31 Years of ICC in Bangladesh 1994-2025

ANNUAL REPORT
2025



Russia-Ukraine War:

Redefining Global Trade, Energy Security and Economic Stability

ICC Bangladesh

International Chamber of Commerce
The world business organization

About ICC Bangladesh

International Chamber of Commerce (ICC), The world business organization, founded in 1919 in the aftermath of the First World War when no world system of rules governed trade, investment, finance or commercial relations. ICC has its physical presence in more than 170 countries representing 45 million companies and more than 1 billion workers worldwide. Globally, one in every three worker depends on ICC Members for their livelihood. ICC's founders, referred to as "The Merchants of Peace", acted on their conviction that building stronger trade relations between nations would reduce the risk of war and armed conflict.

ICC works in close cooperation with national governments and multi-national institutions such as G-8/G-20, World Bank, WTO, Asian Development Bank, UNCTAD, OECD and several UN agencies for promotion, protection and development of world economy. ICC, is the only private sector non-sovereign organization, which was granted Status of a Permanent Observer at the General Assembly of the United Nations in December 2016.

Bangladesh National Committee of ICC, founded in 1994, is comprised of trade organizations, national and trans-national corporations, who represent almost 80% Bangladesh economy. The activities of ICC Bangladesh include promotion of foreign trade and investment, trade policy reviews, dialogues, seminars & workshops both at home and abroad on related policy issues, harmonization of trade law & rules, legal reforms, updating ICC rules & standards for cross border business transactions. ICC Bangladesh has so far organized following regional, international conferences & dialogue

- 10-11 November 2000: ICC Asia Conference on "Investment in Developing Countries: Increasing Opportunities" organized in Dhaka was inaugurated by the Prime Minister of Bangladesh and attended by a number of high profile dignitaries including the Thai Deputy Prime Minister & WTO Director General, ADB President, UN-ESCAP Executive Secretary and Ministers. More than 250 participants from 24 countries participated in this event.
- 17-18 January 2004: International Conference on "Global Economic Governance and Challenges of Multilateralism" was held in Dhaka, coinciding with 10th Anniversary of ICC Bangladesh. The Conference was inaugurated by the Prime Minister of Bangladesh and Thai Prime Minister was the Keynote Speaker. WTO Director General, EU Commissioner for Trade, UNESCAP Executive Secretary, Governor of Japan Bank for International Cooperation, Ministers from three continents, ICC Chairman, Vice Chairman & Secretary General and more than 500 participants from 38 countries attended this event.
- 27-28 September 2005: Regional Seminar on "Capital Market Development: Asian Experience". The Seminar held in Dhaka was inaugurated by the President of the People's Republic of Bangladesh and attended by Chairmen/CEOs of securities & exchange commissions, stock exchanges, capital market operators, financial institutions and investors from 15 Asian countries.
- 13 April 2010: Conference on "Energy for Growth" was held in Dhaka coinciding with the 15 years of ICC's presence in Bangladesh. The Conference was inaugurated by the Finance Minister of Bangladesh and attended by ICC Global Chairman, Minister for Commerce of Bangladesh and Minister for Development Cooperation of Denmark. Some 800 delegates from home and abroad including energy experts and international financiers from Australia, China, Denmark, India, Germany, Japan, Singapore, Switzerland, UK and USA attended the event.
- 25-26 October 2014: International Conference on "Global Economic Recovery: Asian Perspective", was held in Dhaka coinciding with the 20 years of ICC's presence in Bangladesh. The Conference was inaugurated by the President of the People's Republic of Bangladesh. Finance and Commerce Ministers of Bangladesh, UNCTAD Secretary General, Ministers from Myanmar and Nepal; ICC Vice Chairman and Secretary General and ICC Research Foundation Chairman and more than 500 participants attended the event.
- 8-9 February 2017: The first ever "UNESCAP Asia Pacific Business Forum: Regional Integration to Achieve Sustainable Development" was organized by ICC Bangladesh jointly with UNESCAP under the patronage of the Ministry of Commerce of Bangladesh. The Forum was inaugurated by the President of the People's Republic of Bangladesh. Ministers from Bangladesh, Sri Lanka, Nepal, UNESCAP Secretary General, business leaders and some 600 delegates from home and abroad attended the Forum.
- 10-12 December 2019: "The Asia Pacific Conference on Financing inclusive and Sustainable Development" was organized by ICC Bangladesh jointly with UNESCAP, ADB and LIBF (The London Institute of Banking & Finance) under the patronage of the Financial Institutions Division Ministry of Finance of Bangladesh to celebrate 100 years of ICC and 25 years of ICC Bangladesh. The President of the People's Republic of Bangladesh inaugurated the Conference. UN Secretary General Mr. Antonio Guterres and 8th UN Secretary General Mr. Ban-Ki moon also addressed through video during the inauguration. Ministers from Bangladesh, Cambodia, Maldives and Sri Lanka and UN ESCAP Executive Secretary, Central Bank Governors, Business Leaders, Experts and some 800 delegates from home and 30 foreign countries attended the Conference.
- 12 September 2024: "The National Business Dialogue" in the Interim Government's regime was organized by ICC Bangladesh in association with 15 Major National Trade Organizations in Dhaka. Chief Advisor of the Interim Government Nobel Laureate Prof. Dr. Muhammad Yunus addressed the Dialogue as Chief Guest. Dr. Salehuddin Ahmed, Adviser In-Charge of the Ministries of Finance, Commerce, Science & Technology and Prof. Dr. Wahiduddin Mahmud, Adviser In-Charge of the Ministries of Planning and Education were Special Guests. Around 700 delegates, including top business leaders, bankers, representatives of international organizations and private- sector representatives attended the event.

As part of its activities, ICC Bangladesh has been organizing Workshops/ Seminars on International Trade Finance, mainly for bankers, within Bangladesh and in various countries. Since 2014, ICC Bangladesh, jointly with National Committees and Chambers, has organized workshops in Kuala Lumpur (April 2014); in Colombo (February 2015); in Kunming (August 2015); in Yangon (November 2015); in Hanoi (April 2016); in Bangkok (December 2017) and in Phnom Penh (April 2018).

The National Committee also arranged participation of Bankers from Bangladesh at ICC Annual Banking Commission Meetings in Singapore (April 2015), in Jakarta (April 2017) and in Beijing (April 2019); ICC Austria Global Trade Conference in Vienna (May 2017, June 2018 and May 2019); FCI Annual Meeting in Vietnam (June 2019); ICC Academy Supply Chain Summit in Singapore (February 2019, October 2025); International Financial Crime Forum in Kuala Lumpur (July 2019); LIBF World Conference on Banking Institutions (WCBI) in London (September 2019); ICC Global Trade Facilitation Summits in Dubai (March 2022 and April 2024) and ICC Court Centenary held virtually in March 2023.

For professional development of bankers, ICC Bangladesh also organizes Certified Documentary Credit Specialist (CDCS) and Certificate for Specialists in Demand Guarantees (CSDG) Examinations in Dhaka, conducted worldwide every year by LIBF (London Institute of Banking and Finance) and endorsed by ICC Paris.

ICC Bangladesh participates at World Chambers Congress, World Chambers Federation (WCF), ICC World Council, WTO Ministerial Meetings, Meetings of ICC Permanent Heads, ICC Banking Commission and ICC Asia Pacific Regional Consultative Group Meetings. The National Committee

International Chamber of Commerce

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NOTICE

31st ANNUAL COUNCIL 2025

The 31st Annual Council 2025 of ICC Bangladesh will be held at 12:00 noon on Thursday, 9 July 2026 at Hotel Sheraton Dhaka, (Level-12), 44 Kemal Ataturk Avenue, Banani, Dhaka-1213.

The Agenda of the Meeting will be as follows:

1. To receive, consider and adopt the Executive Boards' Report for the year 2025
2. To receive, consider and adopt the Audited Financial Statements of ICC Bangladesh for the year ended 31st December 2025 together with the Auditors' Report thereon
3. To appoint Auditor for the year 2026 and fixation of remuneration thereof
4. Announcement of the New Executive Board of ICC Bangladesh for the period April, 2026 to March, 2028

All distinguished Members of ICC Bangladesh are requested to make it convenient to attend the Council.

Ataur Rahman
Secretary General

To : All Members of ICC Bangladesh

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بِسْمِ اللّٰهِ الرَّحْمٰنِ الرَّحِيْمِ

Report of the Executive Board for 31st Annual Council of ICC Bangladesh

Distinguished Members,

Assalamu Alaikum Wa Rahmatullah-he Wa Barakatuhu,

With gratitude to Almighty Allah, I warmly welcome you all to the 31st Annual Council of ICC Bangladesh, The world business organization.

On behalf of the Executive Board, it is my privilege to present ICC Bangladesh Executive Board Report for the year 2025. This Report outlines key global and regional economic developments, highlights of global emerging risks and opportunities, Bangladesh economy and activities of ICC Bangladesh during the year.

Dear Members,

The global economy in 2025 continued to operate under heightened uncertainty, shaped by geopolitical tensions, economic fragmentation, and climate-related vulnerabilities. The prolonged Red Sea crisis remained a significant disruption to global shipping routes, contributing to elevated freight costs and persistent supply-chain delays. In addition, the ongoing conflict in Gaza and the Russia-Ukraine war continued to weigh on global stability, dampening trade momentum and investment sentiment.

The unexpected war with Iran by the United States-Israel has added a new layer of risk to the global economic outlook, further escalating tensions across the wider Middle East. This has heightened volatility in global energy markets, particularly due to disruptions in oil supplies passing through the Strait of Hormuz. The resulting upward pressure on energy prices has increased the risk of renewed inflationary pressures and weakened growth prospects, as higher fuel costs feed into production, transportation, food supply chains, and fertilizer costs.

Amid escalating geopolitical tensions, global leaders and international organizations have increasingly called for peace and restraint. Pope Leo XIV recently warned that war and the exploitation of resources deprive humanity of a peaceful future. Reflecting on the lessons of Chernobyl, he emphasized the need for responsible global leadership, highlighting how prolonged conflicts and geopolitical



Mahbubur Rahman

rivalries threaten economic stability, sustainable development, and lasting peace.

The economic and humanitarian costs of prolonged US-Iran conflict are becoming increasingly stark. Mr. Tom Fletcher, Head of the United Nations Office for the Coordination of Humanitarian Affairs, emphasized that the war in Iran is absorbing vast financial resources—estimated at around $2 billion per week—that could otherwise be directed toward saving more than 87 million lives globally. He warned that, amid deep cuts to international aid budgets and a "cataclysmic" funding shortfall, such expenditures are exacerbating a growing humanitarian crisis. Moreover, the conflict is contributing to rising global food and fuel prices, with inflationary pressures likely to push millions more into poverty, particularly in vulnerable regions such as sub-Saharan Africa. These trends highlight how escalating geopolitical tensions are not only straining economic stability but also undermining global humanitarian efforts and long-term development outcomes, he said.

