Governance

Development may proceed through foreign direct investment, strategic infrastructure equity or a public–private partnership where appropriate. Site control, land use, environmental assessment, road access, customs-related permissions, terminal operating approvals, utility supply and financing agreements must be secured before construction. Bangladesh Army implementation support is a possibility raised in the source concept, not a confirmed partnership.

PROJECT 07 | INVESTMENT CASE & RETURNS



Commercial Model

Revenue will be generated through container storage, handling, empty-container services, CFS stuffing and destuffing, trailer parking, reefer support, container repairs, equipment leasing and trade-related services. The phased expansion model permits investment to follow contracted throughput and customer demand.

FINANCIAL METRIC	PHASE 1	FULL DEVELOPMENT
Annual revenue	USD 42M	USD 250–292M
EBITDA	USD 17M	USD 125–146M
EBITDA margin	40%	45–50%
Target project IRR	18–22%	20–24%
Target equity IRR	22–30%	22–30%
Indicative payback	5–7 years	5–7 years

National Development Outcomes

The programme targets 4,000+ direct jobs, 12,000+ indirect jobs, 6,000+ construction jobs and support for 1,000+ SMEs. ESG measures include solar-supported administration, efficient lighting, rainwater harvesting, recycling, dust controls, green buffers and digital traffic management.

Investor Participation & Execution Priorities

Khatak Academy Bangladesh invites port operators, infrastructure investors, logistics groups and technology partners to participate in project structuring, technical feasibility, land and permitting strategy, engineering, financing and phased implementation.

Investment and return figures are sponsor-proposal targets, not independently verified outcomes. Detailed engineering, site-specific land costs, demand studies, tariff validation, tax, debt assumptions, sensitivities and permitting must be completed before financial close.

B Blue Economy, Logistics & Food Security

PROJECT 08

National Electric Passenger Transport Network

National investment programme | 2,000 electric buses at launch | 64 modern district terminals | demand-led fleet expansion

BASE INVESTMENT	DISTRICT TERMINALS	FLEET	GROWTH MODEL
USD 1.56 BILLION	64 × USD 5M	2,000 initial buses	Demand-led fleet expansion

Project Vision and Scope

Establish a nationwide electric passenger transport network integrating urban, inter-district and premium coach services; one modern terminal in each of Bangladesh's 64 districts; charging hubs; depots; digital ticketing; and centrally coordinated operations. The programme will commence with 2,000 electric buses and expand its fleet progressively in response to passenger demand, route performance, population growth and new service corridors.

Service category	Initial fleet	Network role / growth
Urban electric buses	500	Urban and commuter routes; expand with ridership
Inter-district electric buses	1,000	Regional links; add buses as demand increases
Premium electric coaches	500	Express corridors; grow premium capacity



National electric-bus route network and regional service hubs — programme concept map.

District-Wide Terminal Development

One high-standard terminal is proposed for each district, with sheltered platforms, safe passenger circulation, accessible toilets, women-and-family facilities, digital ticketing, waiting lounges, security, food and retail concessions, parcel-handling zones and integrated onward transport. EV charging equipment and major depots are budgeted separately to avoid double-counting.

PROJECT 08 | TERMINAL INFRASTRUCTURE AND IMPLEMENTATION

64 MODERN DISTRICT BUS TERMINALS

Programme construction budget: USD 5 million per district terminal, with site-specific design and procurement aligned to capacity and location.



Architectural concept of a modern national electric-bus terminal.

District Terminal Capital Budget

Terminal programme	Construction basis	USD million
64 district terminals	64 × USD 5.0 million	320
Passenger infrastructure	High-quality terminals nationwide	Included
Growth provision	Further buses financed by phase	Separate

The USD 320 million district-terminal programme provides for 64 high-standard facilities at a planning allocation of USD 5 million each, covering passenger buildings, platforms, waiting areas, accessibility, safety systems, utilities and local circulation. EV charging systems, maintenance depots and land-development works are provided for in separate programme allocations.

Delivery, Commercial Opportunities and Safeguards

Terminal operations will be supported by retail leasing, food courts, advertising, digital services, parking, parcel and logistics concessions and premium lounges. Development will be phased by passenger demand, corridor priority, site readiness and operating requirements, with construction quality, safety and accessibility built into terminal design.

Programme Implementation and Demand-Led Fleet Growth

Phase	Initial fleet rollout	Terminal and growth strategy
1 — Years 1–2	500 buses	12–16 terminals; open priority corridors
2 — Years 2–4	500 buses	20–24 more terminals; expand busy routes
3 — Years 4–6	1,000 buses	Complete 64 terminals; add buses as needed

PROJECT 08 | INVESTMENT AND COMMERCIAL OUTLOOK

NATIONAL INVESTMENT & FINANCIAL FRAMEWORK Programme Capital Expenditure

Component	USD million
Electric bus fleet	800
Charging infrastructure	180
Maintenance facilities	70
64 modern district passenger terminals	320

Component	USD million
Regional depots	40
Smart operations platform	25
Land development / site enabling	60
Working capital	65
TOTAL BASE PROGRAMME INVESTMENT	1,560

The national programme has a base capital investment of USD 1.56 billion, comprising 2,000 electric buses, charging infrastructure, maintenance facilities, 64 district passenger terminals, regional depots, smart operations, site development and working capital. Additional buses will be procured in successive investment tranches as demand expands; the capital required for future fleet additions will be financed and budgeted under the corresponding expansion phases.

Terminal Construction Cost and Capacity Planning

Terminal type / capacity	Terminal programme	Programme approach
Regional district terminal	64 modern terminals	Site-specific design
Base construction allocation	USD 320 million	USD 5M per terminal
Fleet growth provision	Beyond 2,000 initial buses	Additional investment phases

Investment Returns and Revenue Development

The programme combines passenger fares, premium services, parcel and logistics activity, terminal concessions, advertising and other mobility-related revenue. Investment returns will be established through a detailed integrated financial model covering phased fleet additions, utilization, tariffs, terminal income, operating costs, financing and lifecycle battery replacement. Growth-phase fleet expenditure and revenue will be incorporated into each approved expansion investment case.

Fleet expansion is an integral part of the national development programme. The initial 2,000 buses establish the service network; additional vehicles will be introduced progressively on high-demand routes, new district connections and premium corridors. Fleet deployment will be reviewed using passenger load factors, ticket sales, peak-hour demand, route profitability, service reliability and charging capacity.

B Blue Economy, Logistics & Food Security

PROJECT 09

Chandpur Food Grain Silo & Integrated Logistics Hub

A national food-security, river-port and agro-logistics investment opportunity | Chandpur, Bangladesh



Strategic investment proposition

The project envisions a major integrated grain storage and logistics complex at Chandpur, leveraging river connectivity and proximity to major consumption and distribution corridors. Its proposed facilities combine bulk food-grain storage, automated handling, cleaning, drying, quality control, processing, bagging and multimodal dispatch.

Indicative investment	USD 750 million–1.0 billion
Storage capacity target	1.5–2.0 million tonnes
Land requirement	150–250 acres
Indicative implementation	4–5 years
Employment aspiration	Approximately 10,000 direct and indirect jobs

The above scale, location suitability and employment figures are drawn from the project concept illustrations and remain subject to independent technical, market and environmental feasibility studies.

MASTER PLAN & FACILITY COMPONENTS



Integrated operational infrastructure

The conceptual master plan includes high-capacity concrete and steel silos; ship berths and river cargo terminals; automated intake, weighing, conveyors and grain-handling systems; cleaning and drying plants; moisture and quality laboratories; milling or value-added processing; bagging and packaging; truck loading; warehousing; administrative and control buildings; and utility, fire-protection and security facilities.

Food security and regional value

A modern storage and distribution platform could strengthen strategic grain reserves, reduce avoidable post-harvest losses, improve grain condition monitoring and support more dependable food supply chains. The project also offers potential commercial services for public agencies, grain traders, processors, importers and agricultural cooperatives.

Transport and site considerations

Chandpur's river setting offers potential access to inland water transport. Detailed investigations must confirm year-round navigability, berth design, sedimentation, flood elevation, land ownership, access roads, environmental sensitivity, and connections to national logistics networks before the site or layout is finalized.

OPERATIONS, INVESTMENT & DELIVERY



Commercial and partnership opportunities

Potential revenue channels may include contracted grain storage, handling and throughput charges, cleaning and drying, bagging, value-added processing, warehousing, inland-waterway logistics and ancillary services. These are possible business lines, not validated revenue forecasts. The investment may be structured through government partnerships, private-sector development, concessions, blended finance or other arrangements agreed by participating stakeholders.

Phased implementation

Phase 1: pre-feasibility, demand assessment, land and river surveys, regulatory review and investment structuring. Phase 2: core terminal, initial silos, utilities and digital control systems. Phase 3: progressive storage expansion, processing and logistics integration, subject to confirmed demand and commercial performance.

Investment diligence and risk management

Priorities include food-grain demand and turnover forecasts; appropriate storage technology; flood and climate resilience; river-port permits; environmental and social safeguards; food-quality standards; electricity and fuel availability; transparent procurement; and credible operator agreements. The proposed USD 750 million–1.0 billion envelope requires bottom-up costing and validation. No IRR, ROI, NPV or payback is asserted without a bankable financial model.

B Blue Economy, Logistics & Food Security

PROJECT 10

Bangladesh Protein & Agri-Food Corporation

An integrated livestock, dairy, fisheries, poultry and agro-industrial investment platform for national food security, rural employment and export growth.



Investment proposition

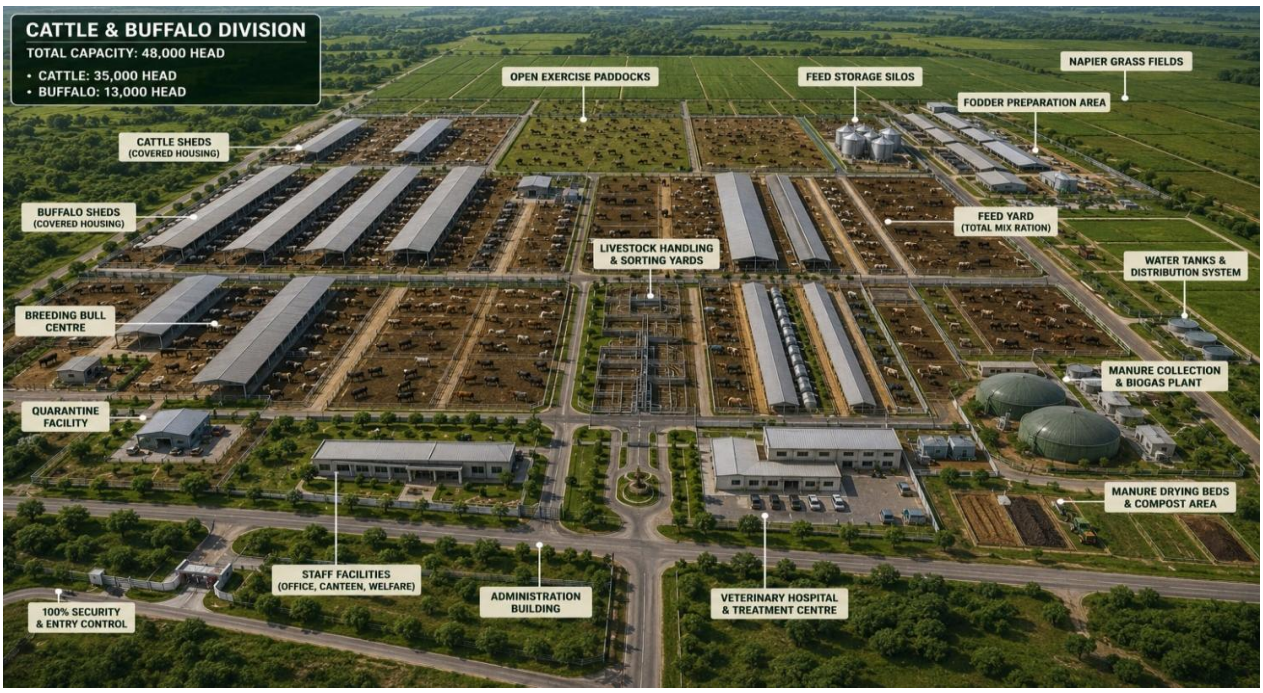
Bangladesh Protein & Agri-Food Corporation (BPAFC) proposes a privately developed, phased agro-industrial ecosystem integrating primary production with feed manufacturing, food processing, cold-chain logistics, renewable energy and research. The source concept targets approximately 6,000 acres in its first development phase, with potential expansion beyond 10,000 acres.

Indicative project investment	BDT 5,000 crore	approximately USD 417 million (source conversion)
Phase I land requirement	Approximately 6,000 acres
Development approach	Private investment, strategic equity or joint venture
Direct and indirect employment targets	10,000+ direct	30,000+ indirect

National development value

The programme aims to strengthen domestic protein supply, reduce selected food imports, support halal and processed-food exports, create rural jobs and build a replicable integrated agribusiness model. All targets require feasibility, land, environmental and market validation.

INTEGRATED AGRICULTURAL MASTERPLAN



Production and resource systems

Livestock	48,000 cattle and buffalo; 15,000 milking cows
Small ruminants	75,000 goats and sheep
Poultry and ducks	10 million poultry birds annually; 1 million ducks
Fisheries	30,000 tonnes annually
Feed manufacturing	500,000 tonnes annually
Dairy	110 million litres annually

The source masterplan allocates approximately 3,000 acres to Napier grass and fodder, supported by livestock zones, poultry and dairy facilities, fish-production canals, processing units, administration and research.

Water, biosecurity and climate resilience

The concept includes a 100–150-foot-wide, 8–12-foot-deep perimeter canal system for fish production, irrigation, drainage, water storage and climate management. Hydrology, groundwater sustainability, flood exposure, veterinary biosecurity and wastewater management are essential prerequisites.



PROCESSING, ENERGY & MARKET CONNECTIONS



Value-added production

Integrated halal meat processing, dairy and fish processing, feed manufacture, refrigeration, national distribution and export logistics are intended to convert farm output into higher-value consumer and institutional products.

Renewable energy and circular economy

The source proposes solar generation in the 50–100 MW range, animal-waste biogas and organic fertilizer production. Capacity, land use, power offtake, environmental approvals and economics will require separate technical studies.

Commercial channels

Revenue opportunities span beef and buffalo, milk and dairy, poultry, fisheries, feed, processed foods, cold-chain services and potential exports. Proposed processing facilities and logistics links are subject to demand assessment, food-safety certification and suitable infrastructure.



INVESTMENT, FINANCIAL TARGETS & DELIVERY

Indicative investment and financial profile

Total project cost	BDT 5,000 crore | approximately USD 417 million
Annual revenue at stabilization	BDT 4,300 crore (source projection)
Annual EBITDA	BDT 950–1,100 crore (source projection)
EBITDA margin	22–26% (source target)
Project IRR	16–22% (source target)
Simple project payback	5–7 years (source target)

These figures are taken from the original proposal and are not independently verified. The stated USD equivalent follows the source's assumed exchange conversion; exchange rates, capex, cash flow, IRR and payback must be recalculated together in a bankable model.

Indicative delivery sequence

Year 1: site selection, land and enabling works. Year 2: fodder, livestock and dairy systems. Year 3: poultry, fisheries and feed production. Year 4: processing, cold chain and energy. Year 5: target transition toward integrated commercial operations. Actual phasing depends on approvals and capital availability.