Dear Colleagues,

The Heads of the International Energy Agency (IEA), International Monetary Fund (IMF), World Bank Group

(WBG), and World Trade Organization (WTO) met on 28 May this year as part of the high-level coordination group established in April to strengthen and coordinate institutional responses to the energy, trade, and economic consequences arising from the conflict in the Middle East. Following the meeting, they issued a Joint Statement outlining their collective assessment and concerns.

The Joint Statement noted that the conflict in the Middle East is generating substantial and highly asymmetric impacts on energy supplies, food security, and economic activity across countries and regions. While the global economy continues to demonstrate resilience, the effects of the conflict are disproportionately affecting the most vulnerable countries through higher fuel and fertilizer prices, increased uncertainty, and heightened risks to jobs and livelihoods. Higher fertilizer prices are of particular concern as many countries enter the planting season.

The heads of the four international agencies also warned that global oil inventories are being drawn down at a record pace in response to the significant disruption of oil supplies through the Strait of Hormuz. If shipping flows do not return to normal, the continued rapid depletion of global oil inventories ahead of peak summer demand in the Northern Hemisphere could pose growing risks to fuel security, market stability, and broader economic resilience.

The Joint Statement also emphasized the importance of closely monitoring fertilizer supply chains, energy markets, macroeconomic developments, and policy responses. In this regard, the institutions are tracking and analysing measures adopted by governments to mitigate the economic consequences of the conflict, with the objective of promoting transparency, sharing policy lessons, and identifying emerging vulnerabilities.

The Statement concluded by reaffirming continued coordination among the institutions, noting: "We will remain in close contact as the situation evolves and continue coordinating our efforts to support the countries most affected and safeguard global economic stability."

Dear Members,

Beyond its direct impact on energy markets and trade flows, the conflict has heightened global uncertainty and weakened investor confidence. Prolonged geopolitical instability in the Middle East and continued Ukraine-Russia war could further disrupt supply chains, increase transportation and insurance costs, and place additional pressure on inflation and economic growth worldwide. For energy-importing developing economies such as Bangladesh, these developments underscore the importance of strengthening economic resilience and diversifying sources of energy and trade.

The evolving global trade environment has also been influenced by the policy direction of President Donald Trump's administration, which has renewed its focus on economic nationalism, tariff realignments, and domestic industrial policy. These shifts are reshaping global trade patterns and creating both risks and strategic opportunities for emerging economies such as Bangladesh.

In the domestic context, Bangladesh enters this evolving global landscape at a critical juncture, shaped by both economic pressures and political transition following the recent national election and the formation of a new government. The post-election environment has generated renewed expectations for policy continuity, institutional stability, and reform momentum—particularly in areas such as financial-sector governance, revenue mobilization, and investment facilitation.

While the economy continues to demonstrate resilience, supported by strong remittance inflows and a gradual recovery in external balances, it remains exposed to persistent challenges, including inflationary pressures, exchange-rate volatility, and vulnerabilities in the banking sector. The new government's policy direction—especially in strengthening macroeconomic management, restoring investor confidence, and accelerating structural reforms—will be pivotal in navigating the post-LDC graduation transition and positioning Bangladesh for sustained and inclusive growth in an increasingly uncertain global environment.

Global Economy in 2025 and Outlook for 2026

The global economy in 2025 navigated a period of heightened uncertainty, shaped by geopolitical tensions, trade fragmentation, and persistent structural challenges. Growth has moderated compared with earlier expectations, reflecting the combined effects of tighter financial conditions, policy shifts, and disruptions in global trade. According to the International Monetary Fund (IMF), global growth is projected at around 2.8–3.0%, while the World Bank similarly highlights a slowdown driven by weaker investment, subdued consumption, and declining productivity growth in many regions.

According to the latest ICC Report prepared jointly with Oxford Economics, economic policy uncertainty has imposed a significant cost on global business investment. The analysis finds that the surge in economic policy uncertainty in 2025 reduced real business investment by 1.4% across ten major economies, equivalent to approximately US$202 billion in lost or delayed capital spending. In an adverse 2026 scenario, that cost could rise to US$380 billion, while a return to greater policy clarity could generate an additional US$252 billion in investment—a swing of more than US$630 billion. In short, predictability and stability remain major economic assets.

Global trade performance remains under pressure despite a recovery in merchandise trade volumes during 2025. According to the World Trade Organization (WTO), merchandise trade rebounded as inflation eased and demand improved in parts of Asia. However, the sustainability of this recovery remains uncertain amid rising tariffs, export controls, industrial policy interventions, and growing geopolitical fragmentation. These trends pose particular risks for export-dependent economies, including many in Asia, especially those transitioning out of Least Developed Country (LDC) status.

Geopolitical risks have further intensified the global outlook. The ongoing Russia–Ukraine war and the conflict in Gaza remain unresolved, while escalating tensions involving the United States, Israel and Iran have added a new layer of instability across the Middle East. These developments have contributed to heightened volatility in global energy markets, with risks of supply disruptions in critical chokepoints such as the Strait of Hormuz. In parallel, continued disruptions in Red Sea shipping routes have increased transportation costs and delayed supply chains, adding to inflationary pressures and uncertainty in global commerce.

At the same time, inflation has shown signs of gradual moderation in many advanced economies, allowing central banks to cautiously consider policy easing. The IMF notes that while headline inflation is declining, core inflation remains sticky in several economies. Interest rates therefore remain relatively high, particularly for developing countries, continuing to constrain investment, increase borrowing costs, and limit fiscal flexibility.

Trade disruptions have also affected key strategic sectors such as clean energy and technology. Supply chains for semiconductors, rare earth minerals, and renewable energy components remain highly concentrated geographically, increasing vulnerability to geopolitical shocks. At the same time, industrial policies in major economies—particularly the United States, the European Union, and China—are reshaping global production patterns and investment flows.

Despite these challenges, there are important areas of opportunity. Rapid advancements in artificial intelligence, digital infrastructure, and green energy are emerging as new drivers of productivity and investment. These developments also create opportunities for developing economies such as Bangladesh to enhance competitiveness, attract technology-oriented investment, and diversify exports beyond traditional sectors. The global transition toward clean energy continues to accelerate, supported by large-scale public and private investment, creating demand for critical minerals and opening new avenues for industrial growth, particularly in emerging markets.

Looking ahead to 2026, the global economic outlook remains cautiously balanced. A moderate recovery is possible if inflation continues to decline, financial conditions ease, and geopolitical tensions stabilize. The International Monetary Fund (IMF) projects a slight improvement in global growth to around 3.1–3.2%, contingent upon stable policy environments and a reduction in external shocks. However, downside risks remain significant, particularly if trade conflicts intensify, financial conditions tighten further, or energy markets experience renewed disruptions.

Policy priorities will therefore require a careful balance between short-term stabilization and long-term growth. Central banks must continue to anchor inflation

World Economic Outlook Growth Projections			
(Real GDP, annual percent change)	2025	2026	2027
World Output	3.4	3.1	3.2
Advanced Economies	1.9	1.8	1.7
United States	2.1	2.3	2.1
Euro Area	1.4	1.1	1.2
Germany	0.2	0.8	1.2
France	0.9	0.9	0.9
Italy	0.5	0.5	0.5
Spain	2.8	2.1	1.8
Japan	1.2	0.7	0.6
United Kingdom	1.3	0.8	1.3
Canada	1.7	1.5	1.9
Other Advanced Economies	3.0	2.6	2.2
Emerging Market and Developing Economies	4.4	3.9	4.2
Emerging and Developing Asia	5.5	4.9	4.8
China	5.0	4.4	4.0
India	7.6	6.5	6.5
Emerging and Developing Europe	2.0	2.0	2.1
Russia	1.0	1.1	1.1
Latin America and the Caribbean	2.4	2.3	2.7
Brazil	2.3	1.9	2.0
Mexico	0.6	1.6	2.2
Middle East and Central Asia	3.6	1.9	4.6
Saudi Arabia	4.5	3.1	4.5
Sub-Saharan Africa	4.5	4.3	4.4
Nigeria	4.0	4.1	4.3
South Africa	1.1	1.0	1.3
Memorandum			
Emerging Market and Middle-Income Economies	4.4	3.8	4.1
Low-Income Developing Countries	4.8	4.8	4.9

Source: *IMF World Economic Outlook 2026*

expectations while supporting economic activity. Fiscal policy should focus on maintaining macroeconomic stability while protecting critical investments in infrastructure, climate resilience, and human capital. Structural reforms—particularly in digitalization, labour markets, governance, and productivity enhancement—will be essential to strengthen competitiveness and support sustainable growth.

Above all, renewed multilateral cooperation will be critical. Strengthening the role of global institutions such as the WTO, enhancing financial support mechanisms through the IMF and the World Bank, and fostering inclusive trade and investment frameworks will be essential to reducing fragmentation, supporting vulnerable economies, and promoting a more stable, resilient, and sustainable global economic recovery.

WTO Forecast on World Trade Situation in 2026

Global trade in 2026 is expected to remain fragile amid geopolitical tensions, trade-policy uncertainty, and growing risks of economic fragmentation. While global merchandise trade rebounded strongly in 2025, the momentum is unlikely to be sustained.

easing inflation, improving demand—particularly in Asia—and stronger technology- and investment-related trade. However, merchandise trade growth is projected to slow to around 1.9% in 2026 as temporary drivers fade and uncertainty increases.

Global economic growth is expected to remain broadly stable at around 2.7–2.9%, while inflation continues to moderate. Lower inflation and the prospect of gradual monetary easing in major economies could support demand and investment. Shipping costs have declined from the peak levels seen during the Red Sea disruptions, although they remain above pre-crisis norms.

A major concern for global trade remains the rise of protectionist and trade-restrictive measures. Expanding tariffs, subsidies, and industrial-policy interventions—particularly in the context of strategic competition between major economies such as the United States and China—are contributing to increasing trade fragmentation and uncertainty. These developments are reshaping supply chains, altering trade routes, and raising costs for businesses.

Geopolitical tensions, including the Russia–Ukraine war and instability in the Middle East, continue to pose risks to energy

Global Trade Outlook (2024–2026)				
Indicator	**2024**	**2025**	**2026 (Forecast)**	**Key Notes**
Merchandise Trade Volume Growth (%)	< 1.0%	4.6%	1.9%	Strong rebound in 2025; sharp slowdown in 2026
Global GDP Growth (%)	2.7–2.9%	2.8–3.0%	2.7–2.9%	Stable but below long-term average
Inflation (Global Avg.)	Elevated	Moderating	Further easing	Supports demand but uneven globally
Shipping Costs Index	High (Red Sea peak)	Declining	Stabilizing	Still above pre-crisis levels
Trade Policy Environment	Restrictive	Increasingly fragmented	High uncertainty	Tariffs & industrial policy rising
Supply Chain Conditions	Disrupted	Improving	Partial normalization	Fragile amid geopolitical risks

Source: *WTO Global Trade Outlook and Statistics (2025–2026); IMF World Economic Outlook; and international shipping/logistics indicators.*

According to the World Trade Organization (WTO), global merchandise trade volume is estimated to have grown by around 4.6% in 2025, recovering from growth of less than 1% in 2024. The rebound was supported by

markets, transportation routes, and supply-chain reliability. In addition, climate-related disruptions are increasingly affecting production, logistics, and food security, creating further challenges for international trade.

At the same time, structural changes in global commerce are becoming more evident. Supply-chain diversification, regionalization, and stronger intraregional trade—particularly within Asia—are emerging as important stabilizing factors. Trade in services, especially digitally delivered services, continues to expand faster than merchandise trade and is helping to offset some weakness in goods trade.

Developing economies remain particularly vulnerable due to their dependence on a narrow export base, high external debt burdens, and tighter trade-financing conditions. These factors increase exposure to external shocks and weaker global demand.

Overall, the WTO projects global merchandise trade growth to moderate to around 1.9% in 2026. While easing inflation, improving logistics conditions, and growing regional trade provide some support, the outlook remains heavily influenced by geopolitical tensions, trade-policy uncertainty, protectionism, and increasing fragmentation of the global trading system.

WEF Global Risk Projections for 2026: A Deepening Landscape of Competition and Fragility

In 2026, the global risk landscape has entered what the World Economic Forum (WEF) describes as an "age of competition," in which geopolitical rivalry, economic confrontation, technological disruption, social polarization, and environmental stress are becoming increasingly interconnected. The WEF Global Risks Report 2026, based on insights from more than 1,300 experts, assesses risks across three time horizons: the immediate term in 2026, the short-to-medium term through 2028, and the long term to 2036.

The global outlook remains deeply uncertain. According to the WEF, 50% of respondents expect a turbulent or stormy outlook over the next two years, while 57% anticipate such conditions over the next decade. Only 1% expect a calm outlook across either timeframe.

Key Risk Drivers Identified in the WEF Global Risks Report 2026

Geo-economic Confrontation and Strategic Rivalry

One of the most significant findings of the WEF Global Risks Report 2026 is that geo-economic confrontation has emerged as the risk most likely to trigger a major global crisis in the near term. This includes the use of tariffs, sanctions, export controls, investment restrictions, and control over critical resources as instruments of strategic competition. Economic policy is increasingly being deployed as a tool of geopolitical influence. Consequently, trade, finance, technology, and critical supply chains are becoming key arenas of strategic rivalry, creating risks for global investment, trade flows, and economic stability.

State-Based Armed Conflict and Regional Spillovers

State-based armed conflict remains one of the most severe immediate risks. The WEF ranks it just behind geo-economic confrontation in the 2026 outlook. Ongoing conflicts and the risk of regional spillovers continue to threaten energy markets, food security, shipping routes, and global supply chains. The key shift is that armed conflict is no longer viewed solely as a political or security concern; it has become a major economic risk multiplier with far-reaching global consequences.

Economic Risks and Debt Vulnerability

Economic risks have risen sharply in the 2026 assessment. The report notes that economic downturns, inflation, and asset-bubble bursts have all moved significantly higher in the two-year risk rankings. Debt-sustainability concerns, financial-market volatility, and economic fragmentation could create new pressures for governments, businesses, and households. For developing economies, these challenges translate into greater exposure to trade-financing constraints, weaker external demand, and tighter fiscal conditions.

Misinformation, Cyber Insecurity, and AI Risks

Technology-related risks are growing rapidly. The WEF ranks misinformation and disinformation as the second-highest risk over the two-year horizon, while cyber insecurity remains among the most significant short-term concerns. A major long-term shift is the rise of adverse outcomes associated with artificial intelligence (AI), which moves from a relatively low short-term ranking to become the fifth-highest risk over the ten-year horizon. This reflects growing concerns regarding labour markets, information integrity, autonomous systems, social stability, and security.

Societal Polarization and Inequality

The WEF highlights rising societal and political polarization as a major challenge for governance and democratic institutions. Inequality was identified as the most interconnected global risk for the second consecutive year. This reflects the reality that inequality, misinformation, economic stress, and declining trust in institutions can reinforce one another, creating cycles of instability and weakening societal resilience.

Environmental Risks Remain the Dominant Long-Term Threat

Although environmental risks have declined somewhat in short-term rankings, they remain the most severe risks over the ten-year horizon. The WEF identifies extreme weather events as the single most significant long-term risk, with environmental risks accounting for half of the top ten long-term risks. Climate change therefore remains central to the global risk outlook through its effects on food security, infrastructure, migration, water stress, and rising adaptation costs.

Retreat of Multilateralism

The WEF warns that multilateralism is under growing pressure. Declining trust, rising protectionism, reduced transparency, and weakening commitment to rules-based cooperation are affecting international relations, trade, and investment. A notable finding is that 68% of respondents expect the next decade to be characterized by a multipolar or fragmented global order, in which major and middle powers increasingly compete to shape regional rules and norms. Only 6% foresee a return to a reinvigorated rules-based international order.

According to the WEF, the global risk landscape in 2026 is no longer defined by isolated threats but by interconnected fragilities. Geo-economic confrontation, armed conflict, misinformation, economic stress, climate risks, and weakening multilateral cooperation increasingly reinforce one another. The principal challenge for governments and businesses is therefore not only to manage individual risks, but also to understand and address the complex ways in which these risks interact, amplify one another, and shape the global economic environment.

ADB Projections on the Regional Economy (2025–2027)

According to the Asian Development Outlook (April 2026), the economic outlook for developing Asia and the Pacific has become increasingly uncertain amid escalating geopolitical tensions, particularly the recent Middle East conflict. While the region entered 2026 from a position of strength, with growth reaching 5.4% in 2025, the evolving crisis has introduced significant downside risks through energy markets, trade disruptions, and tightening financial conditions.

The US, Israel–Iran conflict, which escalated in late February 2026, triggered a sharp spike in global energy prices, with Brent crude rising above US$100 per barrel. As a major net importer of energy, developing Asia is highly exposed to such shocks, with spillovers already evident through higher fuel costs, disrupted shipping routes, and increased volatility in financial markets. Beyond energy, the crisis is also affecting key supply chains. The Middle East remains a critical supplier of fertilizers such as urea and ammonia, as well as essential inputs for semiconductor production, including helium and petrochemicals. Disruptions to these flows are raising agricultural production costs, contributing to food inflation, and potentially constraining industrial output. At the same time, aviation disruptions between Asia and Europe are weighing on tourism, while remittance inflows from Middle Eastern economies may soften.

Financial conditions across the region have tightened notably since early March 2026. Equity markets have declined, bond yields have risen, and most regional currencies have depreciated against the US dollar. Although capital outflows remain broadly contained, heightened uncertainty and risk aversion could further dampen investment and external demand if the conflict persists.

Under the baseline "early stabilization" scenario, which assumes the conflict is relatively short-lived, growth in developing Asia and the Pacific is projected to moderate to around 5.1% in both 2026 and 2027, down from 5.4% in 2025. Despite rising external pressures, the region's resilience is expected to be supported by strong domestic demand, steady labour markets, ongoing infrastructure investment, and accommodative policy conditions. However, inflation is projected to increase to around 3.6% in 2026, driven mainly by higher energy and food prices.

GDP Growth in Developing Asia and the Pacific, % Regional growth will moderate in 2026 and 2027, remaining stronger outside the People's Republic of China.				
	2024	2025e	2026f	2027f
Developing Asia and the Pacific (DAP)	**5.3**	**5.4**	**5.1**	**5.1**
DAP excluding the People's Republic of China	**5.6**	**5.9**	**5.5**	**5.8**
Caucasus and Central and West Asia	**4.3**	**4.6**	**4.2**	**4.4**
Armenia	5.9	7.2	5.5	5.7
Azerbaijan	4.1	1.4	2.0	1.8
Georgia	9.7	7.5	5.5	5.2
Kazakhstan	5.0	6.5	4.8	4.5
Kyrgyz Republic	11.5	11.1	8.9	8.4
Tajikistan	8.4	8.4	7.3	6.8
Türkiye	3.3	3.6	3.6	4.0
Turkmenistan	6.3	6.3	6.5	6.2
Uzbekistan	6.7	7.7	6.7	6.8
Developing East Asia	**5.0**	**5.0**	**4.6**	**4.5**
People's Republic of China	5.0	5.0	4.6	4.5
Mongolia	5.1	6.8	5.7	6.0
South Asia	**6.4**	**6.8**	**6.3**	**6.8**
Afghanistan	2.3	1.9	2.3	2.8
Bangladesh	4.2	3.5	4.0	4.7
Bhutan	7.5	8.5	6.9	7.2
India	7.1	7.6	6.9	7.3
Maldives	3.5	5.4	1.0	3.0
Nepal	3.7	4.6	2.7	5.0
Pakistan	2.6	3.1	3.5	4.5
Sri Lanka	5.0	5.0	4.0	4.2
ASEAN	**5.0**	**4.8**	**4.6**	**4.6**
Developing Southeast Asia	**4.9**	**4.8**	**4.7**	**4.8**
Brunei Darussalam	4.1	0.7	1.6	1.9
Cambodia	6.0	5.2	4.5	5.0
Indonesia	5.0	5.1	5.2	5.2
Lao People's Democratic Republic	4.0	4.4	4.0	4.5
Malaysia	5.1	5.2	4.6	4.5
Myanmar	-0.7	-2.2	2.4	2.7
Philippines	5.7	4.4	4.4	5.5
Thailand	2.9	2.4	1.8	2.0
Timor-Leste	4.3	3.9	3.8	4.1
Viet Nam	7.1	8.0	7.2	7.0
The Pacific	**3.9**	**4.2**	**3.4**	**3.2**

ASEAN = Association of Southeast Asian Nations, e = estimate, f = forecast, GDP = gross domestic product.

Note: ASEAN comprises Brunei Darussalam, Cambodia, Indonesia, the Lao People's Democratic Republic, Malaysia, Myanmar, the Philippines, Singapore, Thailand, Timor-Leste, and Viet Nam.

Source: Asian Development Outlook database.

Nevertheless, incoming evidence suggests that disruptions may be more persistent than initially assumed. If the conflict extends through the third quarter of 2026, regional growth could slow further to 4.7% in 2026 and 4.8% in 2027, while inflation could rise significantly, reaching as high as 5.6% in 2026. A more severe escalation scenario presents even greater risks. Prolonged disruptions to Gulf energy production or a closure of the Strait of Hormuz could push oil prices as high as US$155 per barrel, intensifying inflationary pressures and weakening growth. Under such conditions, regional growth could be 1.3 percentage points lower, while inflation could be 3.2 percentage points higher over 2026–2027 compared with the baseline.