Investor participation and key conditions

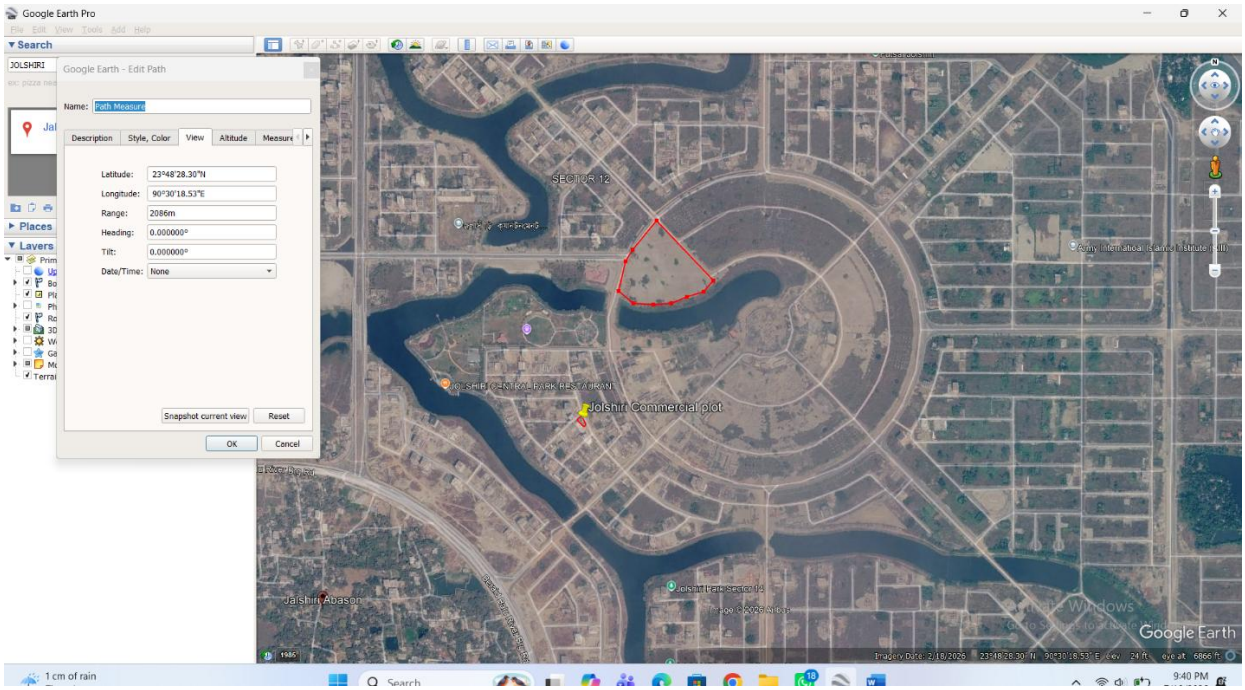
The project is open to strategic investors, agro-industrial operators, technology partners and financial institutions through negotiated equity, joint venture or other lawful structures. Critical conditions include secure land access, veterinary controls, food safety, sustainable water supply, environmental approvals, logistics, offtake agreements and independent financial due diligence.

C Healthcare, Education & Human Capital

PROJECT 11

Jolshiri International Medical Tower & Healthcare City

52-storey integrated tertiary hospital, medical mall and advanced clinical services | Sector 12, Jolshiri Abashon, Dhaka



INVESTMENT PROPOSITION

A proposed 2,000-bed, 52-storey tertiary healthcare destination on approximately 350 khata (5.78 acres), with four basement levels, specialist centres, medical tourism services and an integrated emergency medical transport network. The development is conceptual; land rights, institutional arrangements, feasibility and regulatory clearances require confirmation.

PROJECT INDICATOR	INDICATIVE SCOPE
Investment requirement	USD 1.193 billion / BDT 14,312 crore
Proposed land	350 khata / approximately 5.78 acres
Hospital capacity	2,000 beds
Development	52 storeys + 4 basements
Gross built-up area	Approximately 6 million sq ft
Construction period	72 months (source estimate)

STRATEGIC INVESTMENT CASE

The concept combines advanced diagnostics, oncology, robotic surgery, trauma and emergency care, international patient services, research facilities and complementary medical retail. Its intended markets include Bangladesh and regional medical-tourism demand, subject to independent market assessment.

PROJECT 11 / CLINICAL PROGRAMME & DELIVERY

INTEGRATED MEDICAL CITY DEVELOPMENT



CORE FACILITIES AND SERVICES

COMPONENT	PROPOSED DEVELOPMENT
Clinical tower	2,000 beds; 24+ operating theatres
Specialist centres	Oncology, robotic surgery, advanced imaging and diagnostics
International patient services	Medical tourism, executive and VIP clinical care
Emergency response	Helipad; 2 air ambulances; ICU and cardiac ambulances
Podium and basements	Medical mall, parking, logistics and critical MEP
Research and innovation	Clinical research, diagnostics and specialist programmes

INDICATIVE PHASED IMPLEMENTATION

PHASE	SCOPE	REBALANCED COST (BDT CRORE)
1	Basements, podium, floors 1–22; 1,000 beds	8,521
2	Floors 23–32; +400 beds	2,192
3	Floors 33–42; +400 beds	1,959
4	Floors 43–52; +200 beds	1,640

Budget reconciliation (planning scenario): The source phase allocations total BDT 15,112 crore, BDT 800 crore above its BDT 14,312 crore detailed CAPEX. Phase amounts shown here are provisionally scaled pro rata to BDT 14,312 crore for presentation consistency; they are NOT source-approved budgets and require cost-engineer validation before investment decisions.

DELIVERY & PARTNERSHIP FRAMEWORK

Potential structures include FDI-backed joint ventures, PPP arrangements where legally applicable, institutional infrastructure capital and blended finance. Any Bangladesh Army or other stakeholder participation, land contribution and governance model must be negotiated and formally approved; no partnership is represented as secured.

PROJECT 11 / FINANCIAL OUTLOOK & INVESTOR ENGAGEMENT

INVESTMENT & FINANCIAL SUMMARY

TURNKEY CAPEX ALLOCATION — ORIGINAL PROPOSAL

COST CATEGORY	BDT CRORE
Geotechnical and substructure	950
Core and shell superstructure	4,455
Specialised hospital MEP	3,898
Façade and finishes	1,799
Medical equipment	2,400
Medical transport and aviation	120
Soft costs, PMC, permits and contingency	690
TOTAL ESTIMATED CAPEX	14,312

INDICATIVE FINANCIAL INDICATORS

INDICATOR	SOURCE PROJECTION
Target equity IRR (USD)	16.5%
Target equity IRR (BDT)	21.8%
Stabilised NPV	USD 382.4 million
EBITDA margin	26.4%
Average debt-service coverage	2.15×
Initial revenue	Year 4 (phase 1)
Full operations	Year 7
Projected breakeven	Year 11
Full stabilisation	Years 11–12

INVESTMENT READINESS & NEXT STEPS

Commission independent demand, engineering, geotechnical, financial, environmental and legal studies; confirm land tenure and development rights; reconcile source financial inconsistencies; obtain clinical licensing and relevant planning approvals; and negotiate the capital stack, investor rights and implementation agreements.

Investor qualification: All investment values, operating indicators, IRRs, NPV and breakeven dates are source-projected, not independently verified or guaranteed. This proposal does not evidence land control, government endorsement, approved aviation arrangements, financing commitments or binding stakeholder participation.

C Healthcare, Education & Human Capital

PROJECT 12

Jolshiri Central Hospital & Medical College

A 42-storey integrated medical city | Jolshiri Smart City, Sector 12, Bangladesh



Investment proposition

A proposed landmark healthcare and academic campus combining a 1,500-bed tertiary super-specialty hospital, medical college, biomedical research institute, advanced diagnostics and emergency air-ambulance facilities. The concept seeks a joint-venture or public–private partnership arrangement in which the Jolshiri Authority would contribute land as non-cash equity, subject to negotiation and approval.

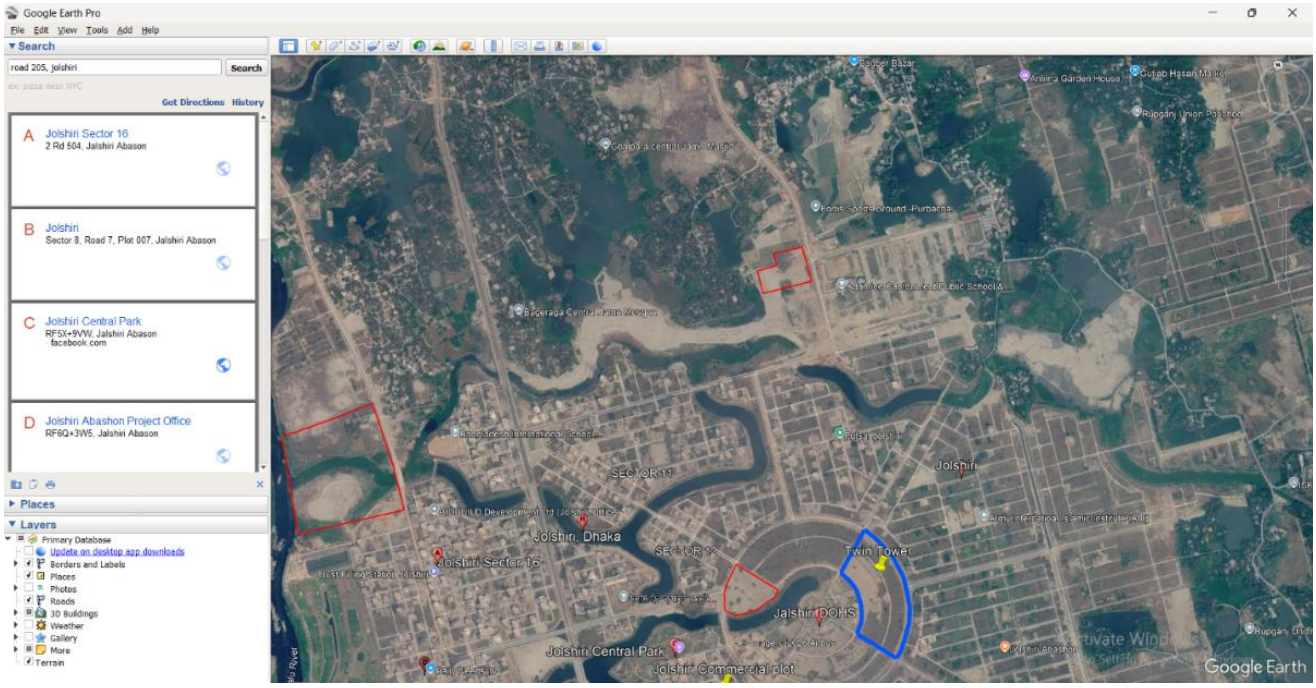
PROJECT AT A GLANCE	PROPOSED SCALE
Site and land	11.41 acres (690 katha); Sector 12, Jolshiri
Tower and facilities	42 storeys above ground; four basement levels; dual rooftop helipads
Healthcare capacity	1,500 beds; specialized inpatient, surgical and critical care services
Education and research	Medical college, simulation labs and biomedical research facilities
Indicative delivery period	60 months (five years) for phased development and commissioning

Strategic opportunity

The integrated model is intended to create complementary clinical, teaching and research revenue streams while serving a growing regional healthcare catchment. Project execution will require detailed demand assessment, technical design, accreditation planning and formal stakeholder agreements.

PROJECT 12 | DEVELOPMENT CONCEPT & DELIVERY

A VERTICAL HEALTHCARE & ACADEMIC CAMPUS



Proposed development components

COMPONENT	INVESTMENT SCOPE
Super-specialty hospital	Cardiology, oncology, neurology, orthopaedics, paediatrics, transplantation, ICU and critical care
Advanced medical technology	MRI, CT, PET-CT, surgical and oncology systems; infection-control infrastructure
Medical college and research	Teaching theatres, simulation facilities, digital library and biomedical laboratories
Emergency and trauma	24-hour trauma unit, emergency access and proposed rooftop air-ambulance helipads
Building infrastructure	Four basements for parking, MEP systems, medical gas, power and water services
Healing environment	Green terraces and proposed pedestrian links to surrounding civic facilities

Implementation and investment structure

The source proposal envisages a land-for-equity JV/PPP with the Jolshiri Authority and zero upfront developer land-purchase cost. Land ownership, land valuation, equity allocation, revenue sharing, height permissions, aviation clearances and healthcare licensing remain subject to verification, negotiation and approval.

PHASE	PERIOD	INDICATIVE CAPEX
Substructure, foundation and basements	Months 1–20	BDT 3,710 crore
Superstructure and helipads	Months 21–42	BDT 4,770 crore
Medical fit-out and commissioning	Months 43–60	BDT 2,120 crore
TOTAL DEVELOPER CAPEX	60 months	BDT 10,600 crore

PROJECT 12 | INVESTMENT & FINANCIAL OUTLOOK

INDICATIVE FINANCIAL FRAMEWORK

The following figures are taken from the underlying project proposal. They are preliminary projections, not independently validated investment returns.

KEY FINANCIAL INDICATOR	SOURCE PROJECTION
Developer investment required (CAPEX)	BDT 10,600 crore	USD 883.33 million

KEY FINANCIAL INDICATOR	SOURCE PROJECTION
Land contribution (non-cash equity)	BDT 2,415 crore | USD 201.25 million
Combined indicative asset value	BDT 13,015 crore | USD 1,084.58 million
Target project IRR	17.2% (source assumption; unverified)
Capital payback period	7.8 years after full commercial commissioning
NPV at 10% discount rate	BDT 4,250 crore (source estimate)
Stabilized annual gross revenue (year 10+)	BDT 6,650 crore | approximately USD 554.1 million
Stabilized annual net operating income	BDT 3,657.5 crore | approximately USD 304.7 million
Assumed NOI margin	55%

Projected operating ramp-up

OPERATING PERIOD	GROSS REVENUE	NOI (55%)
Year 6 (operating year 1)	BDT 2,850 crore	BDT 1,567.5 crore
Year 7 (operating year 2)	BDT 3,880 crore	BDT 2,134 crore
Year 8 (operating year 3)	BDT 4,950 crore	BDT 2,722.5 crore
Year 9 (operating year 4)	BDT 5,800 crore	BDT 3,190 crore
Year 10+ (stabilized)	BDT 6,650 crore	BDT 3,657.5 crore

Investor participation & next steps

Potential structures include strategic equity investment, a negotiated land-equity joint venture, PPP participation and appropriately structured project finance or blended capital, where eligible. Next steps include securing stakeholder mandates, confirming land rights and development controls, commissioning a bankable feasibility study, validating the clinical business case and establishing a detailed financing and governance model.

IMPORTANT DISCLOSURE | This is a thematic, pre-feasibility investment concept. No land contribution, public-sector approval, licensing, financing, IRR or payback is represented as secured or guaranteed. All assumptions require independent technical, legal, financial, market and environmental due diligence.

C Healthcare, Education & Human Capital

PROJECT 13

Bangladesh Community Healthcare Network

PHASED NATIONAL HEALTHCARE DEVELOPMENT | FIRST INVESTMENT CLUSTER: 8–10 DISTRICTS

A scalable national healthcare infrastructure programme with a total planned investment of USD 13.5 billion. Phase I launches in 8–10 districts with USD 1.07 billion, delivering 350 Union hospitals and 40 Upazila medical centres before progressive expansion across Bangladesh.

Phase I — Initial 8–10 District Investment Cluster

Programme element	Phase I target / planning basis
Geographic coverage	8–10 districts; selection with government and local stakeholders
Union Community Hospitals	350 facilities; 30–50 beds; indicative USD 1.23 million each
Upazila Medical Centres	40 facilities; 100–250 beds; indicative USD 12.30 million each
Investment requirement	USD 1.07 billion (approximately USD 1,065.6 million)
Rollout horizon	Approximately 3 years after agreements, land and financing readiness

Clinical Service and Community Access

Union hospitals provide maternal and child care, primary medicine, essential diagnostics, minor emergency treatment, pharmacy and telemedicine. Upazila centres provide surgery, intensive care, imaging, dialysis, blood services and referral support. Medical staff accommodation supports service continuity in underserved areas.



Illustrative healthcare campus concept.

Phase I — Capital Plan and Implementation

Investment component	USD million
350 Union hospitals × USD 1.23 million	430.3
40 Upazila centres × USD 12.30 million	491.8
Regional digital health, records and telemedicine	41.0

Investment component	USD million
Ambulance and emergency referral network	32.8
Programme management, design and contingency	69.7
TOTAL PHASE I	1,065.6

National Scale-Up Roadmap

Stage	Programme direction
Phase I | Years 1–3	Launch 8–10 district cluster; 350 Union and 40 Upazila facilities
Phase II | Years 4–6	Expand to further districts based on measured service and fiscal performance
Phase III | Years 7–10+	Progressively extend to remaining eligible districts and facilities

The full national programme requires an estimated USD 13.5 billion to develop up to 4,570 Union hospitals and 495 Upazila centres, alongside digital health systems, emergency referral services and programme infrastructure. Phase I establishes a USD 1.07 billion delivery platform in 8–10 districts, with later phases expanding across Bangladesh according to service demand, financing and implementation capacity.

Phase I Delivery Priorities

District selection will consider underserved populations, existing public hospitals, transport accessibility, available sites, staffing capacity, referral demand and willingness of local authorities to participate. Procurement and construction will proceed in geographically manageable clusters, allowing lessons from early commissioning to improve later deployments.



Illustrative national healthcare-network concept; district selection remains open.

Blended Finance, Repayment and Investor Participation

The proposed capital structure combines development grants with repayable concessional finance and private Equity/PPP participation. Grants support equitable access; financing and equity enable construction and operation under independently negotiated, bankable agreements.

Phase I financing source	Share	USD million
Target grants (non-repayable)	50%	532.8
Concessional finance (repayable)	30%	319.7
Equity / PPP finance	20%	213.1

Phase I financing source	Share	USD million
TOTAL	100%	1,065.6

Repayment and Investor-Return Framework

The programme adopts a blended financing model comprising 50% grants, 30% concessional financing and 20% private equity/PPP investment. Grant contributions are non-repayable, significantly reducing the financial burden on the healthcare system.

Concessional financing and private investment will be recovered through structured long-term repayment arrangements, potentially supported by government availability payments, healthcare service revenues and other agreed revenue mechanisms.

Phase I requires approximately USD 1.07 billion, while the full nationwide programme requires approximately USD 13.5 billion. A ten-year repayment framework is proposed for eligible repayable financing, subject to government agreements and detailed financial structuring.

The programme offers opportunities for development partners, institutional investors and healthcare operators to participate in a financially structured, socially impactful national healthcare initiative.

Governance and Funding Mobilisation

Phase I will seek participation from grant-making development partners, concessional lenders, impact investors, hospital operators, equipment providers and government authorities. Independent feasibility, clinical staffing plans, land due diligence, safeguards, value-for-money testing and procurement approvals precede financial close. No grant award, public guarantee, land allocation or government payment undertaking is represented as secured.



Partnership Invitation

Khatak Academy Bangladesh invites partners to co-develop the first 8–10 district cluster, establish a measurable operating and financing model, and support subsequent national expansion. Phase I targets and unit costs are programme assumptions requiring district-level validation.

C Healthcare, Education & Human Capital

PROJECT 14

National Digital Education, Smart Schools & Community Empowerment

FLAGSHIP FOCUS: A national 24/7 online library of expertly recorded video lessons—supported by infographics, animation, demonstrations and assessments—giving every student, including those in the remotest areas, access to the same standard of teaching. Solar-powered schools and community energy resilience enable that access.



Concept visualization: solar-covered smart classroom, interactive lessons and connected student devices.

The transformational proposition

THE CORE PROJECT IS THE NATIONAL DIGITAL LESSON LIBRARY. Every curriculum lesson will be professionally recorded as video and enriched with infographics, animation, illustrated explanations, practical experiments, real-world visualization, worked examples and interactive assessments. Bangladesh's best subject teachers will lead production; qualified international teachers will deliver selected foreign-language instruction. Every approved lesson will be accessible to students nationwide through one online learning platform, 24 hours a day, seven days a week.

Each topic will offer four to five alternative or extended learning experiences beyond the classroom timetable, allowing students to replay explanations, study at their own pace, revise independently and progress further. This is intended to narrow the gap between urban and remote schools and reduce reliance on private tuition, especially for families unable to afford it.

Nationwide reference footprint

Institution type	Approx. institutions
Primary schools (all types)	118,607
Secondary schools	18,968
School-and-college institutions	1,480
Colleges	3,341
Post-primary madrasahs	9,259
Total statistical reference	151,655

Indicative reach: 35–38 million learners, subject to reconciliation of overlapping institutional and enrolment categories. The 118,607 primary-school figure and ~20.18 million primary learners are reported by the Ministry of Primary and Mass Education; other categories use historical BANBEIS reference figures.

DIGITAL LESSONS | CONTENT EXCELLENCE & ACCESS

National content production and learning platform

Illustrative content scope: 12 grade levels × 8 subject streams × 150 curriculum units = 14,400 core topics; with 4–5 professionally produced video-based learning treatments per topic, approximately 57,600–72,000 learning experiences, plus quizzes, practice tasks, translations and accessible formats. These are planning targets pending curriculum mapping.

National expert panels will engage schoolteachers, researchers, academics, instructional designers, illustrators, video crews, animators, software developers, translators, international language educators, editors, accessibility specialists, and quality-assurance reviewers. Content will be peer-reviewed, aligned with national curricula and updated on a defined cycle.

24/7 access and inclusive delivery

The cloud-based national platform will make the full video-lesson library available 24/7 to every eligible student, including remote and disadvantaged learners. Offer mobile access, low-bandwidth streaming, downloadable/offline copies, captions, accessible interfaces and school-based access points where home connectivity is limited. Local and international donors may support student tablets and connectivity.



Original education concept illustration from the project source.

Teacher development and measurable outcomes

Train teachers in blended instruction, digital assessment and remedial support. Track lesson completion, attendance, foundational literacy/numeracy, learning gains, device access and reductions in urban–rural learning gaps through independent evaluation.

SOLAR-POWERED CAMPUSES | COMMUNITY RESILIENCE

Reliable power, connectivity and school readiness

Provide solar rooftops and sizeable, professionally engineered generators sized to each campus and its approved community-service load. The generator serves as a SECONDARY POWER SOURCE for the school and designated local community services during grid interruptions. At national scale these distributed assets could support wider power-system resilience. Surplus rooftop SOLAR electricity may be exported to the national grid only under utility-approved interconnection and compensation arrangements. Generator export or national-grid dispatch is an OPTIONAL, separately licensed and commercially contracted capability—not assumed in the base case. Fuel supply, emissions, noise, safety, protection and maintenance must be evaluated site by site.



Original project source illustration: school modernization concept.

Devices, safety and community benefit

Equip campuses with classroom displays, Wi-Fi, shared devices, secure charging and maintenance. Engage community donors first, then national and international partners, to help provide devices to students who lack them. Where feasible, add a small first-aid/telehealth room for students and minor community needs, subject to staffing, licensing and operating arrangements.

Phased implementation

Phase	Delivery priority
I — Demonstration	500 institutions across 8–10 districts; digital platform launch; baseline learning assessment
II — Regional expansion	Scale by readiness and independently verified learning, energy and cost outcomes
III — National programme	Progressively cover eligible primary, secondary, college and madrasa campuses

A district-by-district rollout allows donors and investors to finance discrete packages and permits adjustment for existing infrastructure, geography, student needs and climate vulnerability.

PROJECT INVESTMENT FRAMEWORK | OPEN PARTNERSHIP MODEL

Indicative project investment (USD)

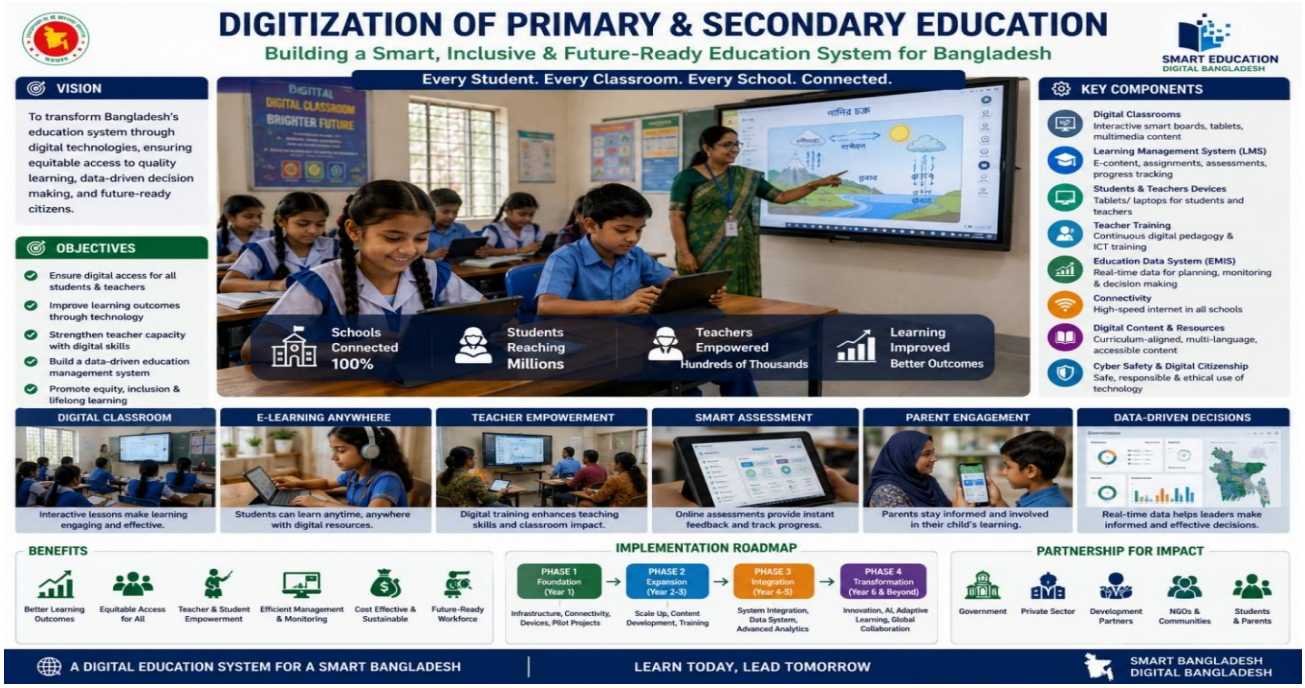
Component	Phase I / 500 sites	National envelope
Campus ICT, solar, existing basic backup, health rooms	$18.58M	$5.041B
Sizeable generators, ATS, fuel/safety & installation	$6.00M	$1.350B
Community/grid interconnection readiness (conditional)	$1.50M	$0.300B
Digital content, cloud and national platform	$40.00M	$0.400B
Targeted student devices and inclusion	$12.00M	$0.900B
Connectivity, teacher training and rollout	$10.00M	$0.650B
Site variations, implementation reserve	$12.00M	$0.900B

Component	Phase I / 500 sites	National envelope
TOTAL	$100.08M	$9.541B

The Bangladesh National Digital Education, Smart Schools & Community Empowerment Programme envisages an indicative national investment of USD 9.541 billion, including USD 100.08 million for Phase I covering approximately 500 institutions. The programme encompasses a national 24/7 digital video lesson library, smart classrooms, learning devices, rooftop solar, sizeable generators, connectivity, teacher training, selected community health facilities and supporting infrastructure. The investment includes USD 1.350 billion for generators, transfer switches, electrical protection, fuel and safety systems, and installation, plus USD 300 million for community electricity distribution and potential grid connectivity. Generator capacity will reflect campus and community needs; any grid contribution requires technical feasibility and regulatory approval. Campus solar and basic electrical works are included in institutional modernization, with detailed design to avoid double counting. Figures are preliminary planning estimates subject to feasibility and procurement validation; no electricity-export revenues or investor returns are assumed but for refund purpose it can be considered and different earning ecosystem may also be integrated for ROI purpose, which might also be significant.

Open financing — no predetermined allocation

Invite UN agencies and international development partners, governments, bilateral grant programmes, education foundations, climate and energy funds, concessional lenders, philanthropic donors, corporate CSR programmes, technology companies, local communities and private investors to propose grants, technical assistance, equipment donations, service contracts, concessional facilities or carefully structured PPP participation. Partners may sponsor individual components, districts or national services; no fixed funding percentages or investor returns are presumed.



Original source illustration: proposed education environment (conceptual).

Investment readiness and governance

Before financial close: verify institution and learner counts; survey power loads and connectivity; size solar and generators; confirm community demand and utility permissions; price fuel and maintenance; validate video-content production, safeguarding, teacher training and approvals.

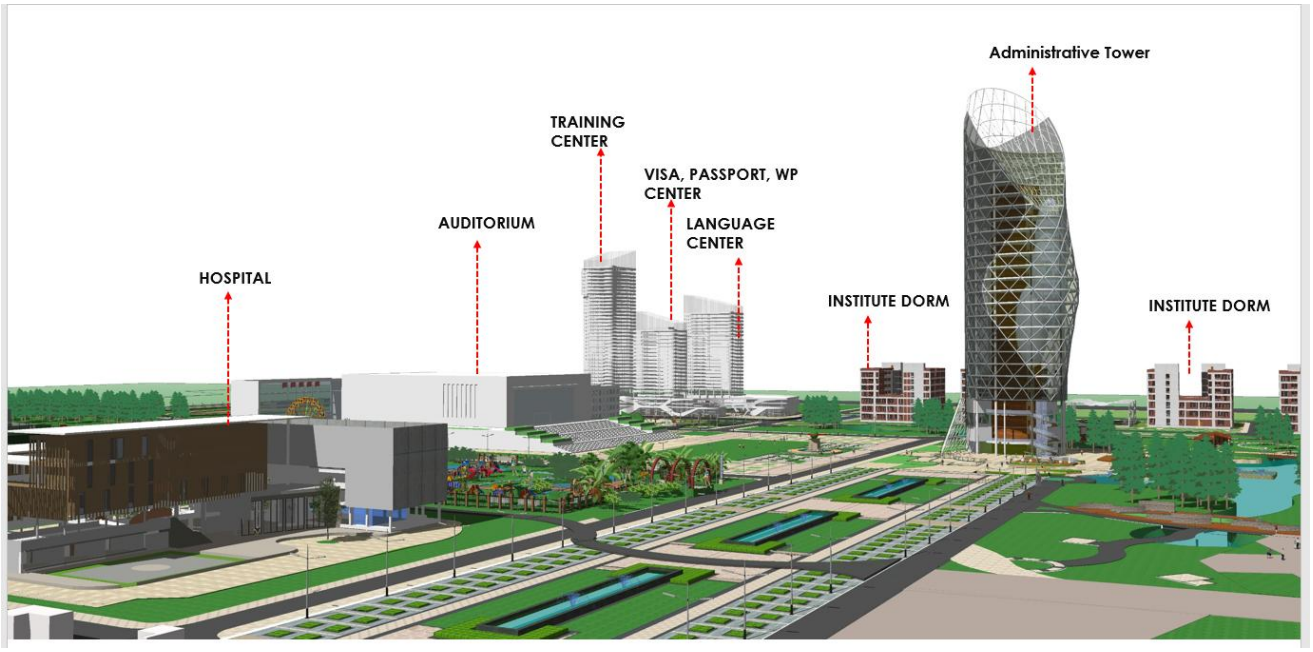
A POTENTIAL WORLD MODEL — With successful pilots, independent evaluation and sustainable financing, Bangladesh could demonstrate a replicable model for inclusive education: the same expertly produced video lessons available 24/7 to urban and remote learners, supported by resilient school power systems and community services. This is an ambition, not a claim of proven global leadership.

C Healthcare, Education & Human Capital

PROJECT 15

Bangladesh International Overseas Employment & Skills Development Centre

An integrated national gateway for internationally employable skills, ethical recruitment, language proficiency, verified credentials and worker welfare.



Investment vision

The proposed 250–300-acre multi-service campus would consolidate technical and vocational training, international language education, occupational assessment, employer engagement, documentation assistance, pre-departure preparation and residential support. The goal is to increase the share of Bangladeshi workers accessing better-paid skilled jobs through transparent, employer-aligned pathways.

Strategic outcomes

Improve workforce readiness and employability; strengthen access to verified international employers; reduce fragmented administrative journeys; support fair recruitment and worker protection; and establish a replicable model that could be expanded through regional centres and digital services.

Integrated campus and operating model



Core campus facilities

Specialized trade and technical training workshops; language and digital-skills centres; competency-testing and certification facilities; international employer interview and job-matching suites; visa, passport and work-permit facilitation desks subject to government authorization; administrative and research offices; auditoriums; trainee hostels; a medical and occupational-health unit; recreation and transport facilities.

Training and placement pathways

Programmes would be developed against documented destination-market demand and applicable qualification standards, with training for construction, engineering trades, healthcare support, hospitality, manufacturing, logistics, agriculture and emerging technology roles. Independent assessment, digital credential verification, employer partnerships and transparent fee disclosure would be essential safeguards.