Sub-regional dynamics reflect varying degrees of resilience across Asia and the Pacific. South Asia is expected to remain one of the fastest-growing sub-regions, with growth moderating slightly from 6.8% in 2025 to about 6.3% in 2026, supported by strong domestic consumption, structural reforms, and expanding trade linkages. However, rising energy and food prices are likely to push inflation upward, reflecting the sub-region's dependence on energy imports and exposure to currency pressures.

In developing Southeast Asia, growth is projected to remain steady at around 4.7% in 2026 and 4.8% in 2027, underpinned by resilient domestic demand, public infrastructure spending, and a gradual recovery in services. Nonetheless, the sub-region faces external headwinds from weaker global trade, fading export front-loading effects, and higher energy costs. Inflation is expected to rise moderately, driven by stronger domestic demand and increased food and energy production costs.

Across the broader Asia-Pacific region, including East Asia and the Pacific economies, growth is expected to slow moderately amid heightened geopolitical tensions and financial volatility. Growth in the People's Republic of China is projected to weaken due to subdued consumption and ongoing property-sector challenges, while Pacific economies are likely to experience slower growth due to weaker tourism activity and plateauing hydrocarbon output. At the same time, tighter global financial conditions, reflected in rising bond yields, weaker currencies, and volatile capital flows, are adding further pressure on economic activity.

In addition to geopolitical risks, renewed trade uncertainty—particularly new US tariff measures—poses further challenges. Elevated policy uncertainty is likely to dampen investment and disrupt global supply chains, although short-term export front-loading may provide temporary support.

ADB has also announced a major US$70 billion regional initiative at its 59th Annual Meeting in Samarkand, Uzbekistan, aimed at strengthening energy connectivity and digital infrastructure across Asia and the Pacific by 2035. The initiative includes US$50 billion for the Pan-Asia Power Grid and US$20 billion for the Asia-Pacific Digital Highway, with the objective of expanding cross-border electricity trade, integrating renewable energy, and improving digital connectivity.

ADB stated that the power-grid initiative alone aims to connect approximately 22,000 circuit-kilometres of transmission lines, improve energy access for nearly 200 million people, reduce regional power-sector emissions by around 15%, and create about 840,000 jobs. Bangladesh is expected to play an important role in regional power connectivity through existing cooperation platforms such as the South Asia Subregional Economic Cooperation (SASEC) programme and BIMSTEC. The initiative reflects ADB's broader strategy to strengthen regional resilience against external shocks, including rising energy costs, supply-chain disruptions, and tightening financial conditions resulting from ongoing geopolitical instability.

Bangladesh Economy in 2025 and Outlook for 2026

Bangladesh's economy is navigating a complex transition phase in which domestic structural challenges are converging with an increasingly uncertain global environment. As the country prepares for its post-LDC graduation era, the need for macroeconomic stability, export diversification, and sustainable growth has become more urgent than ever. Alongside traditional growth drivers such as investment, banking-sector performance, remittances, foreign-exchange reserves, and trade, emerging areas including environmental sustainability, the blue economy, and tourism development are gaining importance as future growth pillars. These sectors are expected to play an increasingly important role in strengthening Bangladesh's economic resilience and long-term competitiveness.

According to recent assessments by the International Monetary Fund (IMF) and the World Bank, Bangladesh entered 2025 under mounting macroeconomic pressures, reflecting both domestic constraints and global uncertainties. Economic growth slowed significantly, while inflation remained elevated and vulnerabilities in the financial sector became more visible.

Economic Performance in 2025

In 2025, Bangladesh experienced a notable slowdown in economic growth, with GDP expanding by around 3.7%, compared with 4.2% in 2024 and 5.8% in 2023. This deceleration reflected the combined effects of tighter macroeconomic policies aimed at stabilizing inflation and the external sector, energy shortages and supply constraints, weak private and foreign investment, subdued industrial activity, and political and operational disruptions affecting production and supply chains.

Sectoral data further illustrates this slowdown. The industry sector, the principal driver of growth, saw a slight decline in its share of GDP to around 34.9% in FY2024–25, with manufacturing remaining dominant at approximately 23%, indicating weaker industrial momentum. The services sector, accounting for about 53–54% of GDP, remained relatively stable, supported by wholesale and retail trade, transport, telecommunications, and health services, although some sub-sectors such as real estate experienced moderation. Meanwhile, the agriculture sector showed a modest recovery to around 11.7%, driven by crop production and fisheries, providing a degree of resilience despite ongoing structural and climate-related challenges.

Inflation remained elevated throughout the year. Although it eased from earlier double-digit levels, average inflation remained above 8%, reflecting persistently high food and energy prices. External pressures also persisted, with foreign-exchange constraints, rising import costs, and continued pressure on the balance of payments.

Meanwhile, the banking sector continued to face significant challenges, including rising non-performing loans (NPLs), weak governance, and capital adequacy concerns. These weaknesses constrained the flow of credit to productive sectors and added to broader macroeconomic vulnerabilities.

Sectoral Share of GDP at Current Prices (Base: 2015-16)				
Industrial origin sector	**2021-22**	**2022-23**	**2023-24**	**2024-25**
A. Agriculture	11.66	11.38	11.55	11.71
B. Industry	35.27	35.77	35.27	34.87
Mining and quarrying	1.54	1.62	1.53	1.43
Manufacturing	22.63	23.10	22.65	23.00
Electricity, gas, steam and air conditioning supply	1.32	1.27	1.23	1.23
Water supply; sewerage, waste management	0.10	0.10	0.10	0.09
Construction	9.68	9.68	9.77	9.12
C. Services	53.07	52.85	53.18	53.42
Wholesale and retail trade; repair of motor vehicle	14.85	14.91	15.10	15.24
Transportation and storage	7.47	7.46	7.43	7.40
Accommodation and food service activities	1.16	1.18	1.23	1.28
Information and communication	1.08	1.09	1.04	1.01
Financial and insurance activities	3.39	3.33	3.32	3.34
Real estate activities	8.91	8.60	8.46	8.27
Professional, scientific and technical activities	0.18	0.19	0.20	0.22
Administrative and support service activities	0.82	0.86	0.92	1.01
Public administration and defence	3.33	3.39	3.34	3.21
Education	2.87	2.90	3.04	3.15
Human health and social work activities	3.62	3.72	3.85	4.03
Arts, entertainment and recreation	0.16	0.16	0.16	0.17
Other service activities	5.23	5.06	5.07	5.09
Total GVA at current basic price	**100.00**	**100.00**	**100.00**	**100.00**

Source : *Bangladesh Bureau of Statistics (BBS), Gross Domestic Product (GDP) of Bangladesh 2024-25 (Provisional).*

Key Sectoral Dynamics of 2025

In 2025, Bangladesh's key economic sectors reflected a mixed but gradually stabilizing trend. Investment activity remained weak, with private investment hovering around 22–23% of GDP, constrained by high interest rates, foreign-exchange shortages, and policy uncertainty. Public investment also faced implementation bottlenecks. The banking sector continued to exhibit structural weaknesses, including elevated non-performing loans (NPLs), liquidity pressures, and governance concerns, highlighting the need for continued reforms.

Remittances remained a key source of economic resilience, reaching a record USD 32–33 billion and supporting both external balances and domestic consumption. Foreign-exchange reserves also improved gradually, rising to around USD 29–30 billion (IMF BPM6 basis), supported by tighter policy measures and external financing.

Debt dynamics became a growing policy concern, with public debt estimated at around 38–41% of GDP. Although still broadly manageable by international standards, rising debt-servicing obligations underscore the need for stronger domestic revenue mobilization, prudent borrowing, and improved debt management.

On the trade front, exports remained relatively stable at around USD 47–48 billion, though the ready-made garments (RMG) sector—accounting for over 80% of exports—faced weaker demand in the latter part of the year. Imports moderated amid weaker domestic demand and policy restrictions but continued to exert pressure due to high energy and capital-machinery requirements.

The agriculture sector provided stability through steady food production, supported by rice, fisheries, and livestock. However, climate-related shocks, rising input costs, and supply-chain inefficiencies continued to affect productivity. Meanwhile, the services sector remained the largest contributor to GDP, supported by trade, transport, telecommunications, information technology, and financial services. Growth in the sector remained moderate amid weaker consumer demand, elevated inflation, and subdued private investment.

Overall, while key sectors demonstrated resilience in 2025, challenges relating to investment, financial-sector stability, debt management, export diversification, and productivity enhancement remained important priorities for sustaining long-term economic growth.

Economic Outlook for 2026

The outlook for 2026 points to a gradual but fragile recovery, with GDP growth projected at around 4.7% by the International Monetary Fund (IMF), still below Bangladesh's historical trend. Growth is expected to be supported by IMF-backed stabilization measures, a modest recovery in investment and industrial activity, continued strength in remittances and exports, and a gradual improvement in domestic demand. However, risks remain elevated amid persistent inflationary pressures, global economic uncertainty, and structural weaknesses in the financial and external sectors.

Looking beyond 2026, the IMF projects that Bangladesh's economic growth could gradually recover to around 5–6% over the medium term, provided macroeconomic stability is maintained and structural reforms are effectively implemented. Sustaining this recovery will depend on strengthening the financial sector, improving fiscal management, enhancing export competitiveness, attracting investment, and ensuring reliable energy supply. Overall, Bangladesh's medium-term growth prospects remain positive but conditional on continued reform efforts and an improved global environment.

Inflation Outlook

Inflation is expected to remain elevated to more than 9% in 2026 before gradually easing in 2027. Higher global energy prices, food supply constraints, and exchange-rate pressures are likely to sustain inflationary pressures, posing continued challenges for households, businesses, and policymakers.

Emerging Growth Areas

Bangladesh's long-term growth prospects are increasingly linked to sustainable and diversified sectors. Renewable energy and green infrastructure offer opportunities to strengthen climate resilience and attract climate finance. The blue economy—including fisheries, aquaculture, marine trade, offshore energy, and coastal tourism—remains a significant untapped source of growth and export diversification. At the same time, tourism has the potential to emerge as an important source of foreign-exchange earnings and employment, supported by improved infrastructure, connectivity, and investment. Together, these sectors can contribute to a more resilient and diversified economic growth model in the post-LDC era.

Key Challenges for Bangladesh Economy in 2026

Persistent Inflationary Pressure

Inflation is expected to remain elevated to more than 9% in 2026, continuing to erode household purchasing power and real incomes. Food inflation remains a major concern due to supply-side constraints, climate-related disruptions, and import dependency. Prolonged inflation may also complicate monetary policy and constrain economic growth.