Governance and worker protection

The centre should operate with the appropriate Bangladesh authorities and accredited providers. Overseas recruitment must follow destination-country laws and Bangladesh licensing requirements. Clear grievance channels, verified job offers, worker orientation, anti-trafficking checks and transparent recruitment practices are integral to the concept.

Investment opportunity and delivery



Indicative capital investment — planning scenario

Land and site infrastructure (land acquisition excluded)	USD 90 million
Training, language, assessment and administration facilities	USD 180 million
Accommodation, health, auditorium and shared amenities	USD 130 million
Equipment, ICT, digital credential and placement platform	USD 55 million
Utilities, transport, sustainability and contingency	USD 95 million
Total indicative development CAPEX	USD 550 million

This USD 550 million figure is an illustrative programme allowance prepared for initial investor discussion, not a cost taken from the source illustrations or a completed feasibility study. Land rights, campus capacity, procurement specifications, phasing and operating costs require verification. No IRR, revenue or payback is represented as established.

Partnership and implementation

Potential partners include government agencies, development institutions, international employers, accredited training providers, universities, technology firms, philanthropic foundations and investors. Funding may be structured flexibly by component, including grants, technical assistance, concessional finance, employer sponsorship, operating concessions and private investment, subject to legal and commercial due diligence.

Suggested sequence: feasibility and employer-demand assessment; site and regulatory approvals; first-stage training and digital recruitment facilities; phased residential and shared infrastructure; international accreditation and expansion. Project size and investment may be adjusted after detailed demand analysis.

D Tourism, Hospitality & Creative Economy

PROJECT 16

Cox’s Bazar Oceanfront Mega-Resort & Tower Empire

560-acre coastal destination • Landmark hospitality • International leisure economy

A NEW OCEANFRONT DESTINATION FOR SOUTH ASIA

Khatak Academy proposes an integrated tourism district along the Cox’s Bazar coastal corridor, uniting a signature 71-storey hotel, major attractions, marine experiences and year-round hospitality. The vision is to transform visitor demand into a diversified destination economy—while safeguarding the coastline and surrounding communities.



THE MASTERPLAN | FOUR CONNECTED ZONES

ZONE A / 100 ACRES Oceanfront retail village, promenade and performance spaces.	ZONE B / 100 ACRES Oceanarium, marine sanctuary and conservation-focused attractions.
ZONE C / 260 ACRES Theme park, water world, cable cars and major thrill rides.	ZONE D / 100 ACRES 71-storey hotel tower, skybridge, rooftop experiences and indoor skydiving.

DEVELOPMENT SCALE

560 acres proposed site • 22.5 million sq ft indicative built-up area • ~1,500 luxury suites • 2.2 km proposed boardwalk

Concept render from Khatak Academy’s source proposal. Location, design, zoning and site boundaries remain subject to verification and approval.

PROJECT 16 / DESTINATION EXPERIENCE

A World-Class Visitor Ecosystem

Hospitality, recreation, marine attractions and coastal commerce in one integrated precinct



SIGNATURE HOSPITALITY ANCHOR

The proposed 71-storey hotel complex combines premium suites, conference and event space, elevated dining, panoramic viewpoints and a landmark skybridge. The hotel would anchor international branding and generate demand across the surrounding retail and attraction districts.



ATTRACTIONS THAT EXTEND VISITOR STAY

THEME & WATER PARK **Hypercoasters, observation wheel, wave lagoon and water slides.**	COASTAL EXPERIENCES **Cable car links, beachfront public realm and oceanfront dining.**
MARINE DISCOVERY Oceanarium and education-led conservation attractions.	ADVENTURE & EVENTS Indoor skydiving, live performances and destination festivals.

All images are conceptual illustrations from the existing project proposal; attraction counts and technical specifications require detailed design.

PROJECT 16 / INVESTMENT & DELIVERY

Investment Case & Development Pathway

Multiple revenue streams supported by phased delivery and disciplined project preparation

INDICATIVE CAPITAL & FINANCIAL MODEL

USD 2.95 BILLION **Total conceptual project investment (BDT 36,440 crore).**	**BDT 2,240 CRORE** **Modelled land-purchase allowance; not an agreed land price.**
17.8% TARGET IRR Unverified projection in the source proposal—not a forecast.	42 MONTHS Illustrative construction programme, subject to feasibility.

Alternative Concept

(Iconic Penguin City)



REVENUE ENGINE & PARTNERSHIP STRUCTURE

Potential income includes hospitality and events, admission and attractions, food and beverage, retail leasing, marine experiences, sponsorships and destination services. The source proposal models developer ownership through a special-purpose vehicle; equity, debt, JV or PPP participation must be negotiated and independently assessed.

PRIORITIES BEFORE INVESTMENT

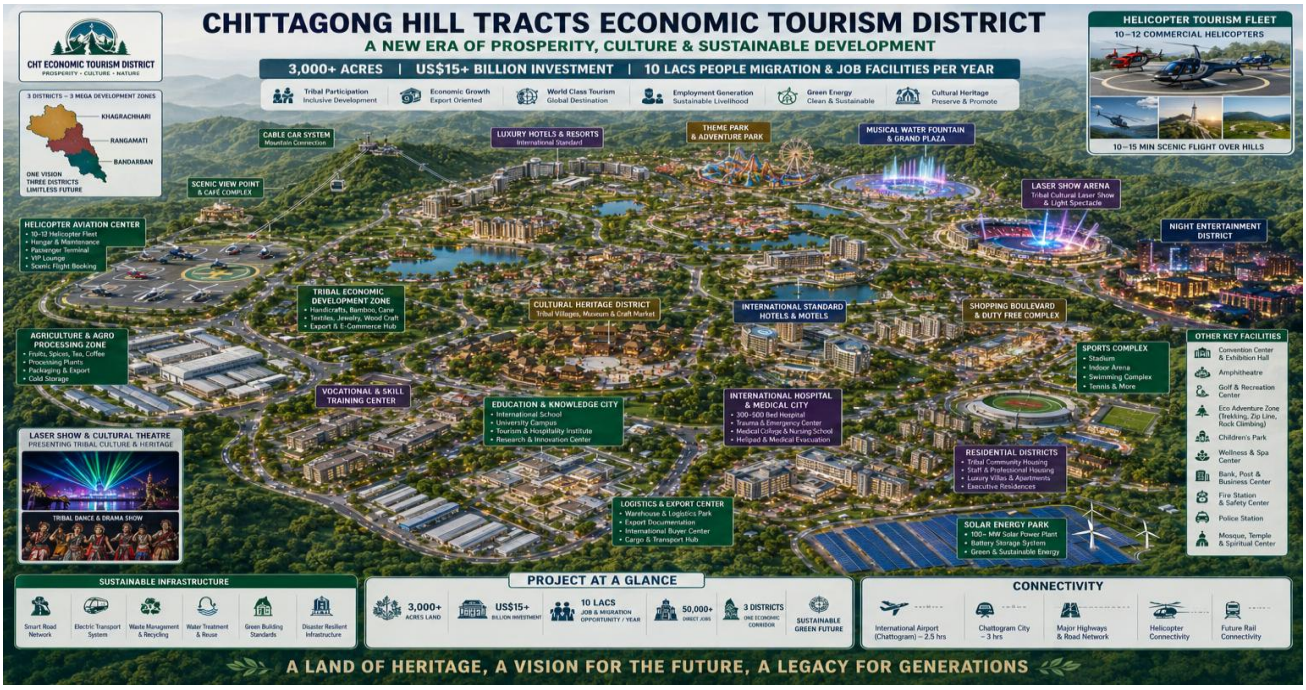
Confirm a legally developable site and ownership; undertake coastal, biodiversity and climate-risk assessments; secure zoning, environmental and building permissions; validate demand and financial assumptions; and execute binding land, financing and implementation agreements.

Important: land availability, ownership and government participation are not established. All financial and operating figures are preliminary source-proposal assumptions. Cox's Bazar's planning and coastal safeguards must be assessed before development.

D Tourism, Hospitality & Creative Economy

PROJECT 17

Chittagong Hill Tracts Economic Tourism



Investment proposition

Develop three distinct, internationally marketable economic tourism districts—Bandarban, Rangamati and Khagrachhari—on approximately 1,000 acres each (3,000 acres total). Tourism anchors a broader programme of jobs, skills, indigenous enterprise, education, culture, connectivity and community services. All districts advance simultaneously, with targeted completion within 3–4 years, subject to land, financing and approvals.

Indicative programme envelope	USD 3.0 billion (≈ BDT 36,000 crore*)
Land planning envelope	3 districts × 1,000 acres = 3,000 acres
Implementation	Parallel delivery in 3–4 years
Phase 1 mobilisation	Indicative USD 600 million across all districts

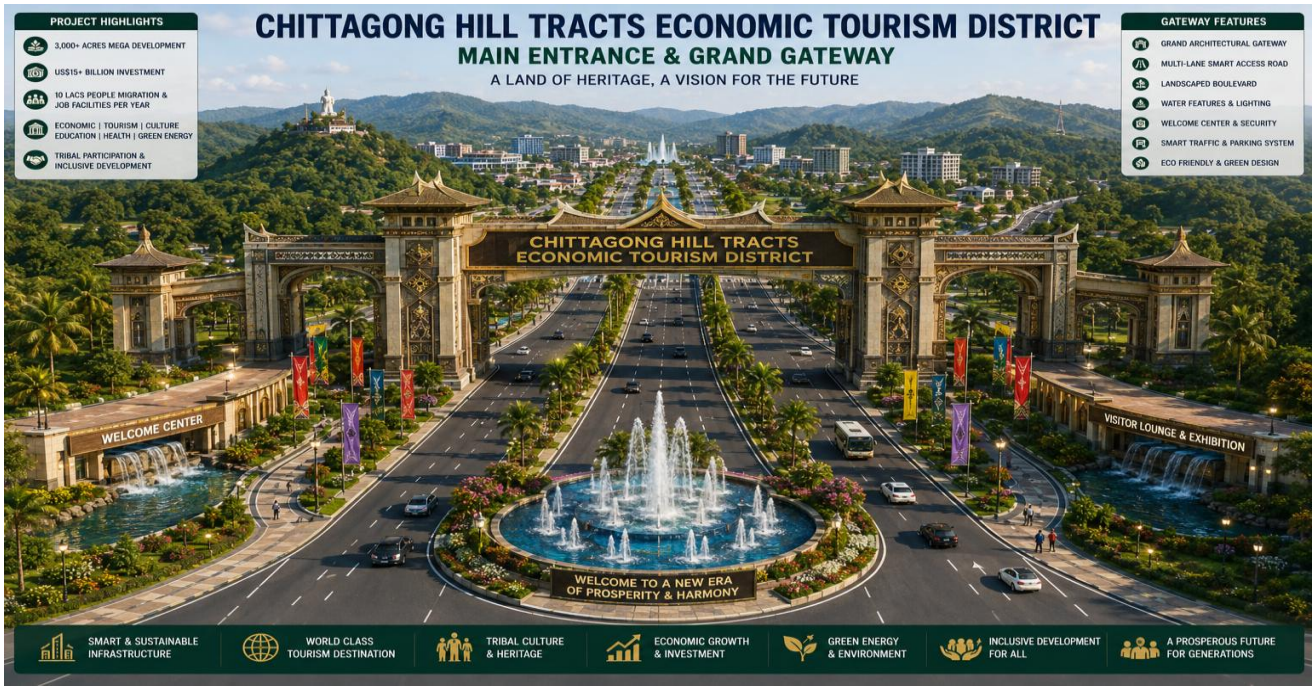
*Illustrative conversion at BDT 120/USD. All values are preliminary, not committed capital or guaranteed outcomes.

Core development purpose

Create durable employment for Hill Tracts residents; enable community-owned businesses; expand education and professional skills; preserve and celebrate distinct ethnic cultures; strengthen mutually respectful exchange with visitors from Bangladesh and abroad; and translate tourism demand into wider regional economic growth.

THREE DIFFERENT DISTRICTS — ONE CONNECTED ECONOMY

The three master plans will differ significantly in density, layout, architecture, mobility and attractions, responding to the local terrain, ecosystems, communities and commercially viable demand.



District / indicative allocation	Distinct destination and economic role
BANDARBAN | 1,000 acres | USD 1.05B	Mountain adventure, scenic eco-resorts, wellness, guided trekking, carefully assessed cable-car/aviation options; local guiding and outdoor services.
RANGAMATI | 1,000 acres | USD 1.10B	Lakefront hospitality, boating, waterfront leisure, convention/events, cultural centres and crafts; lake ecology safeguards.
KHAGRACHHARI | 1,000 acres | USD 0.85B	Family and nature tourism, agro-tourism, green enterprise, training and education, local food and handicraft processing.

Integrated facilities—not identical replication

Each district receives suitable roads, renewable-energy and water systems, wastewater treatment, waste management, digital connectivity, safety and medical access. High-capital attractions (major theme park, grand fountain, large hospital, helicopter fleet) are located selectively only where engineering, environmental review and visitor demand support them.

Land and landscape principles

The 1,000-acre figure is a planning envelope per district, not a commitment to clear or build upon every acre. Prioritise existing disturbed land, low-impact clustered development, slope stability, watershed protection, forest conservation and landscape-sensitive architecture. No involuntary displacement; respect applicable land and customary rights.

PEOPLE FIRST | JOBS, CULTURE & COMMUNITY PROSPERITY



Locally led economic inclusion

The region includes diverse communities such as Chakma, Marma, Tripura, Tanchangya, Mro, Bawm, Khumi, Chak, Khyang, Pankho and Lushai, alongside Bengali residents. Community engagement must reflect distinct languages, livelihoods, priorities and customary institutions; cultural participation is voluntary and fairly compensated.

Programme	Practical delivery mechanism
Jobs and skills	Three tourism/technical academies; hospitality, English, digital, engineering, safety, guiding and management pathways.
Local businesses	Reserved opportunities for qualifying local vendors, craft cooperatives, food suppliers, transport, maintenance and tourism operators.
Women and youth	Scholarships, safe employment, enterprise mentorship, targeted procurement and leadership programmes.
Culture and exchange	Community-managed heritage centres, language preservation, festivals, artisan markets and national/international exchange.
Shared local benefits	Consider a negotiated community development fund and transparent local procurement and hiring reporting.

Indicative social targets — to be tested

15,000–25,000 direct operational jobs; 25,000–40,000 indirect/self-employment opportunities; 30,000+ trainees within five years; 1,500+ locally led enterprises. Aim for 70%+ local participation in suitable jobs as skills and fair recruitment permit. These are programme aspirations, not validated forecasts; permanent and construction employment must be reported separately.

DELIVERY, INVESTMENT & INVESTOR PARTICIPATION



Parallel delivery programme | 3–4 years

Workstream	All three districts proceed simultaneously
Months 0–12	Community consultation; land/legal due diligence; ESIA and slope studies; master planning; anchor investors; enabling roads/utilities; start training.
Months 10–24	Concurrent construction of priority hotels, visitor attractions, community facilities, utilities and local commercial clusters.
Months 22–36	Phased openings; operational recruitment; transport links; national/international tourism marketing; supplier integration.
Months 34–48	Commission remaining approved assets, test operations, hand over systems and establish long-term governance.

Indicative capital structure (USD 3.0B programme envelope)

Tourism, hospitality, attractions & commercial assets	USD 2.25–2.40B (75–80%)
Enabling infrastructure, skills, culture & community services	USD 0.60–0.75B (20–25%)

Potential investors may fund individual hotels, eco-resorts, mobility systems, entertainment assets, commercial centres, training institutions or utilities via transparent concession, lease, joint-venture or project-finance structures. Government and development partners may participate in qualifying public and social infrastructure. No specific investor, approval or public financing is presumed.

Financial viability and safeguards

A programme-wide payback or IRR is NOT yet established. Each bankable subproject requires demand analysis, land and access costs, capex, operating model, tax/financing assumptions, environmental and social impact assessment, and sensitivity testing. Special Hill Tracts institutions, applicable councils, customary rights holders and affected communities must participate meaningfully in planning and benefit-sharing.

Concept-stage investor brief | Illustrations are conceptual and not approved site designs. Programme scope, cost, timing and jobs are subject to detailed feasibility and stakeholder consent.