External Sector and Global Risks

Bangladesh remains vulnerable to external shocks due to its dependence on imported fuel, food, and industrial raw materials. Rising global commodity prices, exchange-rate volatility, geopolitical tensions in the Middle East, and slower global growth could increase import costs, pressure foreign-exchange reserves, and weaken export demand. Reducing external vulnerabilities will require prudent foreign-exchange reserve management, greater exchange-rate flexibility, and continued export diversification.

Weak Banking and Financial Sector

The banking sector continues to face deep-rooted structural weaknesses, including persistently high non-performing loans (NPLs), weak corporate governance, inadequate regulatory enforcement, and significant capital adequacy concerns. As of March 2026, total NPLs had risen to Tk 5.89 lakh crore, representing 32.26% of total outstanding loans, while the sector recorded a net loss of Tk 1.36 lakh crore in 2025. Notably, the banking sector's net loss exceeded the government's projected FY2026–27 budget deficit, underscoring the magnitude of the crisis and its potential macroeconomic and fiscal implications. These challenges constrain credit flows to productive sectors, weaken investor confidence, increase systemic financial risks, and undermine the overall efficiency of financial intermediation. Strengthening banking supervision, improving corporate governance, enhancing risk management, expediting loan recovery, and implementing comprehensive financial-sector reforms remain critical to restoring confidence, safeguarding financial stability, and supporting sustainable economic growth.

Energy Security and Supply Constraints

Bangladesh's heavy reliance on imported LNG, oil, and coal exposes the economy to global price volatility. Gas shortages, foreign-exchange constraints, and

infrastructure limitations continue to affect energy availability and industrial productivity. Several public and private economic zones and industrial parks have completed infrastructure development but remain unable to commence full-scale operations or attract the expected level of investment due to inadequate gas and utility connections. According to recent reports, at least Tk. 35,000 crore of private-sector investment remains idle as factories in several economic zones are unable to begin commercial production because of the prolonged gas shortage, delaying industrial expansion, employment generation, and new investment inflows. Ensuring energy security through enhanced domestic gas exploration, diversification of energy sources, expansion of renewable energy, improved energy efficiency, and the successful integration of the Rooppur Nuclear Power Plant will be critical for sustaining economic growth and strengthening Bangladesh's long-term competitiveness.

Limited Fiscal Space and Rising Debt Pressures

A low tax-to-GDP ratio and rising debt-servicing obligations continue to constrain fiscal flexibility. Bangladesh's total public debt has exceeded Tk 22 lakh crore, while the government's outstanding external public debt stood at approximately US$78.07 billion as of February 2026. The FY2026–27 budget allocates Tk 1,27,500 crore for interest payments, including Tk 99,606 crore for domestic debt and Tk 15,150 crore for foreign debt, reflecting the growing fiscal burden of debt servicing.

Bangladesh's public debt rose to around 41 percent of gross domestic product (GDP) in fiscal year 2024-25, with rising domestic borrowing and weak revenue mobilisation increasing fiscal pressure ahead of the country's graduation from least developed country (LDC) status in 2026, according to the Asian Development Bank (ADB) latest Report titled Bangladesh at a Crossroads of Reforms. Bangladesh faces a moderate risk of both external and overall debt distress, with limited capacity to absorb shocks in the near term.

The ADB said the risks stem from structural weaknesses rather than a sharp deterioration in headline debt indicators.Bangladesh's tax-to-GDP ratio remains among the lowest among lower-middle-income economies, while persistent weaknesses in fiscal governance, public expenditure management and debt administration continue to undermine economic stability, the report said.

Domestic debt accounted for 55.6 percent of the country's public and publicly guaranteed debt stock in FY25, increasing rollover and debt-servicing pressures amid weak revenue collection and a bank-dominated investor base. External debt made up the remaining 44.4 percent.

ADB warned that Bangladesh's graduation from LDC status in November 2026 would gradually reduce access to concessional financing and trade support measures, increasing the need for stronger domestic revenue mobilisation and improved fiscal governance.

Economic Partnership Agreements (EPAs) and Trade Integration

As Bangladesh moves closer to LDC graduation and the gradual erosion of preferential market access, the importance of Economic Partnership Agreements (EPAs), Free Trade Agreements (FTAs), and other bilateral or regional trade arrangements is becoming increasingly significant. Securing preferential or mutually beneficial market-access arrangements with major trading partners will be essential to sustain export competitiveness, attract investment, and reduce the potential tariff shock associated with post-LDC transition. Bangladesh has already advanced negotiations and discussions on several trade agreements, including the Bangladesh–Japan EPA, while exploring broader economic partnerships with key markets in Asia, Europe, and the Middle East.

Beyond tariff preferences, EPAs can support deeper economic integration through improved market access, investment facilitation, technology transfer, services trade, and stronger regulatory cooperation. However, successful negotiation and implementation will require strengthened institutional capacity, careful assessment of domestic sectoral interests, and reforms to improve standards, trade facilitation, and competitiveness. A well-designed EPA strategy could therefore play a crucial role in supporting export diversification, industrial upgrading, and Bangladesh's long-term integration into regional and global value chains.

Low Investment and Private Sector Confidence

Private investment in Bangladesh remains subdued amid high interest rates, persistent foreign exchange shortages, energy supply uncertainties, and policy unpredictability, all of which continue to weaken business confidence and delay long-term investment decisions. Businesses are facing increasing difficulties in accessing affordable credit, opening letters of credit (LCs), importing capital machinery and industrial raw materials, and planning expansion activities under a volatile macroeconomic environment. Although public investment remains significant, implementation delays, cost overruns, and inefficiencies in major infrastructure projects continue to constrain the overall investment climate and reduce multiplier effects on the broader economy.

Foreign Direct Investment (FDI), while showing signs of recovery in 2025, remains well below Bangladesh's long-term development requirements and significantly lower than regional competitors. According to Bangladesh Bank data, net FDI inflows rose to around US$1.7–1.8 billion in 2025, reflecting a moderate rebound after several challenging years marked by foreign exchange pressures and global economic uncertainty. However, much of this increase was driven by reinvested earnings and intra-company loans from existing foreign investors rather than large inflows of new greenfield investments.

Despite Bangladesh's strategic location, large domestic market, and competitive labour force, investor sentiment continues to be affected by concerns relating to regulatory uncertainty, governance challenges, delays in project approvals, infrastructure bottlenecks, exchange-rate volatility, and weaknesses in the financial sector. Bangladesh also continues to lag behind regional peers such as Vietnam, Indonesia, and Cambodia in attracting export-oriented and technology-driven FDI. Sustained improvement in the investment climate, stronger policy consistency, enhanced energy and logistics infrastructure, and faster implementation of economic reforms will therefore be essential to attract higher-quality foreign investment, stimulate industrial diversification, accelerate technology transfer, and support long-term economic growth and employment generation.

Trade Competitiveness and Post-LDC Transition

Bangladesh's export sector remains heavily dependent on ready-made garments, increasing vulnerability to external demand shocks. Following LDC graduation, the gradual loss of preferential market access and stricter compliance requirements may create additional challenges. Export diversification, trade agreements, and improved competitiveness will be essential for sustaining growth.

Logistics, Port Efficiency and Supply Chain Constraints

Despite notable improvements in infrastructure, Bangladesh continues to face significant logistics and supply-chain bottlenecks that affect trade competitiveness and increase the cost of doing business. Congestion at ports, delays in customs clearance, inadequate multimodal transport connectivity, and high logistics costs continue to constrain industrial productivity and export efficiency. Global shipping disruptions arising from geopolitical tensions in the Red Sea and Middle East have further increased freight costs and transit times. Enhancing port capacity, modernising customs procedures, improving multimodal and inland river transport connectivity, and strengthening trade facilitation measures remain important priorities for sustaining export growth and attracting foreign investment.

Employment, Skills, and Technological Transformation

Slower growth and weak investment are limiting job creation, particularly for young entrants to the labour market. At the same time, rapid digitalization and AI-driven technological change require significant investments in skills development, innovation, and workforce adaptation to maintain competitiveness.

Climate Change and Food Security Risks

Bangladesh remains one of the world's most climate-vulnerable countries. Floods, cyclones, salinity intrusion, and extreme weather events threaten agriculture, infrastructure, and livelihoods. Strengthening climate resilience, food security, and sustainable agricultural practices will remain critical for long-term economic stability.

Conclusion

In conclusion, Bangladesh's economy enters 2026 at a critical juncture, facing both significant challenges and important opportunities. While the country has demonstrated resilience through strong remittance inflows, a stable export base, and continued progress in infrastructure development, it remains exposed to domestic structural weaknesses and an increasingly uncertain global environment.

Reflecting these concerns, Fitch Ratings recently revised Bangladesh's outlook from "Stable" to "Negative" while affirming its long-term foreign-currency Issuer Default Rating (IDR) at B+. According to Fitch, key risks include external-sector vulnerabilities arising from geopolitical tensions, uncertainty surrounding the reform agenda, low domestic revenue mobilization, persistent inflationary pressures, weaknesses in the banking sector, and a slower growth outlook over the medium term.

These assessments reinforce the urgency of accelerating structural reforms to strengthen macroeconomic stability, improve governance, enhance investment and export competitiveness, and build greater resilience against external shocks. As Bangladesh approaches LDC graduation, maintaining investor confidence, ensuring energy security, strengthening the financial sector, and expanding fiscal capacity will be critical to sustaining long-term growth.

The importance of these reforms has also been emphasized by the United Nations Committee for Development Policy (CDP), which observed that Bangladesh would need to make substantial progress in addressing its deep-rooted structural vulnerabilities if it is to secure a three-year

extension to its LDC graduation timeline.

The Committee noted that such an extension would be appropriate only if Bangladesh demonstrates significant progress in implementing domestic reforms during the extended preparatory period. In response, the Government has begun preparing for this possibility, with the Finance Ministry directing all relevant ministries to formulate reform plans should the graduation timeline be extended until 24 November 2029.

At this important stage of economic transition, stronger collaboration between the government and the private sector will be essential. A structured and consultative public–private partnership framework can help improve policy design and implementation, address business constraints, enhance competitiveness, and support Bangladesh's aspiration to achieve sustainable, inclusive, and resilient economic development in the years ahead.

ICC Bangladesh in 2025

Throughout 2025, ICC Bangladesh organized a number of seminars and dialogues, participated in a number of policy dialogues, ICC World CouncilMeeting held in Partis, ICC World Chambers Congress held in Melbourne. ICC Bangladesh delegation of bankers also attended the ICC Academy Supply Chain Finance Summit 2025 in Singapore.

On the issue of LDC Graduation, ICC Bangladesh organized several events, including a Joint Press Briefing in partnership with 15 major trade bodies, as well as the ICC Bangladesh-BAPI-BGMEA Seminar and Dialogue.

The National Committee also organized workshops on Compliance and Trade Finance, Risk Management in Trade Financing, SME Toolkit for the Right Standards in Business, and Export Operations, Back-to-Back L/C Mechanism and Challenges of Export Finance. In addition, ICC Bangladesh organized two workshops for SMEs and Women Entrepreneurs under a project funded by ICC NC Fund.

ICC Bangladesh in 2026

In 2026, ICC Bangladesh organized several key events. These included: a Memorial and DoaMehfil for Begum Khaleda Zia, jointly arranged by ICC Bangladesh along with 17 national trade organizations (5 January); ICC Bangladesh PresidentMahbubur Rahman and top business leaders held meeting with BNP Chairman Tarique Rahman (4 January); ICC Roundtable on Implications of LDC Graduation for the Banking Industry: Bangladesh Perspective (held in Dhaka on 27 January); Workshop on Legal and Compliance Perspectives under Documentary Credits (held in Chattogram on 10 January); Workshop on International Trade Financing following LDC Graduation (held in Dhaka on 31 January); and two Workshops on International Financial Crime: Identifying Risk & Preventing Fraud in International Trade (held in Dhaka on 11 April and in Chattogram on 12 April).

In addition to these, the National Secretariat will continue to organize more roundtables, dialogues and workshops throughout the year.

We extend our sincere appreciation to our valued members for their continued confidence in the Executive Board and for their steadfast support to ICC Bangladesh's initiatives aimed at promoting trade, investment, and economic development in the country.

We are also deeply grateful to both the electronic and print media for their unwavering cooperation and continuous support of ICC Bangladesh's activities throughout the year.

The commitment, professionalism, and tireless efforts of the officials and staff of the Secretariat have played a crucial role in the successful implementation of the National Committee's programs and initiatives. On behalf of all members of ICC Bangladesh, I convey our heartfelt endeavors and initiatives.

Allah Hafez,

For and on behalf of the
Executive Board



Mahbubur Rahman
President
ICC Bangladesh

9 July 2026
Dhaka, Bangladesh

ICC Bangladesh Activities during 2025 : Overview

ICC Bangladesh, during 2025, organized a number of seminars, dialogues, roundtables, press briefings, and workshops; participated in meetings and events organized by government agencies, local institutions, international organizations, and ICC Headquarters, both at home and abroad; and interacted with government policymakers and businesses on various policy issues related to trade and investment.

The important events organized by ICC Bangladesh during the year included the ICC–ADB Seminar on "Economic Corridor and Logistics Development in Bangladesh: Investment Opportunities" held in Dhaka on 26 May, where Planning Adviser Prof. Dr. Wahiduddin Mahmud and Special Assistant to the Chief Adviser Dr. Anisuzzaman Chowdhury attended as Chief Guest and Special Guest respectively. ICC Bangladesh also jointly organized a Press Briefing with 15 major trade bodies of Bangladesh in Dhaka on 24 August, requesting the Government to seek a five-to-six-year extension of the country's LDC graduation timeline, emphasizing the need for adequate preparation in export diversification, human capital development, and quality foreign investment before making the transition.

The Bangladesh National Committee also jointly organized, with ICC Headquarters in Paris, a Dialogue on "Global Financial Trends & Reforms: Implications for Bangladesh" in Dhaka on 30 April, where ICC Global Banking Commission Chair Florian Witt presented the keynote paper, highlighting key transformations in the global financial landscape and their implications for emerging economies like Bangladesh. The Dialogue was chaired and moderated by ICC Bangladesh President Mahbubur Rahman and attended by Mr. Md. Zakir Hossain Chowdhury, Deputy Governor of Bangladesh Bank, as Chief Guest.

A 10-member delegation from ICC Bangladesh, led by President Mahbubur Rahman, attended the 14th World Chambers Congress (WCC) held in Melbourne from 2–4 September. This premier global forum—organized by the ICC World Chambers Federation (WCF) in partnership with the Victorian Chamber of Commerce and Industry (VCCI)—brought together over 1,000 business, chamber, and political leaders from more than 100 countries.

The National Committee also arranged the participation of 29 bankers at the ICC Academy Supply Chain Finance Summit held in Singapore on 22–23 October. The Summit, inaugurated by ICC Secretary General John Denton, was attended by more than 150 global leaders in trade, finance, policy, and technology, as well as key decision-makers.

A brief report on the activities of the National Committee during the year is given below:

30th Annual Council of ICC Bangladesh held

Highlights key economic challenges for Bangladesh in 2025

The 30th Annual Council of ICC Bangladesh was held in Dhaka on 26 July. The Council, Chaired by ICC Bangladesh President Mahbubur Rahman, was attended by members and several diplomats as special guests. Mr. Rahman on behalf of the Executive Board, presented a comprehensive report on the evolving global and national economic landscape and its implications for Bangladesh.

As the world continues to face a volatile mix of geopolitical tensions, climate risks, and economic disruptions, the ICCB Council underscored the urgent need for Bangladesh to adapt strategically in order to navigate the complex challenges of 2025. The global backdrop remains unstable—marked by the Red Sea crisis, ongoing wars in Ukraine and the Middle East, and a resurgence of economic nationalism, especially following the return of Donald Trump to the U.S. Presidency.

The Council noted that the global economy is expected to grow by just 2.8% in 2025, with the U.S-. China trade war further aggravating uncertainties. Inflationary pressures and protectionist policies risk fragmenting global supply chains— an alarming trend for developing economies such as Bangladesh.

Bangladesh economy is expected to face significant headwinds. The World Bank projects GDP growth to slow to 3.3% in FY2024–25, while the IMF and ADB forecast growth at 3.8% and 3.9%, respectively. High inflation—exceeding 10% overall and 14% for food—combined with declining investment and political uncertainty, has deepened the economic slowdown.

A major concern is the fragile state of Bangladesh's financial sector. Non-performing loans (NPLs) hit a record Tk 3.45 trillion by December 2024, with state-owned banks the worst affected. Nineteen banks have reported a capital shortfall of Tk 1.71 trillion, prompting the interim government to initiate banking reforms, including board dissolutions, bank mergers, and stronger oversight.

The Report also highlighted the implications of Bangladesh's planned graduation from Least Developed Country (LDC) status by November 2026. With the likely loss of preferential trade terms— especially in the RMG sector—the country risks facing tariffs of up to 11.5% in major markets such as the EU and the UK. The Council emphasized the importance of a transition strategy to task force under the Ministry of Commerce to negotiate fairer trade terms and ensure continuity of access.

Finally, the Council emphasized the potential of the Bangladesh-Bhutan- India-Nepal (BBIN) corridor to enhance regional connectivity and trade. With improved infrastructure and stronger cooperation, BBIN's combined



ICC Bangladesh President Mahbubur Rahman (5th from left on the dias) Presided ICCB Annual Council (AGM) 2024 held in Dhaka on 26 July. Also seen in the picture, among others are (R-L) : ICCB Executive Board Members : Mir Nasir Hossain; Kutubuddin Ahmed; Anwar-ul-Alam Chowdhury (Parvez); Aftab Ul Islam, FCA; BKMEA President Mohammad Hatem; BTMA President Showkat Aziz Russell; DCCI Sr. Vice President Razeev H Chowdhury; FICCI President Zaved Akhtar; MCCI President Kamran T. Rahman; ICCB Vice President Naser Ezaz Bijoy; BIA President Sayeed Ahmed; BGMEA President Mahmud Hasan Khan; Secretary General Ataur Rahman; Azim Group Chairman Mohammad Fazlul Azim and Special Guests H.E. Mr. Haji Haris Bin Haji Othman, High Commissioner of Brunei Darussalam to Bangladesh; H. E. Mr. U Kyaw Soe Moe; Ambassador of the Union of Myanmar to Bangladesh & Mr. Maximiliano Romanello, Charge D' Affairs of Argentina in Bangladesh.

safeguard export competitiveness and maintain foreign investment flows.

In addition to banking and trade concerns, the Council highlighted the following key challenges:

Energy Security: Rising costs from increased reliance on imported fossil fuels and currency depreciation require urgent domestic exploration and investment in renewable; **Fiscal Pressure:** With a tax-to-GDP ratio below 10%, revenue mobilization remains weak. The restructuring of the National Board of Revenue is expected to improve efficiency and fiscal space; **Climate and Food Security:** Ranked among the most climate-vulnerable nations, Bangladesh faces serious risks from floods, droughts, and salinity intrusion. Climate change may cut annual GDP growth by 2% if not addressed; **FDI and Export Diversification:** FDI remains far below regional peers, at $3 billion in 2023 compared to Vietnam's $39 billion. Export reliance on garments must be reduced by promoting sectors like pharmaceuticals, agro processing, and IT; **Cybersecurity:**As the digital economy expands, the threat of cyberattacks grows. The ICCB urged swift action to strengthen national cybersecurity infrastructure and regulation; **U.S. Tariffs:** A proposed 37% tariff on Bangladeshi exports to the U.S. could severely affect RMG exports and job creation. The ICCB suggested forming a GDP could reach $8.3 trillion by 2035, positioning Bangladesh as a strategic transit hub.

President Mahbubur Rahman reiterated ICC Bangladesh's commitment to supporting reform, resilience, and regional integration as key pillars for sustainable economic recovery.

The Council adopted the Executive Board Report, approved the Auditor's Report of 2024 and appointed Auditor for the year 2025.

The Council Meeting was attended by High Commissioner of Brunei Darussalam, H.E. Mr. Haji Haris Bin Haji Othman; Ambassador of the Republic of the Union of Myanmar, H.E. Mr. U KyawSoe Moe; Chargé d'Affaires of Argentina, Mr. Maximiliano Romanello and Senior Economic Officer Asian Development Bank Barun Kumar Dey as special guests.

The Council Meeting was attended, among others, by the ICCB Vice President Naser Ezaz Bijoy; ICCB Executive Board Members: Kutubuddin Ahmed, Anwar-ul-Alam Chowdhury (Parvez), Aftab Ul Islam, FCA; Mir Nasir Hossain, Kamran T. Rahman, Sayeed Ahmed, Mahmud Hasan Khan, Mohammed Hatem & Showkat Aziz Russell;

ICC Bangladesh Banking Commission Chairman Mr. Muhammad A. (Rumee) Ali; ICCB Secretary General Ataur Rahman; ICCB Members : Azim Group Chairman Md. Fazlul Azim, Arlinks Limited Managing Director Imran Faiz Rahman, DBL Ceramics Limited Managing Director Mohammad Abdul Jabbar, ETBL Securities & Exchange Ltd. Managing Director & CEO Rizwan Rahman, Meghna Group of Industries Chairman & Managing Director Mostafa Kamal, New Zealand Dairy Products Bangladesh Limited Managing Director Mohammad Samsul Alam Mallick, Summit Alliance Port Limited Managing Director Syed Ali Jowher Rizvi, Swisscontact Country Director Md. Helal Hussain, Tyser Risk Management Bangladesh Ltd. Managing Director S. M. Moinul Islam and Karnaphuly Ins. Co. CEO ANM Fazlul Karim Munshi.