HILL TRACTS | LANDSCAPE & DISTRICT VISION

THREE DISTINCT TOURISM DISTRICTS — INTEGRATED DEVELOPMENT VISION



NATURAL HILLY TERRAIN — THE LANDSCAPE TO PRESERVE



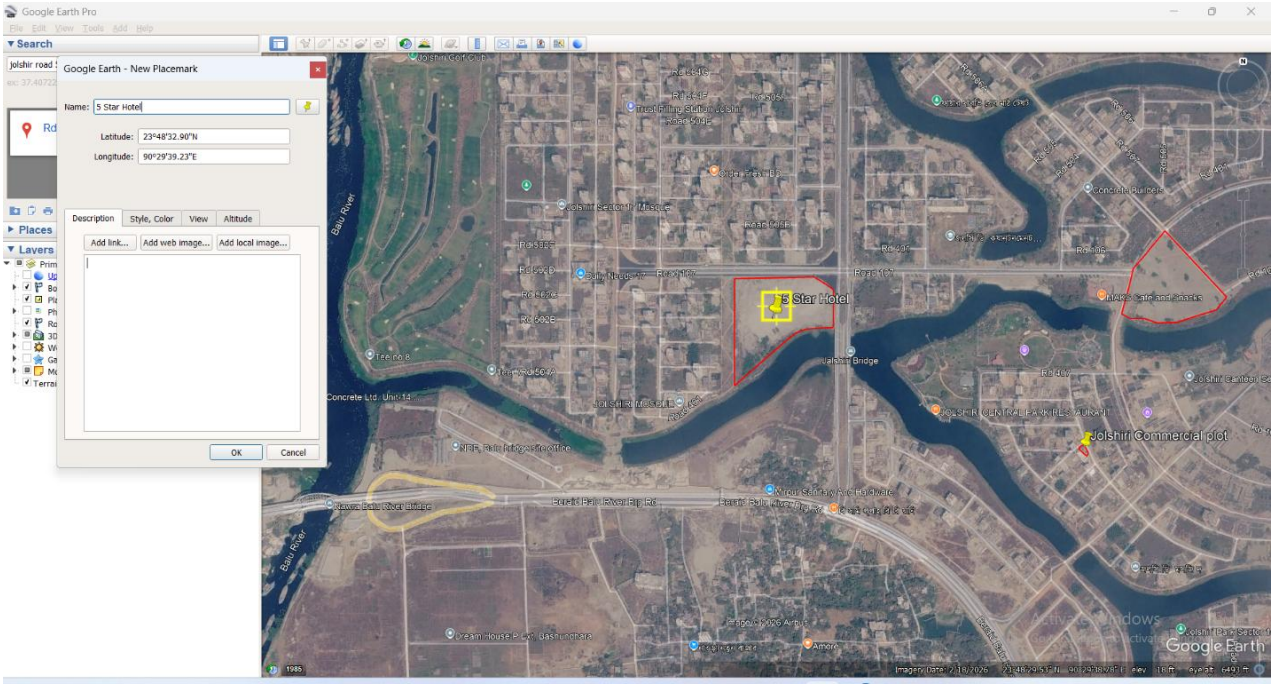
Concept images for investment discussion only. Actual development footprints, land access and facilities remain subject to community consultation, environmental assessment and statutory approvals.

D Tourism, Hospitality & Creative Economy

PROJECT 18

Jolshiri Lakefront Grand Hotel & Resort

A proposed 45-storey international five-star waterfront hotel, convention and integrated resort destination.



A DISTINCTIVE HOSPITALITY & CONVENTION LANDMARK

The proposal envisages a curved 45-storey hotel tower on a 7.23-acre waterfront site in Jolshiri, combining luxury accommodation, major event facilities, resort amenities and an activated lakefront. The project is intended to attract corporate, diplomatic, leisure, wedding and meetings, incentives, conferences and exhibitions (MICE) demand.

Proposed site	7.23 acres / 437.55 katha
Hotel tower	45 storeys; approximately 414 keys
Indicative built-up area	Approximately 2.9 million sq ft
Waterfront	Approximately 817 ft of lake frontage
Development horizon	Indicative 36 months, subject to feasibility

CORE DEVELOPMENT COMPONENTS

A landmark curved-glass tower; five-level podium for conference, retail and leisure uses; three basement levels for parking and services; lakefront promenade; landscaped event lawns; floating dining; and a signature rooftop sky lounge.

PROJECT 18 / DESTINATION & OPERATING CONCEPT

A Year-Round Waterfront Destination



INTEGRATED HOSPITALITY PROGRAMME

Luxury accommodation	414 proposed rooms and suites, including executive and presidential accommodation
Meetings & events	Grand ballroom for approximately 2,000 guests and conference facilities for up to 1,000 delegates
Lifestyle & wellness	Spa, fitness, pools, premium dining and a sky lounge
Waterfront leisure	Promenade, dining pavilions, event lawns, amphitheatre and potential marina deck

DIVERSIFIED OPERATING REVENUES

Potential income streams include room revenue, food and beverage, conferences, corporate events, weddings, retail leasing, wellness, curated waterfront experiences and premium dining. A qualified international hotel operator could be engaged through a negotiated management, franchise or partnership structure.

ARCHITECTURE & RESILIENCE

The proposal identifies deep foundations, a reinforced structural core, energy-efficient glazing, waterfront retaining and drainage measures, and integrated mechanical systems. These remain conceptual and require geotechnical, seismic, wind, flood, environmental and lake-edge engineering studies.

PROJECT 18 / INVESTMENT RETURNS & PAYBACK

Indicative Investment Case

Indicative figures from the original concept proposal; returns are not guaranteed and remain subject to independent feasibility and financial modelling.

INVESTMENT REQUIREMENT & STABILIZED PERFORMANCE

Financial measure	USD	BDT crore
Developer CAPEX (cash investment)	450.00 million	5,400.00
Proposed land contribution (non-cash)	127.61 million	1,531.42
Combined indicative asset value	577.61 million	6,931.42
Stabilized annual gross revenue	135.00 million	1,620.00

Financial measure	USD	BDT crore
Stabilized annual NOI/GOP (42% margin)	56.70 million	680.40

RETURN INDICATORS & TIMING

Indicator	Indicative result
Annual operating yield on developer CAPEX	12.6% = USD 56.7m / USD 450m
Simple stabilized payback (excluding construction)	7.9 years = USD 450m / USD 56.7m
Payback from project commencement, ramp-up included	About 12.1 years (undiscounted)
Construction and commissioning	36 months; operations from Year 4
Full operational stabilization	Year 8 (source assumption)

FORECAST OPERATING REVENUE & PAYBACK

Original operating forecasts imply approximately 7.9 stabilized operating years for simple CAPEX payback (USD 450m / USD 56.7m). Including the proposed 36-month construction period and early operating ramp-up, indicative undiscounted payback is approximately 12.1 years from project commencement.

Important: Operating earnings are not distributable cash flow. Figures exclude tax, financing costs, debt service, major replacements and negotiated landowner/operator shares. Investor equity IRR and post-tax payback require a bankable model.

D Tourism, Hospitality & Creative Economy

PROJECT 19

Jolshiri Amusement Park & Waterfront Esplanade

A 44-acre integrated family entertainment, waterfront recreation and hospitality destination in Sector 12, Jolshiri Abashon, Dhaka, proposed as a joint-venture development with the Bangladesh Army.



INVESTMENT	DEVELOPMENT SITE	DELIVERY	PROJECT STRUCTURE
USD 200 million	44 acres	36 months	JV / PPP / strategic operator

The Investment Opportunity

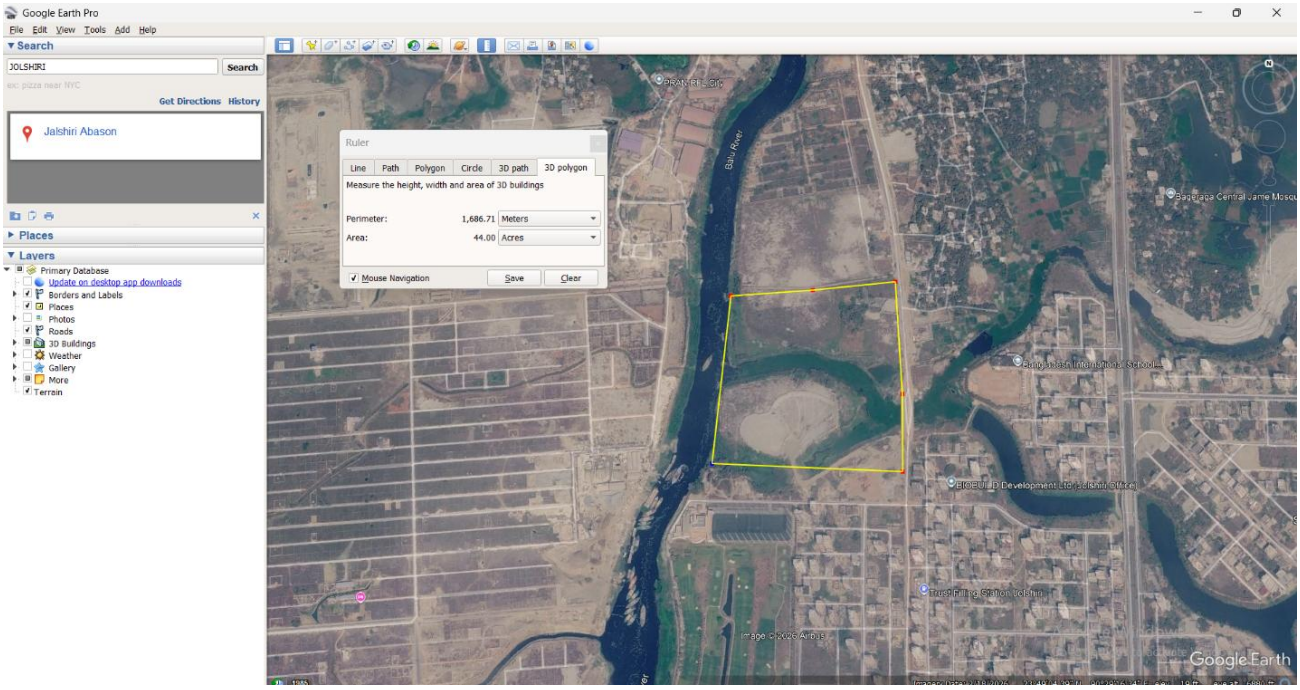
The development combines an active amusement gateway, a themed family island, a 15.05-acre recreational canal and waterfront esplanades. The visitor experience includes a landmark 60-metre observation wheel, family roller coaster, musical fountain, water taxis, floating dining pavilions, sky diving experience (air tunnel) and a 1,200-seat amphitheatre.

Principal Development Components

Component	Proposed scope
Amusement and family zones	19.85 acres; rides, play attractions, events and food courts
Waterfront and promenades	15.05-acre canal; 3.45 acres of green walkways
Access and parking	Three pedestrian arch bridges; parking for ~677 vehicles
Infrastructure	Utilities, wastewater treatment, security and EV charging

The site is envisaged as a premium year-round leisure destination serving residents, domestic tourists, corporate events and visiting families. Land contribution, project rights and operating arrangements will be defined in a negotiated JV/PPP framework.

PROJECT 19 | DELIVERY & CAPITAL PROGRAMME



Turnkey Capital Allocation

Investment package	USD million
Canal excavation, hydrology and bank protection	32
Civil structures, walkways and bridges	38
Mechanical rides and foundations	55
Landscape, hardscape and water features	27
Parking and permeable surfaces	12
Smart utilities, wastewater and electrical grid	13
Design, certifications, project management and reserve	8
Air Tunnel	15
TOTAL TURNKEY CAPEX	200

Three-Phase Construction Programme

Period	Development priorities
Months 1–12	Canal engineering, shoreline protection, parking and ride foundations
Months 13–24	Bridges, gateway buildings, retail shells, walkways and utilities
Months 25–36	Ride assembly, landscape completion, testing and safety certification

Commercial opening is targeted following the 36-month construction programme and completion of independent safety and operating approvals. Engineering specifications—including soil bearing capacity, sheet-pile depth and ride foundations—will be verified by site investigations and detailed design.

PROJECT 19 | FINANCIAL OUTLOOK & INVESTOR PARTICIPATION

The proposed revenue platform integrates admissions, attraction tickets, food and beverage, retail leasing, corporate events, sponsorship, waterfront recreation and parking. A specialist amusement-park operator may participate in design, commissioning and long-term management.

Source-proposal financial indicator	Planning target
Investment required (developer CAPEX)	USD 200 million

Source-proposal financial indicator	Planning target
Indicative land contribution	USD 244 million; subject to valuation
Total indicative project value	USD 444 million incl. land
Stabilized annual revenue	USD 73.5 million
Stabilized annual EBITDA	USD 36.75 million
Stabilized operating yield (EBITDA / CAPEX)	19.9% per year; not net ROI
Target USD project/equity IRR (source)	16.2%; subject to validation
Target BDT equity IRR (source)	21.8%; different currency basis
Source-projected NPV	USD 62.5 million; discount rate unverified
Target debt-service coverage (DSCR)	1.85x; financing model unverified
Simple EBITDA/CAPEX recovery	5.0 stabilized operating years; excludes ramp-up
Cash-flow payback from project start	During Year 10 on stated cash-flow rows
Construction / commissioning	36 months

Investment and Partnership Framework

Potential participants include infrastructure and leisure investors, amusement operators, ride manufacturers, hotel and hospitality partners, and financial institutions. The proposed JV may combine a negotiated land-use contribution with private financing, specialist operating expertise and agreed commercial revenue-sharing arrangements. The land title, tenure, valuation, approvals and risk allocation will be established through formal agreements.

Environmental & Social Design

The master plan integrates shoreline stabilization, bioswales, porous parking, wastewater treatment, efficient lighting and waterfront landscape buffers. Independent environmental assessment, ride certification, fire and life-safety approvals, and canal-water management are required before implementation.

Investor Invitation

Khatak Academy Bangladesh invites strategic investors, developers and international leisure operators to explore project structuring, detailed feasibility, investment financing and phased implementation of this destination-scale recreation asset.

INVESTOR FINANCIAL NOTE | Operating yield is EBITDA divided by development CAPEX, not after-tax ROI. The source cash-flow rows sum to USD −10.30M at Year 9 and +26.45M at Year 10; thus payback occurs during Year 10, not the Year 8–9 stated in its summary. IRR, NPV, land value, financing costs and net investor returns require independent validation.

D Tourism, Hospitality & Creative Economy

PROJECT 20

Bangladesh International Film, Media & Creative Economy City

Transforming the existing approximately 105-acre Film City at Kabirpur/Kaliakoir, Gazipur into an international production, digital-content, technology and creative-industry hub.

Investment proposition

The programme aims to position Bangladesh as a competitive South Asian destination for domestic and international film, television, OTT and advertising production, while building export capabilities in VFX, animation, post-production and digital media. It combines studio infrastructure, technology, talent development, equipment services and visitor attractions within a commercially managed campus.

Integrated development components

Production campus	Sound stages, large-format stages, green-screen facilities, water/action stages, production offices and outdoor shooting areas
Permanent backlots	Historical Bengal, Old Dhaka, rural, heritage, modern-city and adaptable international street sets
Creative technology	LED virtual production, motion capture, real-time rendering, 3D scanning, VFX, animation and post-production
Content and skills	OTT and digital-media production, film academy, technical training and co-production facilitation
Commercial ecosystem	Equipment rental, film tourism, museum, restaurants, retail, festivals and convention facilities

International market orientation

Target markets include India, the Middle East, China, Japan, Korea, Southeast Asia, Europe, the United Kingdom, the United States and Australia. Partnerships would be sought with studios, OTT platforms, production houses, distributors, technology providers and investors.



Development strategy and market access

Phase 1 — Feasibility and anchor tenants: confirm site control, land-use rights, demand, studio requirements, utility loads, environmental and social impacts, investor appetite and anchor studio/OTT interest. Prepare a bankable master plan and phased business case.

Phase 2 — Core production and technology: build priority sound stages, production services, utilities, initial backlots, post-production facilities, virtual production and the film academy. Commission the facilities in stages to generate early bookings.

Phase 3 — Creative economy expansion: scale international co-production services, VFX and animation exports, film tourism, festival/convention facilities and complementary commercial uses based on demonstrated demand.