ICC Bangladesh-BAPI-BGMEA Seminar on LDC Graduation: Some Options for Bangladesh

Businesses seek Deferment of LDC Graduation for 3 to 5 Years

The Chamber Leaders sought extension of the time for LDC graduation of the country for three to five years to take preparation as they faced difficulties from the volatile economic conditions over the last few years. The observations were made during a Seminar on LDC Graduation: Some options for Bangladesh held in Dhaka on 14 August. It was stated that this is not the appropriate time for the smooth graduation and the graduation should be deferred by three to five years. ICC Bangladesh organized the Seminar in collaboration with Bangladesh Garment Manufacturers and Exporters Association (BGMEA) and Bangladesh Association of Pharmaceuticals Industries (BAPI).

The businesses said that they were struggling with the severe fallouts of Covid-19, Russia–Ukraine war, higher global inflation, higher bank interest rate, July-August political turmoil of the last year, higher cost of production and and, most recently, higher tariffs imposed by the Trump administration. Private sector entrepreneurs, traders, economists, exporters, importers, trade body leaders, business chamber leaders and researchers participated in the seminar. The Speakers suggested that the government take immediate steps for signing Free Trade Agreements (FTAs) and other trade deals with major trading partners soon to retain the preferential trade benefit even after the LDC graduation.

Moderating the seminar ICC-B President Mahbubur Rahman said graduation will mean loss of duty-free market access in the EU, the UK, and other destinations, with tariffs potentially rising to 12 percent — reducing exports by 6-14 percent unless GSP+ or similar arrangements are secured. Businesses are calling for a three- to-five-year extension, the ICC-B President also said. ICC Bangladesh President also said the LDC graduation means the end of WTO special benefits - from export subsidies to relaxed intellectual property rules for generics, stricter rules of origin, raising production costs in apparel and other sectors and reduced concessional finance, replaced by costlier loans with tighter terms. "Today's question is not whether we graduate—that is settled. The challenge is how we



ICC Bangladesh President Mahbubur Rahman (7th from left) moderated the ICC Bangladesh-BGMEA-BAPI Seminar on LDC Graduation: Some Options for Bangladesh held in Dhaka on 14 August while Ms. Sanya Reid Smith (7th from right), Legal Advisor & Senior Researcher, The Third World Network (TWN) was the keynote Speaker. Also seen in the picture as panel Speakers are (R-L) : Prof. Dr. Selim Raihan, Executive Director, SANEM; Dr. M. Masrur Reaz, Chairman, Policy ExChange Bangladesh; Syed Nasim Manzur, President, LFMEAB; Mr. Abdul Hai Sarker, Chairman, BAB; Mr. Naser Ezaz Bijoy; Vice President, ICCB; Mr. Mahmud Hasan Khan, President, BGMEA; Mr. Abdul Muktadir, President, BAPI; Mr. A. K. Azad, Vice President, ICCB; Dr. Fahmida Khatun, Executive Director, CPD; Mr. Taskeen Ahmed, President, DCCI; Dr. Zaidi Sattar, Chairman and Chief Executive, PRI and Mr. Ataur Rahman, Secretary General, ICCB.

graduate successfully," he said. ICC-B President said that means defending market access, building competitiveness and acting with urgency, not just planning.

In her keynote presentation, Sanya Reid Smith, legal advisor and senior researcher of The Third World Network (TWN), said about the possible impacts of Bangladesh's LDC graduation. Smith said once Bangladesh graduates, it must comply with the WTO's intellectual property (IP) rules (TRIPS) including 20-year patents on new medicines delaying market entry of generics. If a medicine is patented after Bangladesh graduates, insulin prices in Bangladesh could be 11 times more expensive so 'the poverty rate among households needing insulin could increase by between 15 and 200 percent. She also noted that patented medicines used to treat AIDS cost US$15,000 per patient per year, but the generic version only costs US$61 per patient per year. The patented medicines can be up to 1,044 percent more expensive than their generic equivalents in Malaysia, Smith also said. She also mentioned that Angola should have graduated in 2018, but it delayed it then in 2024 no longer met the graduation criteria so no date is currently set for its graduation. Similarly, Timor Leste should have graduated in 2021 but no date has been set for its graduation and Myanmar should have graduated in 2024, but no revised graduation date has yet been fixed. Smith said. Because of the graduation Bangladesh will also face reduction in preferential export market access such as the EU is Bangladesh's largest export market (48 percent of Bangladesh's exports go to the EU) and around 93 percent of Bangladesh's exports to the EU currently enjoy zero-tariff access under the LDC framework while Bangladesh is an LDC, she also said.

The panel of Speakers at the Seminar were: ICC Bangladesh Vice Presidents A. K. Azad & Naser Ezaz Bijoy; BGMEA President Mahmud Hasan Khan, BAPI President Dr. Abdul Muktadir, BAB Chairman Abdul Hai Sarker, DCCI President Taskeen Ahmed, LFMEAB President Syed Nasim Manzur, PRI Chairman and Chief Executive Dr. Zaidi Sattar, CPD Executive Director, Dr. Fahmida Khatun Policy ExChange Bangladesh Chairman Dr. M. Masrur Reaz and SANEM Executive Director Dr. Selim Raihan.

The Seminar was attended, among others by ICCB Executive Board Members Md. Fazlul Hoque & Ms. Simeen Rahman; Syed Ershad Ahmed, President, American Chamber of Commerce in Bangladesh (AmCham); ICCB Secretary General Ataur Rahman; Mr. Kaiser Kabir, CEO & Managing Director, RENATA PLC; Mr. Md. Rezwan Selim, Vice-President, BGMEA; Mr. Asif A. Chowdhury, Managing Director, Bay Consolidation Ltd.; Mr. Rasheed Mymunul Islam, Managing Director, Monno Ceramic Ind. Ltd.; Mr. Minhaj Ahmed, Ahmed Food Products (Pvt.) Ltd.; Mr.Tanvir Ahmed, Managing Director, Sheltech Ceramics Limited; Mr. Mohd. Arshad Ali, Managing Director, The Merchants Limited; Mr. Rafidul Haq, Managing Director & CEO, General Pharmaceuticals Ltd; Mr. Mojibul Islam, Managing Director, Amic Pharma; Mr. M Mohibuz Zaman, Managing Director & CEO, ACI Healthcare Ltd.; Sheikh Mohammad Maroof, Managing Director, Dhaka Bank PLC.

ICC Bangladesh organized a Joint Press Briefing with 15 major trade bodies calling for a 5–6 year deferral of LDC graduation

ICC Bangladesh, jointly with 15 major trade bodies of Bangladesh, held a Press Briefing in Dhaka on 24 August, requesting the Government to seek a five-to-six-year extension of the country's LDC graduation timeline, emphasizing the need for adequate preparation in export diversification, human capital development, and quality foreign investment before making the transition.

Speaking at the press briefing on "LDC Graduation: Challenges Ahead," ICC Bangladesh President Mahbubur Rahman said the private sector fully supports the graduation goal but stressed that "a premature move could create economic vulnerabilities instead of opportunities." "Our entrepreneurs and business chambers strongly support graduation," Rahman said. "However, we urge for a 5–6 year deferral. This time would allow both the Government and the private sector to undertake necessary reforms, build competitiveness, and ensure a smooth transition."

ICC Bangladesh President also drew attention to multiple economic headwinds that heighten the need for deferral — including external debt stress, declining FDI inflows, global trade disruptions, power and gas shortages, logistics bottlenecks, taka devaluation, and the impacts of the post-2024 political unrest.

Bangladesh has met all three UN graduation criteria — Gross National Income (GNI), Human Assets Index (HAI), and Economic Vulnerability Index (EVI) — for two consecutive reviews, positioning the country for official graduation in November 2026. While this achievement reflects five decades of resilience and industrial progress, experts warn that without adequate safeguards, the transition could expose Bangladesh to new risks, such as the loss of duty-free market access, reduced concessional finance, and stricter intellectual property obligations.

Citing international precedents, the ICC Bangladesh President noted that countries like Maldives and Vanuatu had previously deferred their UN-designated LDC graduations due to economic or environmental vulnerabilities. "These examples show that it is not uncommon for countries to seek additional time," he explained. "Graduation is certain — but success depends on how urgently and collectively we act."



ICC Bangladesh President Mahbubur Rahman (7th from right) addressing the Joint Press Briefing on "LDC Graduation: Challenges Ahead," organized by ICC Bangladesh in association with the national trade organizations, held in Dhaka on 24 August. Also seen in the picture, among others, are (R-L): BAPLC Member Mohammad Iqbal Chowdhury; LFMEAB Senior Vice President Mohammed Nazmul Hassan; BCI President Anwar-ul-Alam Chowdhury (Parvez); BIA President Sayeed Ahmed; BKMEA President Mohammad Hatem; ICC Bangladesh Vice Presidents Naser Ezaz Bijoy and A.K. Azad; MCCI President Kamran T. Rahman; BAB Chairman Abdul Hai Sarker; BGMEA President Mahmud Hasan Khan; DCCI Senior Vice President Razeev H. Chowdhury; FICCI Director Rubaba Dowla; BAPI President Abdul Muktadir; and BSIA Senior Vice President M. E. Chowdhury Shameem.

The statement from the Press Briefing, signed by all participating chambers and associations, has been sent to the Chief Adviser and other concerned Advisers for their consideration.

The Press Briefing was attended by ICC Bangladesh Vice Presidents A.K. Azad and Naser Ezaz Bijoy; BAB Chairman Abdul Hai Sarker; MCCI President Kamran T. Rahman; BGMEA President Mahmud Hasan Khan; BIA President Sayeed Ahmed; BKMEA President Mohammad Hatem; BCI President Anwar-ul-Alam Chowdhury (Parvez); BAPI President Abdul Muktadir; DCCI Senior Vice President Razeev H. Chowdhury; LFMEAB Senior Vice President Mohammed Nazmul Hassan; FICCI Director Rubaba Dowla; BAPLC Member Mohammad Iqbal Chowdhury; and BSIA Senior Vice President M. E. Chowdhury Shameem.

ICC-ADB Seminar on Economic Corridor and Logistics Development in Bangladesh: Investment Opportunities

ICC Bangladesh and ADB jointly organized a seminar on Economic Corridor and Logistics Development in Bangladesh: Investment Opportunities in Dhaka on 26 May. Planning Adviser Prof. Dr. Wahiduddin Mahmud attended as Chief Guest, and Special Assistant to the Chief Adviser Dr. Anisuzzaman Chowdhury was present as Special Guest.