Nationwide cinema and exhibition initiative

The source concept also envisages 50–60 high-quality cinema halls/theatres throughout Bangladesh. These should be assessed as a separately phased exhibition network, potentially with local operators, mall developers and regional investors. Cinema demand, site selection, attendance and film distribution agreements must be independently validated.

Commercial revenue opportunities

Film City operations	Stage and backlot hire; production offices; location services; equipment rental
Technology and media	Virtual production, editing, VFX, animation, dubbing, subtitling and content services
Education and tourism	Academy fees, professional training, film tours, events, festivals and commercial leases
Cinema network	Admissions, food and beverage, advertising, events and venue rental (subject to separate models)

Economic and social benefits

Potential benefits include creative-industry employment, internationally marketable technical skills, foreign production expenditure, media-services exports, SME supply chains, tourism, technology transfer and government revenues. These outcomes are strategic objectives rather than quantified forecasts.

Delivery and governance

A dedicated project company or approved PPP/JV may manage development, procurement, operator contracts and investor reporting. Independent feasibility studies, environmental and social safeguards, transparent procurement, audited accounts, appropriate insurance and milestone-based financing are recommended. Any public asset contribution requires the relevant owner’s consent and statutory approvals.

Indicative investment framework — USD

The source proposal does not contain a verified capital budget. The following is a preliminary planning scenario created for investment discussions, not a quotation, approved project cost or forecast of committed funding.

Film City studio, backlots, campus infrastructure	USD 165 million
Virtual production, VFX, animation and post-production	USD 70 million
Film academy, equipment rental and commercial/visitor facilities	USD 45 million
Design, project management and contingency	USD 70 million
Film City planning subtotal	USD 350 million
Optional 50–60 cinema network — separate planning allowance	USD 150 million
Combined illustrative programme envelope	USD 500 million

The optional cinema allowance averages approximately USD 2.5–3.0 million per cinema at 50–60 venues; this is an early-stage assumption and may not cover premium sites, land acquisition or large multiplexes. Land value, taxes, financing charges, operating losses during ramp-up and other site-specific costs require separate assessment.

Financing and investor participation

The investment structure remains open: strategic studio equity, foreign direct investment, project finance, institutional capital, technology partnerships, equipment leasing, PPP/JV arrangements and separately financed cinema developments may be considered.

Investor economics and diligence

A reliable ROI, IRR, NPV or payback cannot yet be stated. The financial model must be built from independent stage-utilization forecasts, international production bookings, rental tariffs, equipment demand, VFX/OTT service contracts, cinema attendance and operating costs. Key sensitivities include anchor-client commitments, foreign-exchange exposure, energy reliability, capital intensity, content-market volatility and implementation timing.

Partnership invitation

The project welcomes international film studios, media and OTT companies, strategic investors, technology providers, financial institutions and co-production partners to explore a phased, internationally competitive creative-economy platform in Bangladesh. Diplomatic

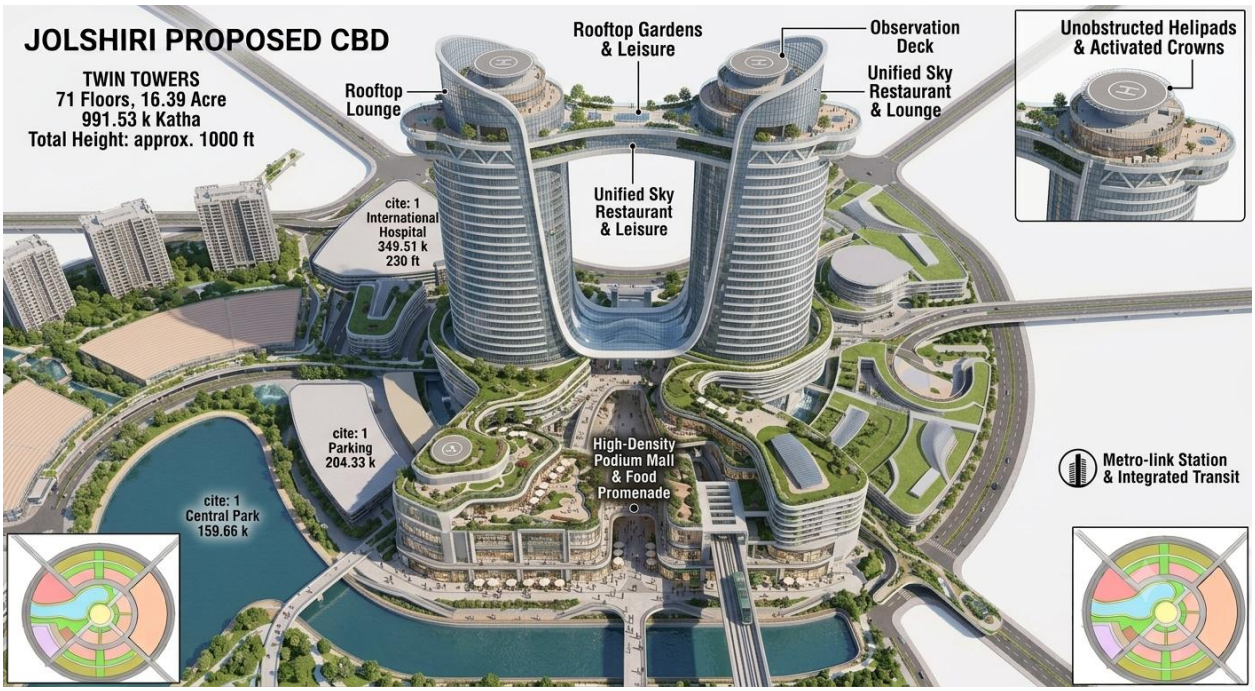
Project status: Concept proposal for partner engagement; all site rights, costs, permissions, financing and returns remain subject to confirmation.

E Urban Development & Commercial Real Estate

PROJECT 21

Jolshiri Icon Twin Towers & Waterfront Empire

A proposed landmark destination for business, commerce, leisure and waterfront urban life



A NEW COMMERCIAL LANDMARK FOR BANGLADESH

Conceived for Sector 12 of Jolshiri Central Business District, this flagship proposal combines two 71-storey commercial towers with a vibrant retail podium, destination dining, entertainment and landscaped waterfront public spaces. Its ambition is to create a recognizable address for international enterprise and a year-round urban destination.

16.39 acres Proposed site	2 × 71 Landmark towers	~14.5M sq ft Concept built-up area
6 levels Retail and leisure podium	4 basements Parking and services	36–48 months Indicative delivery

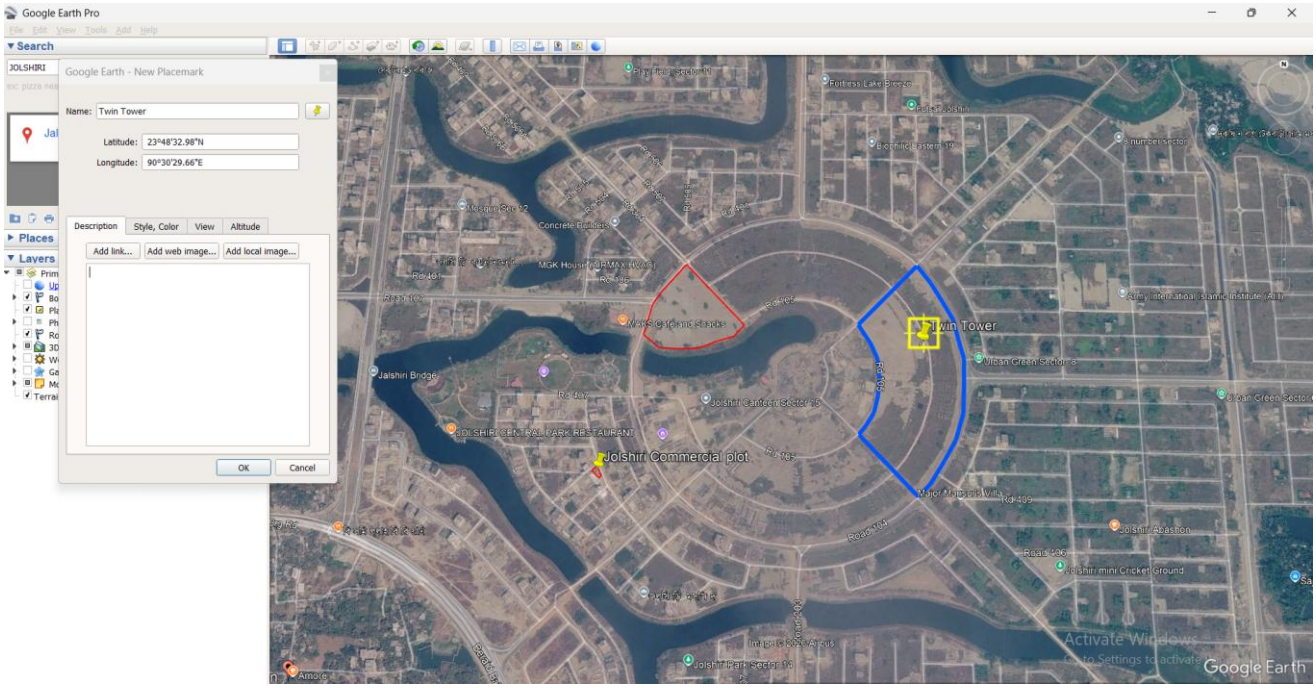
THE DESTINATION CONCEPT

Grade-A offices, flagship retail, leisure attractions, a skybridge and revolving restaurant are planned as mutually reinforcing uses. The waterfront setting is intended to improve the visitor experience and broaden the project's commercial appeal. All dimensions and components remain subject to design, demand studies and statutory approval.

PROJECT 21 / COMMERCIAL CASE

Investment & Revenue Architecture

Multiple income streams, landmark positioning and a structured development partnership



INDICATIVE INVESTMENT PROFILE

USD 3.14B Developer CAPEX	USD 289.2M Proposed land contribution	16.8% Target IRR — proposal
7.5 years Projected break-even	USD 933M Mature annual revenue	USD 607M Mature annual NOI

PROPOSED PARTNERSHIP STRUCTURE

The concept envisages a joint-venture or PPP-style arrangement, with the 16.39-acre site potentially contributed as non-cash equity by the relevant land authority and private partners providing development capital, technical capability and operating expertise. Land rights, valuation, authority participation, financial terms and legal structure require formal negotiation and verification.

DIVERSIFIED REVENUE ENGINE

Commercial leasing and Grade-A office occupancy would be complemented by retail, dining, entertainment, destination attractions, parking, facility services and premium hospitality-oriented experiences. An anchor-tenant and operator strategy will be essential to validate achievable rents, occupancy, operating margins and absorption.

Financial caution: all investment, revenue, IRR and break-even figures are concept-stage projections drawn from the project proposal—not verified returns or investment guarantees.

PROJECT 21 / DELIVERY & IMPACT

From Vision to Bankable Investment

Engineering discipline, climate resilience and credible investor safeguards



ENGINEERING & SUSTAINABLE DESIGN

The proposed development incorporates deep foundations, waterfront-edge protection, high-rise structural and wind-response systems, integrated MEP and parking infrastructure, landscaped public realm and water-sensitive design. Detailed studies must test soil conditions, flood and drainage performance, seismic and wind safety, fire protection, evacuation, energy use and long-term maintenance.

PRIORITY INVESTOR-READINESS ACTIONS

01 Confirm land rights and JV framework	02 Commission independent market feasibility	03 Validate geotechnical and structural design
04 Complete environmental and social reviews	05 Build auditable financial model	06 Secure approvals and anchor partners

VALUE BEYOND THE SKYLINE

The project could stimulate skilled construction employment, business services, tourism activity, local supply chains and a high-quality public waterfront destination. Potential alignment includes SDG 8 (decent work), SDG 9 (infrastructure), SDG 11 (sustainable cities), SDG 13 (climate action) and SDG 17 (partnerships), subject to measurable delivery commitments.

INVITATION TO STRATEGIC PARTNERS

Khatak Academy welcomes exploratory dialogue with institutional investors, developers, financiers, commercial operators and engineering partners interested in undertaking due diligence and shaping a commercially viable investment consortium. This is a proposed opportunity, not an approved offering.

E Urban Development & Commercial Real Estate

PROJECT 22

Purbachal International Smart City

71 iconic towers • Integrated urban district • Landowner JV + international capital



71 **PROPOSED TOWERS**	**71** **STOREYS EACH**	**≈120** **ACRES — BASE CASE**	**24,140** **PLANNED APARTMENTS**

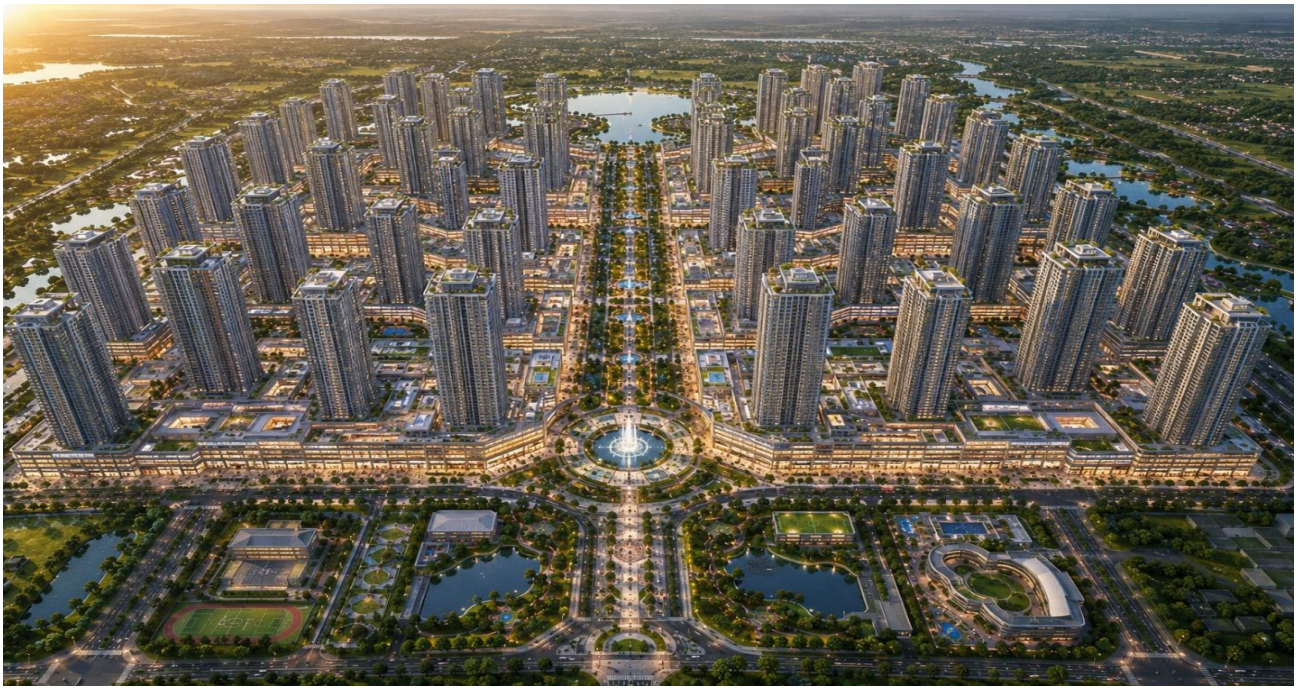
A NEW URBAN DISTRICT FOR GREATER DHAKA

Purbachal International Smart City (PISC) proposes a landmark, high-density mixed-use community within the Purbachal growth corridor, integrating premium residences, commercial podiums, offices, hospitality, landscaped public spaces and smart utilities. The concept envisages phased development with private landowner participation and international investment. Indicative total development cost is approximately USD 25 billion; proposed initial funding is capped at USD 5 billion, with later phases supported by customer receipts and market financing.

THE DEVELOPMENT VISION

A connected district organised around a central boulevard, activated three-level retail podiums, four basement levels, community amenities, walkable public spaces and energy-efficient buildings. Architectural illustrations are indicative and require detailed design validation.

PROJECT 22 / MASTERPLAN & COMMERCIAL PROGRAMME



ILLUSTRATIVE MASTERPLAN

The proposal combines residential tower clusters with a retail-and-lifestyle spine, business and hospitality functions, community facilities and green space. The original concept assumes 68 residential floors per tower, five/six apartments per floor, and an average apartment size of about 2,200 sq ft.

7.1M **SQ FT COMMERCIAL**	**4** **BASEMENT LEVELS**	**3** **RETAIL PODIUM LEVELS**



REVENUE GENERATION & PARTNERSHIP ROUTES

Potential income streams include residential sales, retail and office space, hospitality, serviced accommodation and long-term asset operations. The proposed structure combines landowner joint ventures, FDI, institutional capital and phased presales, subject to legally enforceable agreements and market testing.

PROJECT 22 / INVESTMENT & IMPLEMENTATION

INDICATIVE DEVELOPMENT COST & FUNDING STRATEGY

~ USD 25B **TOTAL DEVELOPMENT COST**	**UP TO USD 5B** **INITIAL FUNDING CEILING**	**BDT 722,100 Cr** **SOURCE GROSS REVENUE**

The proposed funding strategy targets up to USD 5 billion of initial externally mobilised capital against an approximately USD 25 billion total development cost. Customer bookings, instalments and sales proceeds, supplemented by market financing where needed, would progressively fund later phases. The approximately USD 20 billion balance is a cumulative funding need over development, not an upfront investor contribution. A phased cash-flow model must test sales absorption, collection timing, construction payments and any bridging finance; the USD 5 billion ceiling is a proposed strategy, not independently verified funding sufficiency.

PROPOSED LANDOWNER JOINT VENTURE

The source model assumes an initial land requirement of approximately 120 acres, potentially expandable, with landowners receiving signing consideration and apartment allocations against eligible plots. The proposed signing consideration is BDT 2.0–2.5 crore per five-katha plot, subject to negotiation; neither land assembly nor landowner consent is established by the concept.

FIVE-PHASE DELIVERY FRAMEWORK

01 / YEARS 1–3 — Feasibility, land assembly, planning, infrastructure and first five towers.

02 / YEARS 3–6 — Additional towers, commercial activation and early occupancy.

03 / YEARS 6–10 — Expansion of residential, business and community facilities.

04 / YEARS 10–15 — Further residential clusters and district-wide amenities.

05 / YEARS 15–20 — Remaining towers, operational stabilisation and completion.

CRITICAL CONDITIONS BEFORE INVESTMENT

Confirm RAJUK land-use permissions, FAR, permissible height, plot amalgamation, BNBC fire and structural compliance, utilities, traffic access, environmental and social safeguards, land title and legally binding JV deeds. Government planning for Purbachal does not itself confer rights or approval for this private concept.

INVESTMENT ENGAGEMENT

Khatak Academy welcomes preliminary discussions with developers, landowners, financial institutions and technology partners. Project scale, capital structure, design and returns remain subject to feasibility, formal agreements and all applicable approvals.

E Urban Development & Commercial Real Estate

PROJECT 23

District Central Business & Family Markets

A nationwide programme of landmark district-level retail, dining, leisure and family-entertainment destinations, designed to modernize local commerce while creating investable commercial real estate.



Architectural concept: District Square, evening panoramic view (source illustration)

Programme at a Glance

Nationwide ambition	One integrated market destination in each of 64 districts
Initial delivery	Pilot cluster of 8–10 districts; expansion subject to demand
Typical site concept	10–15 bigha (approximately 3.3–5.0 acres), as shown in source concept
Initial built form	Basement parking + ground floor + 1–2 upper floors
Future provision	Structural/approval strategy for possible expansion up to 10 floors
Investment model	Landowner/developer joint venture, PPP or private real-estate investment

The source concept emphasises a central water lane, commercial blocks, affordable shop ownership, food streets, a family play zone, amphitheatre, landscaped public space, and secure underground parking. Land rights, local building limits and final facility mix will be determined district by district.

PROJECT 23 | DESIGN & ROLLOUT

A Modern District Landmark



Source illustration: central plaza, commercial frontage and future vertical expansion

Each district market is planned as an integrated destination combining small, medium and anchor retail units; restaurants and cafés; family entertainment; cultural events; landscaped open spaces; essential services; and separate parking, loading and delivery circulation.

Phased Implementation

Phase I | Pilot	8–10 selected districts; secure sites, validate footfall, launch demonstrator markets
Phase II | Regional expansion	Additional districts selected on commercial viability and infrastructure readiness
Phase III | Nationwide coverage	Progressively extend to all 64 districts; expand successful sites where permitted

Development & Commercial Structure

The development company may sell selected shop units, lease anchor and smaller units, operate parking and event spaces, and retain recurring income from food courts, advertising, services and managed facilities. A district-specific special-purpose vehicle may separate each investment and its cash flows.

Site selection will prioritise accessibility, catchment population, public transport links, utilities, flood resilience, property rights and affordability for local traders. Future 10-storey expansion is a design aspiration—not a permitted or guaranteed development right.

PROJECT 23 | INVESTMENT & RETURNS

Illustrative Investment Planning

The source material provides architectural concepts but does not include a priced bill of quantities, operating forecast or investor financial model. The figures below are explicit screening assumptions to support initial WIF discussions; they are not source-approved budgets.

Illustrative development cost per district	USD 20–30 million (scenario range; excluding land where contributed)
Reference planning case	USD 25 million per district
Pilot cluster | 8–10 districts	USD 200–250 million at reference cost
Full 64-district programme	USD 1.60 billion at reference cost

Illustrative development cost per district	USD 20–30 million (scenario range; excluding land where contributed)
Full-programme range	USD 1.28–1.92 billion, before land and financing adjustments

Indicative Return Screening — Not a Financial Forecast

Illustrative annual stabilized NOI / invested CAPEX	8% / 10% / 12% screening scenarios
Annual NOI on USD 25M district cost	USD 2.0M / 2.5M / 3.0M respectively
Simple NOI/CAPEX recovery	12.5 / 10.0 / 8.3 stabilized operating years
Investor IRR / NPV / debt coverage	To be established through district-level feasibility and financing models

NOI is net operating income before financing and taxes. The simple recovery figures exclude construction, occupancy ramp-up, reinvestment, debt service and exit proceeds; they must not be represented as equity ROI or investor payback. Unit sales could alter the economics materially and require a separate sales-and-lease cash-flow model.

Investor Participation & Next Steps

Khatak Academy Bangladesh invites real-estate developers, institutional investors, retail operators and financing partners to structure pilot-market SPVs, validate commercial demand, secure land and statutory approvals, and commission independent design, costing and financial feasibility studies. Subsequent district investments will be released progressively against demonstrated commercial performance.

INVESTMENT DISCLOSURE | Concept-stage proposal. No land allocation, approvals, donor funding, financial returns or investor commitments are implied. All figures and phasing require independent verification.

F Infrastructure Development & Investment Platforms

PROJECT 24

Bangladesh Infrastructure & Construction Group

An integrated national engineering platform with regional ambitions



BUILDING AN INFRASTRUCTURE DELIVERY CHAMPION

Bangladesh Infrastructure & Construction Group (BICG) is proposed as a privately led, integrated engineering, procurement and construction (EPC), infrastructure and project-development enterprise. It seeks to combine project origination, engineering, construction delivery, financing partnerships and selected asset operations in one scalable platform.

INITIAL CAPITAL BASE	PROPOSED 3-YEAR PIPELINE	10-YEAR PORTFOLIO
USD 2 billion	USD 5 billion	USD 50 billion

CORE BUSINESS CAPABILITIES

Buildings and urban developments • highways, bridges and transport infrastructure • airports and ports • industrial parks and logistics hubs • hospitals and tourism destinations • public-private partnerships and asset development.

INVESTMENT THESIS

A well-capitalised platform could participate across multiple project types rather than depend on one contract or development. Its proposed advantages are equipment capacity, qualified engineering teams, project controls, international technical alliances and diversified contracting and asset-based revenue.

PROJECT 24 / BUSINESS MODEL & DEVELOPMENT

AN INTEGRATED EPC PLATFORM

From project identification to delivery and long-term asset value



SIX COMPLEMENTARY OPERATING DIVISIONS

DIVISION	ILLUSTRATIVE ACTIVITIES
Construction & engineering	Commercial, residential, hospitality, hospital and industrial buildings
Transport & civil infrastructure	Roads, bridges, rail, airports, seaports and water systems
Industrial development	Economic zones, industrial parks, factories and logistics
Real estate & destinations	Mixed-use districts, smart communities and tourism projects
PPP & investment projects	Project origination, structuring and concession opportunities
Asset and facility services	Selected operations, maintenance and recurring service income

ILLUSTRATIVE INITIAL CAPITAL DEPLOYMENT — REVISED USD 2 BILLION FRAMEWORK

COMPONENT	USD MILLION
Equipment, fleet & digital plant	450
Project mobilisation & pre-construction	350
Working capital & contract delivery	350
Bonding, guarantees & liquidity reserve	300
Industrial yards, logistics & workshops	200
Digital engineering, BIM & technology	120
Talent, training & technical alliances	130
Corporate systems, governance & compliance	100
TOTAL INITIAL CAPITAL (USD MILLION)	2,000

Illustrative USD 2 billion deployment; not committed equity, secured debt or verified procurement costs.

PROJECT 24 / CAPITAL, DELIVERY & PARTNERSHIP

THE INVESTMENT & GROWTH ROADMAP

A phased route from Bangladesh operations to selective overseas EPC markets

PROPOSED THREE-YEAR PROJECT PIPELINE — USD 5 BILLION TARGET

SECTOR	USD MILLION
Industrial parks & productive facilities	1,000
Commercial & mixed-use districts	650
Housing & urban communities	600
Hospitals & social infrastructure	800
Tourism & hospitality assets	650
Transport, utilities & civil infrastructure	1,300
TOTAL 3-YEAR TARGET PIPELINE	5,000

FOUR-PHASE GROWTH STRATEGY

YEARS 1–3 • Build a staged USD 2 billion capital platform, delivery capability and partnerships; pursue a USD 5 billion project pipeline.
YEARS 4–6 • Scale EPC, SPVs and eligible PPP opportunities.
YEARS 7–10 • Expand regionally toward a USD 50 billion cumulative ten-year portfolio target.

POTENTIAL INVESTMENT & PARTNERSHIP STRUCTURES

Equity participation in the operating group; project-specific SPVs; equipment finance; working-capital and guarantee facilities; technical and EPC joint ventures; and, where appropriate, PPP or asset-level investment. All participation would require negotiated governance, risk allocation, financial covenants and contracts.

PRELIMINARY PERFORMANCE AMBITIONS

The revised targets are USD 2 billion initial capital, USD 5 billion three-year project pipeline and USD 50 billion cumulative ten-year portfolio. These are unverified planning ambitions, not secured funding, contracted backlog, revenue, profit or enterprise value. Delivery depends on staged capital, feasibility, procurement success and partner capacity.

PREREQUISITES & INVESTOR DISCLOSURE

Prerequisites include independently validated demand and pipeline, capital and cash-flow plans, financing and bonding, licensing, procurement compliance, audited controls, due diligence and binding contracts. No land, financing, concession, contract award or investor return is secured or guaranteed.

INVESTMENT PARTNERSHIP & CAPITAL STRUCTURING

STRUCTURING CAPITAL FOR BANKABLE DEVELOPMENT

FDI • Joint Ventures • PPP • SPV • Equity • Debt • Blended Finance

A flexible framework to connect global investors, strategic operators, development financiers and Bangladeshi project sponsors—matching each opportunity with an appropriate ownership, financing and risk-sharing structure.

PARTNERSHIP ROUTES | WHO PARTICIPATES & HOW

FDI / STRATEGIC INVESTMENT	Foreign sponsors invest in eligible Bangladeshi businesses or projects, subject to sector rules, registration and applicable approvals.
JOINT VENTURE (JV)	Local and international partners contribute land rights, capital, technology, expertise or market access under negotiated ownership and governance.
PUBLIC–PRIVATE PARTNERSHIP (PPP)	Where appropriate, government and private parties allocate responsibilities and risks through a formally approved, competitively structured arrangement.
SPECIAL PURPOSE VEHICLE (SPV)	A ring-fenced project company can hold agreed project rights, contracts, assets and financing obligations, subject to law and lender requirements.

CAPITAL STACK | COMPLEMENTARY FINANCING INSTRUMENTS

EQUITY & PREFERRED EQUITY	Sponsor, strategic investor and institutional capital; returns depend on agreed ownership and performance.
SENIOR / SUBORDINATED DEBT	Commercial banks, DFIs, export-credit or project lenders; pricing, security, covenants and repayment vary by project.
BLENDED & CATALYTIC CAPITAL	Concessional loans, grants, viability-gap support or technical assistance where eligibility and public-benefit objectives permit.
CREDIT ENHANCEMENT & OTHER ROUTES	Guarantees, political-risk cover, export-credit support, green/sustainability finance, leasing and capital markets where suitable.

FROM CONCEPT TO FINANCIAL CLOSE

01 Screen and prioritise → 02 Feasibility and ESG → 03 Land rights and approvals

04 SPV, JV or PPP terms → 05 Financial model and risk allocation → 06 Financial close

INVESTOR PROTECTION & EXECUTION DISCIPLINE

Terms should define ownership, governance, cash waterfalls, debt service, procurement, performance obligations, exit rights, dispute resolution and reporting.

IMPORTANT • These are indicative routes, not financing commitments. Each project requires verified land rights, feasibility, applicable approvals, safeguards, lender due diligence and binding agreements.

PROJECT DEVELOPMENT, GOVERNANCE & RISK MANAGEMENT

FROM PROJECT CONCEPT TO INVESTMENT-READY DELIVERY

Development • Governance • Approvals • Safeguards • Risk Allocation

A disciplined delivery framework for Khatak Academy's proposed investment portfolio—turning early-stage opportunities into verifiable, legally structured and professionally managed projects.

PROJECT DEVELOPMENT | FOUR EXECUTION GATES

01 / CONCEPT VALIDATION	Define demand, strategic fit, sponsor roles, beneficiaries and initial delivery options; reject or redesign weak propositions.
02 / BANKABLE FEASIBILITY	Test market, engineering, costs, revenue, funding, sensitivity, climate resilience and environmental/social impacts.
03 / LAND & LEGAL RIGHTS	Verify title, ownership, access, resettlement exposure and acquisition, lease or JV rights before financial commitment.
04 / TRANSACTION READINESS	Set procurement strategy, project contracts, risk allocation, investor due diligence, approvals and financial-close conditions.

GOVERNANCE & APPROVALS | ACCOUNTABILITY BY DESIGN

PROJECT / SPV GOVERNANCE	Clear sponsor and investor mandates; board oversight, reserved matters, delegated authority and audited reporting.
APPROVALS & PERMITS	Map applicable BIDA, PPP, planning, construction, environmental, land, tax, utility and sector-specific requirements.
PROCUREMENT & INTEGRITY	Competitive, documented procurement; conflict-of-interest controls, anti-corruption safeguards and contract monitoring.
STAKEHOLDERS & SAFEGUARDS	Consult affected communities; assess environmental, social, labour, safety and climate risks with grievance channels.

PROJECT LIFECYCLE | DECISION-GATED IMPLEMENTATION

01 CONCEPT & SCREENING → 02 FEASIBILITY / ESG → 03 LAND RIGHTS & PERMITS

04 INVESTOR TERMS & FINANCE → 05 DESIGN / PROCUREMENT → 06 DELIVERY & MONITORING

RISK MANAGEMENT & ASSURANCE

Maintain a live risk register with named owners, mitigation actions, escalation thresholds and periodic reporting. Apply independent technical, legal, financial and environmental review before major commitments; link disbursements to verified milestones and contractual controls.

IMPORTANT • Project sites, public-sector participation, permits, financing and returns are not secured by inclusion in this portfolio. Each proposal remains subject to legal eligibility, due diligence, stakeholder agreement and applicable Bangladeshi approvals.

SUSTAINABILITY, ESG, EMPLOYMENT & SOCIAL IMPACT

COMMON SUSTAINABILITY & SOCIAL IMPACT FRAMEWORK

Environmental stewardship • Responsible governance • Decent work • Inclusive growth

A common, project-adaptable approach to ensure that proposed investments pursue commercial value alongside measurable environmental protection, safe employment, community benefit and accountable delivery.

FOUR SHARED COMMITMENTS | APPLICABLE ACROSS THE PORTFOLIO

01 ENVIRONMENT & CLIMATE	**Screen environmental risks; prioritise resource efficiency, energy performance, water stewardship, waste reduction, biodiversity and climate resilience.**
02 PEOPLE & DECENT EMPLOYMENT	Create safe, fairly compensated jobs; provide training, local recruitment pathways, non-discrimination, worker voice and responsible supply-chain practices.
03 COMMUNITIES & INCLUSION	Consult affected people early; consider accessibility, affordability, gender inclusion, livelihood impacts, land-related concerns and grievance channels.
04 ETHICS & GOVERNANCE	Require transparent procurement, anti-bribery controls, clear accountability, independent oversight, data protection and timely disclosure of material risks.

PROJECT-SPECIFIC ESG SCREENING & SAFEGUARDS

Before investment approval, assess each project's environmental and social risk category; identify applicable Bangladesh legal requirements and, where financing requires, relevant lender safeguards. Commission EIA/ESIA and management plans where warranted; address land acquisition, resettlement, coastal or ecological sensitivities, construction safety and community health.

EMPLOYMENT & HUMAN CAPITAL | FROM JOB COUNTS TO JOB QUALITY

LOCAL OPPORTUNITY	**Prioritise transparent local hiring, apprenticeships, technical certification and SME supplier development, subject to required skills and procurement rules.**
WORKER PROTECTION	Track workplace incidents, training, working conditions, grievance resolution and contractor compliance; prohibit forced and child labour.
LASTING CAPACITY	Build partnerships with education and training providers; measure skills gained, retention and progression—not only projected headcount.

MEASURABLE IMPACT | BASELINE → TARGET → VERIFY → REPORT

Indicative portfolio KPI categories: greenhouse-gas emissions and energy intensity; water use and waste diversion; direct/indirect jobs and local hiring; workforce training and safety; women's participation; accessible services; local procurement; people reached; and grievances resolved. Establish project-specific baselines, targets, methods and reporting intervals during feasibility.

ACCOUNTABILITY • Each SPV or project company should assign ESG owners, maintain a corrective-action register and provide periodic investor reporting. Material incidents require prompt escalation and remedial action; external assurance may be used where proportionate.

IMPORTANT • Employment, emissions savings and social-benefit figures are aspirations until supported by verified studies, budgets and monitoring. This framework does not imply ESG certification, completed impact assessments, secured approvals or compliance with any particular lender standard.

INTERNATIONAL PARTNERSHIP OPPORTUNITIES

INTERNATIONAL PARTNERSHIP OPPORTUNITIES

Investors • Operators • Technology partners • Financing institutions

An open invitation to explore commercially sound, technically capable and responsible partnerships across Bangladesh's proposed 24-project development portfolio.

FOUR PARTICIPATION ROUTES | MATCH CAPITAL WITH CAPABILITY

01 EQUITY INVESTORS	Participate through sponsor equity, strategic stakes, joint ventures or project SPVs; agree governance, exits and return priorities.
02 OPERATORS & DEVELOPERS	Bring specialist design, construction, hospitality, industrial, healthcare, transport or asset-management capability.
03 TECHNOLOGY PARTNERS	Supply equipment, digital systems, licensing, R&D, workforce training and local technology-transfer arrangements.
04 FINANCE & DEVELOPMENT	Explore commercial loans, project debt, export credit, DFI participation, guarantees and eligible blended capital.

PARTNERSHIP MODELS | FLEXIBLE, PROJECT-SPECIFIC STRUCTURES

Potential arrangements include foreign direct investment (FDI), equity joint ventures, project-specific SPVs, concessions and PPPs where legally applicable, operating or management contracts, technology licensing, EPC delivery and long-term supply or offtake agreements. Structures will depend on feasibility, procurement rules and negotiated risk allocation.

PARTNER ENGAGEMENT | FROM EXPRESSION OF INTEREST TO AGREEMENT

INVESTMENT & JV	Project equity, minority or controlling stakes and consortium arrangements, subject to commercial and legal review.
OPERATING PARTNERSHIPS	Concessions, leases, O&M contracts, franchising, EPC and performance-based service agreements as appropriate.
CAPITAL MOBILISATION	Senior and subordinated debt, export finance, climate finance and risk-sharing instruments where eligible.

INVESTMENT READINESS | SCREEN → DILIGENCE → STRUCTURE → CLOSE

Indicative process: submit sector and project interest; exchange a non-confidential concept brief; execute confidentiality arrangements where needed; review feasibility, land status, permits, demand and risks; agree a term sheet and governance model; secure approvals and financing; then sign definitive agreements.

VALUE PROPOSITION • Investors contribute capital and oversight; operators bring market access and service expertise; technology partners support productivity and knowledge transfer; financiers help match tenor and risk to cash flows.

IMPORTANT • This is an invitation to exploratory dialogue, not an offer of securities or evidence of secured land, government endorsement, approvals or financing. Any transaction requires independent due diligence, applicable regulatory approvals and binding agreements.

SUSTAINABILITY & SDG ALIGNMENT

SUSTAINABILITY & SDG ALIGNMENT FRAMEWORK

Climate action • Renewable energy • Resilience • Social inclusion

Connecting the proposed Bangladesh investment portfolio with relevant UN Sustainable Development Goals (SDGs), national priorities and project-specific safeguards—without implying formal UN endorsement or certified impact.

FOUR PRIORITIES | FROM PROJECT DESIGN TO MEASURABLE OUTCOMES

01 CLIMATE & RESILIENCE	**Assess flood, cyclone, heat and coastal exposure; favour resilient siting, design, drainage and emergency readiness.**
02 CLEAN ENERGY & EFFICIENCY	Evaluate solar, electrification, efficient buildings, clean mobility and practical energy-saving measures.
03 NATURE & RESOURCES	Protect habitats and waterways; minimise waste, pollution and water stress through lifecycle planning.
04 PEOPLE & INCLUSION	Promote accessible services, decent work, skills, local livelihoods and meaningful community consultation.

SDG MAPPING | PROJECT-SPECIFIC, NOT AUTOMATIC

Potential links include SDG 7 (Affordable and Clean Energy), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), and, where relevant, SDGs 3, 4, 5, 6 and 14. Each project must justify its selected goals and indicators.

RESILIENCE & INCLUSION | DESIGN FOR BANGLADESH'S REALITIES

RENEWABLE ENERGY	**Assess rooftop and utility-scale solar, storage and grid integration where technically and commercially viable.**
CLIMATE-READY ASSETS	Integrate hazard screening, robust construction standards, adaptation budgets and business continuity.
EQUITABLE BENEFITS	Track opportunities for women, youth, persons with disabilities, local workers and small suppliers.

IMPACT MEASUREMENT | BASELINE → TARGET → MONITOR → DISCLOSE

Indicative indicators: renewable electricity generated or procured; energy and water intensity; lifecycle emissions; climate-risk screening; waste recovery; resilient infrastructure coverage; accessible services; women and youth trained or employed; and community grievance resolution. Use credible baselines, defined boundaries and independent review where appropriate.

IMPLEMENTATION • Project sponsors should assign sustainability leads, budget for mitigation and adaptation, engage affected communities, and report material risks and progress to investors and regulators.

IMPORTANT • SDG alignment describes intended contributions, not verified outcomes. No project is assumed to have land rights, permits, finance, environmental clearance or UN affiliation solely by inclusion in this portfolio.

INVESTOR ENGAGEMENT & PROJECT DEVELOPMENT ROADMAP

INVESTOR ENGAGEMENT & PROJECT DEVELOPMENT ROADMAP

From Expression of Interest • Through Due Diligence • To Financial Close

A clear, disciplined engagement pathway helps match international capital and expertise with investment-ready opportunities across Bangladesh's proposed development portfolio.

SIX ENGAGEMENT STAGES | FROM INTEREST TO COMMITMENT

01 EXPRESS INTEREST	**Investor identifies sector, project, intended role, investment range and preferred contact route; non-confidential summary is shared.**
02 SCREEN & ALIGN	Parties review strategic fit, sponsor capacity, project scope and indicative commercial assumptions; agree next steps.
03 CONFIDENTIALITY & DILIGENCE	Sign NDA where appropriate; provide controlled data-room access and commission independent technical, legal, ESG and financial reviews.
04 STRUCTURE & TERM SHEET	Agree indicative FDI/JV/PPP/SPV route, equity/debt mix, governance, risk allocation and conditions for proceeding.

TRANSACTION WORKSTREAMS | EVIDENCE BEFORE COMMITMENT

The workstreams advance in parallel: technical and market feasibility; site and land-title review; environmental and social assessment; regulatory mapping; investment structuring; financial modelling; and bankability testing. Scope and sequence depend on the project.

RESPONSIBILITIES | CLEAR ROLES AND ACCOUNTABILITY

05 APPROVALS & AGREEMENTS	**Secure site rights, relevant permissions and consents; negotiate and execute definitive project, investment and financing agreements.**
06 FINANCIAL CLOSE	Confirm committed funds and satisfy financing conditions; release investment according to agreed drawdown and controls.
AFTER CLOSE	Mobilise delivery teams, implement procurement and reporting, monitor ESG, milestones, budgets and performance.

FINANCIAL CLOSE | CONDITIONS PRECEDENT MUST BE SATISFIED

Financial close follows executed definitive agreements, confirmed equity and debt commitments, satisfaction or waiver of agreed conditions precedent, applicable approvals and legally effective security or project rights. An EOI or MoU alone does not constitute funding.

ENGAGEMENT PRINCIPLE • Khatak Academy facilitates international and national partnerships, investor engagement, project identification, development and investment mobilization. Depending on the project structure, Khatak Academy may act as a facilitator, development partner or direct project sponsor in collaboration with international investors. It may also engage Diplomatic World Institute (DWI) as a strategic partner to facilitate access to international investors, financial institutions and potential project financing. All partnerships, investment commitments and financing arrangements remain subject to due diligence, mutually agreed terms, regulatory approvals and formal agreements.

IMPORTANT • All opportunities remain preliminary. No project is represented as having secured land, approvals, government endorsement, binding finance or guaranteed returns unless separately documented and verified.

INVESTOR VALUE, RETURNS & CAPITAL RECOVERY

INVESTOR VALUE, RETURNS & CAPITAL RECOVERY

Commercial Returns • Capital Protection • Responsible Partnerships

The proposed portfolio offers multiple pathways for international capital to participate in productive, long-term development. Each opportunity will require a project-specific commercial case, independently tested assumptions and an agreed investment structure.

INVESTOR PARTICIPATION | COMMERCIAL VALUE CREATION

01 STRATEGIC EQUITY	**Direct investment or JV participation, with negotiated ownership, governance, dividends and potential long-term capital appreciation.**
02 PROJECT FINANCE	SPV-based debt and equity supported by forecast project cash flows, appropriate security and lender due diligence.
03 OPERATOR PARTNERSHIPS	Qualified operators or technology partners may contribute expertise, licences, equipment or management under agreed commercial terms.
04 REVENUE PATHWAYS	Potential sources include service charges, sales, leases, concessions, user fees and operating distributions, as appropriate to each project.

CAPITAL STRUCTURING | FIT-FOR-PURPOSE FINANCING

Project funding may combine sponsor equity, strategic FDI, project debt, development finance, export credit and eligible blended-finance instruments. Financing proportions, currency exposure, repayment terms and security packages must reflect independently assessed project cash flows.

RETURNS & RECOVERY | CONTRACTUAL CLARITY

05 CAPITAL RECOVERY	**Debt principal may be repaid from available cash flows; equity may be realised through dividends, negotiated buyouts, secondary sales or exits.**
06 INVESTOR PROTECTIONS	Define decision rights, reporting, audits, reserved matters, dispute resolution, transfer rights, currency risks and enforceable remedies.
07 BANKABILITY TEST	Assess demand, CAPEX/OPEX, taxes, sensitivity cases, DSCR, IRR, payback and downside scenarios before binding commitments.

INSTITUTIONAL SUPPORT | ELIGIBILITY & APPROVALS

Eligible projects may seek Bangladesh government and institutional facilitation, incentives, PPP support and infrastructure assistance. Investors may request sovereign or government-backed payment guarantees, credit enhancement and political-risk cover where legally available. Any support or guarantee requires assessment, negotiation and approval by the competent authorities.

PARTNERSHIP PRINCIPLE • Khatak Academy may originate, develop, facilitate or co-sponsor projects with investors. It may engage Diplomatic World Institute (DWI) and other partners to explore investor and financing introductions; any role or commitment requires separate agreement.

IMPORTANT • All investment values, returns, repayment horizons, support mechanisms and exit options are indicative until validated by feasibility studies, due diligence, financing agreements and applicable approvals.

YOUR VISION. YOUR EXPERTISE. OUR LOCAL DEVELOPMENT PARTNERSHIP.

WE INVITE INVESTORS TO BRING THEIR OWN VISION, PRIORITIES, EXPERTISE AND INVESTMENT INTERESTS TO BANGLADESH—WHETHER THE IDEA IS MATURE, EXPLORATORY OR STILL AT THE DRAWING-BOARD STAGE.

We adapt the development pathway to the investor's sector knowledge, risk appetite, commercial experience, investment capacity and preferred level of participation—not the other way around.

CONTACT • INSTITUTIONAL DETAILS

LET'S BUILD THE NEXT GENERATION OF OPPORTUNITIES

KHATAK ACADEMY • BANGLADESH | INTERNATIONAL INVESTMENT PARTNERSHIPS

Khatak Academy Bangladesh welcomes discussions with international investors, developers, technology partners and financial institutions seeking responsible, commercially viable opportunities in Bangladesh. Contact the project development team to begin a confidential discussion.

CONNECT WITH THE PROJECT DEVELOPMENT TEAM

INSTITUTION	Khatak Academy Bangladesh | Website: www.kabbd.org
CHAIRMAN & CEO	Mr. Abul Kashem Sheikh | Chairman & Chief Executive Officer | Official email: info@kabbd.org | Phone: +880 1795-265135
PROJECT DEVELOPMENT	Sayed Tanvir Zia Morshed | Country Director DWI and Khatak Academy and Coordinator, International Project Development | Email: bustanvir@gmail.com | WhatsApp: +8801714460632
OFFICE ADDRESS	251 Mirhajirbag, Gandaria, Dhaka-1204, Bangladesh

INSTITUTIONAL ENGAGEMENT | NEXT STEPS

Interested organisations are invited to identify their sectors and preferred participation routes. Upon mutual interest, the parties may arrange an introductory discussion, exchange appropriate project briefs and consider confidentiality, feasibility and due-diligence arrangements.

OUR PARTNERSHIP INVITATION

01 EXPRESS INTEREST	Share your organisation profile, sectors of interest, proposed role and indicative investment capacity.
02 DISCUSS THE OPPORTUNITY	Request a project briefing and agree the appropriate technical, commercial and confidentiality arrangements.
03 DEVELOP A PATHWAY	Subject to suitability, proceed to feasibility, partner selection, financing discussions and definitive agreements.

A COLLABORATIVE PATH TO INVESTMENT

Khatak Academy may facilitate, originate, develop or co-sponsor projects with suitable investors and project sponsors. Where mutually agreed, it may introduce Diplomatic World Institute (DWI) or other potential partners for international engagement and financing discussions.

INVITATION • Explore opportunities in infrastructure, energy, mobility, healthcare, education, industry, tourism and inclusive development. We welcome long-term partnerships built on transparency, sound governance and shared value.

PREPARATION NOTE | Prepared for Khatak Academy by Sayed Tanvir Zia Morshed with AI assistance. Despite review, errors or omissions may remain. Readers should independently verify information, estimates and projections before relying on them.

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KHATAK ACADEMY
BANGLADESH
PEOPLE • PARTNERSHIPS • PROGRESS

TOGETHER, WE BUILD THE FUTURE

Investing in Opportunities. Building Partnerships. Transforming Bangladesh.

Khatak Academy Bangladesh welcomes international investors, financial institutions, development partners and technology leaders to collaborate in transforming visionary projects into sustainable economic opportunities for a prosperous Bangladesh.



Thank You

KHATAK ACADEMY BANGLADESH

www.kabbd.org

WORLD INVESTMENT FORUM 2026
BANGLADESH INVESTMENT OPPORTUNITIES