Prof. Dr. Wahiduddin Mahmud (5th from left), Planning Adviser speaking as Chief Guest at the ICC-ADB Seminar on Economic Corridor and Logistics Development in Bangladesh held in Dhaka on Monday May 26. ICC Bangladesh President Mahbubur Rahman (6th from left) Chaired and moderated the Seminar which was also addressed by Dr. Anisuzzaman Chowdhury (5th from right), Special Assistant, Ministry of Finance & ADB Country Director Hoe Yun Jeong (6th from right) and Sabyasachi Mitra (4thfrom left), Senior Logistics and Economic Corridor Expert (Former Director, SARD), ADB was the Key-note Speaker. The panel Speakers (R-L) were: SANEM Executive Director Prof. Dr. Selim Raihan; HSBC CEO Md. Mahbub Ur Rahman; ERD ADB Wing Chief S M Jakaria Huq; FNCCI Director General Gokarna Raj Awasthi; ICCB Executive Board Member Mir Nasir Hossain; MTB CEO Syed Mahbubur Rahman and ICCB Secretary General Ataur Rahman.

Prof. Dr. Wahiduddin Mahmud stated that neighboring countries, especially the North-Eastern states of India, could benefit from Bangladesh's economic corridor, which connects ports and economic zones through rail, road, and waterways. He noted that Bangladesh could import raw materials from these states and export finished goods back to them and beyond. He also remarked that the interim government cannot initiate new development projects, as all allocations are earmarked for projects taken up by the previous government.

Dr. Anisuzzaman Chowdhury, Special Assistant at the Ministry of Finance, emphasized the need to prioritize two to three key sectors—such as pharmaceuticals and electronics—to diversify the country's export basket urgently. In his opening remarks,

ADB Country Director Hoe Yun Jeong highlighted that Bangladesh's logistics sector faces significant structural challenges, including over-reliance on road transport, congestion, high costs, and insufficient multimodal infrastructure, which hinder export-oriented manufacturing. "This is where logistics sector development is crucial, apart from corridor development," he stated.

ICC Bangladesh President Mahbubur Rahman chaired and moderated the seminar. In his concluding remarks, he said, "The case for economic corridor development is no longer inspirational—it is urgent, evidence-based, and actionable." He emphasized the need for regulatory reforms, digitized customs processes, and strategic partnerships with regional and multilateral institutions—particularly ADB—to position Bangladesh as a key player in South Asia's evolving trade landscape. "ICC Bangladesh stands ready to support this agenda," he added, highlighting the institution's role in bridging the private sector with the global policy community.

Mr. Sabyasachi Mitra, Senior Logistics and Economic Corridor Expert (Former Director, SARD, ADB), presented the concept and development of economic corridors in Bangladesh, focusing on integrated strategies involving both central and local governments. He emphasized areas such as land acquisition policies, skill development, and tech-driven solutions. Drawing from ADB-supported projects and international experiences, including Malaysia and South Korea, he outlined successful governance models. He also showcased the NW–Dhaka SE corridor, highlighting its multimodal transport network, industrial zones, and growth centers. Proposed interventions include enhanced transport links, logistics parks, tourism promotion, and sustainable financing models, including private sector participation.

Mr. Barun Kumar Dey, Senior Economics Officer, ADB, stated that while Bangladesh's impressive growth—led by the RMG sector—has positioned it for LDC graduation, diversification beyond apparel is crucial. Although poverty has declined and the industrial and service sectors have grown, export concentration and high logistics costs remain challenges. He emphasized the importance of trade capacity, macroeconomic management, infrastructure upgrades, and transition from input-led to productivity-led growth for long-term resilience.

Mr. Mohammad Nazrul Islam, Senior Transport Specialist, highlighted efforts to enhance connectivity along the Northwest–Dhaka–Southeast corridor to promote trade and economic growth. Key initiatives include highway and railway upgrades, port improvements, intelligent transport systems, border waterways, gateways, and inland multimodal logistics hubs. He also mentioned regional connectivity goals, including for landlocked neighbors, and shared insights from the Philippines' South Commuter Railway project, which reduces congestion, improves transit, and supports climate goals.

The Panel Speakers at the Seminar were Mr. Md. Mahbub Ur Rahman, CEO, HSBC Bangladesh; Syed Mahbubur Rahman, Managing Director & CEO, Mutual Trust Bank PLC; Mr. Mir Nasir Hossain, Executive Board Member, ICC Bangladesh & MD, Mir Akhter Hossain Ltd; Mr. Gokarna Raj Awasthi, DG, FNCCI (Nepal) & Prof. Dr. Selim Raihan, Executive Director, SANEM.

Speakers called for accelerated institutional reforms and increased private investment to unlock the economic corridor's potential. They stressed the urgency of advancing logistics modernization and corridor development to ensure inclusive, regionally balanced growth.

The meeting was attended by ICCB Executive Board Members Abdul Hai Sarker, Anwar-Ul Alam Chowdhury (Parvez), and Ms. Simeen Rahman; Osama Taseer, Former DCCI President as well as High Commissioners, Ambassadors, and senior diplomats. Representatives from the UN, World Bank, UNDP, IFC, and JICA, along with CEOs and senior officials from national and multinational companies, were also present. The event was widely covered by both print and electronic media.

Other notable attendees included H.E. Haji Haris Bin Othman, High Commissioner, Brunei, Darussalam; Ataur Rahman, Secretary General, ICCB; Engr. Rabiul Alam, CIP, Chairman, Energypac Power Generation Ltd.; Md. Mustafizur Rahman, Managing Director, Duncan Brothers (Bangladesh) Ltd.; Mohammad Salim, MD & CEO, Eastland Insurance PLC; SM Moinul Islam, MD, Tyser Risk Management Bangladesh Ltd.; Mr. Shahab Uddin Khan, President, Korea-Bangladesh Chamber of Commerce & Industry; M. Jamal Uddin, CEO & MD, IDLC Finance PLC; Khawaja Manzur Nadeem, MD

& CEO, United Insurance Co. Ltd.; Shabbir A. Khan, President, Bangladesh-Malaysia Chamber of Commerce & Industry; Ms. Humaira Azam, MD, Lanka Bangla Finance; M. Maksud, MD, Corona International; Ms. Faria Farhana Mahmud, Country Representative, Zhejiang Chouzhou Commercial Bank; Al Fattah Md. Masudur Rahman, Addl. DG (Infrastructure), Bangladesh Railway; Md. Abdur Rouf, Addl. Secretary, Socio Economic Infrastructure Division, Ministry of Planning; Ms. Tahera Ahsan, Executive Director, Japan-Bangladesh Chamber of Commerce & Industry.

ICC Dialogue on Global Financial Trends & Reforms: Implications for Bangladesh

ICC Bangladesh organized a Dialogue on "Global Financial Trends & Reforms: Implications for Bangladesh" in Dhaka on 30 April. ICC Global Banking Commission Chair Florian Witt presented the keynote paper, highlighting key transformations in the global financial landscape and their implications for emerging economies like Bangladesh.

The panel speakers included Mr. Selim R. F. Hussain, Chairman of the Association of Bankers Bangladesh (ABB) and Managing Director & CEO of BRAC Bank PLC; Mr. Mohammad Enamul Huque, Country Chief Risk Officer (CRO), Standard Chartered Bangladesh; Mr. Md. Mahbub Ur Rahman, CEO, HSBC Bangladesh; Dr. Shah Md. Ahsan Habib, Professor, Bangladesh Institute of Bank Management (BIBM); and Mr. Bidyut Kumar Saha, Lead Investment Officer, Private Sector Operations Department, Bangladesh Resident Mission, ADB.

The Dialogue was also attended by ICC Bangladesh Executive Board Members Anwar-ul-Alam Chowdhury (Parvez), Md. Fazlul Hoque, Kamran T. Rahman, Ms. Simeen Rahman, and Taskeen Ahmed, among others.

The event, sponsored by BRAC Bank, Dhaka Bank, and Mutual Trust Bank, brought together around 100 participants, including ICC Bangladesh Executive Board Members, Banking Commission Members, Chairmen, Managing Directors, and senior officials from banks.



ICC Bangladesh President Mahbubur Rahman (centre) moderated the ICC Dialogue on "Global Financial Trends & Reforms: Implications for Bangladesh," held in Dhaka on 30 April, which was attended by Bangladesh Bank Deputy Governor Md. Zakir Hossain Chowdhury (5th from left) as the Chief Guest, while ICC Global Banking Commission Chair Florian Witt (5th from right) was the keynote speaker. Also seen in the picture as panel speakers are (L-R): ICC Bangladesh Secretary General Ataur Rahman; ADB Lead Investment Officer Bidyut Kumar Saha; Standard Chartered Bangladesh Country Chief Risk Officer Mohammad Enamul Huque; BAB Chairman Abdul Hai Sarker; ICC Bangladesh Vice President A. K. Azad; ABB Chairman and Managing Director & CEO of BRAC Bank PLC Selim R. F. Hussain; HSBC Bangladesh CEO Md. Mahbub Ur Rahman; and Professor of BIBM Dr. Shah Md. Ahsan Habib.

The session was chaired and moderated by ICC Bangladesh President Mahbubur Rahman. Mr. Md. Zakir Hossain Chowdhury, Deputy Governor of Bangladesh Bank, attended as the Chief Guest. In his remarks, Mr. Chowdhury spoke about the policy outlook and regulatory reforms being undertaken by Bangladesh Bank to ensure financial sector stability.

Mr. Abdul Hai Sarker, Chairman of the Bangladesh Association of Banks and Chairman of Dhaka Bank PLC, emphasized the importance of financial sector reforms, good governance, and appropriate policy measures to reduce non-performing loans (NPLs).

ICC Bangladesh Press Statement on Business Response to U.S. Reciprocal Tariff Plan

ICC Bangladesh arranged a press briefing titled "Business Response to the Announcement of the U.S. Reciprocal Tariff Plan" in Dhaka on 7 April. ICC Bangladesh President Mahbubur Rahman presented the official statement issued by Mr. John W.H. Denton AO, Secretary General of the International Chamber of Commerce (ICC), the world business organization headquartered in Paris.

Speaking on behalf of more than 45 million companies in over 170 countries, the statement described the new U.S.



ICC Bangladesh President Mahbubur Rahman (4th from right) addressing at a Press Briefing on Business response to US reciprocal Tariff Plan held in Dhaka on 7 April. Also seen in the picture are: (R-L), DCCI President Taskeen Ahmed; Transcom Group CEO Simeen Rahman; BAB Chairman Abdul Hai Sarker; MCCI President Kamran T. Rahman; Plummy Fashions Managing Director Md. Fazlul Hoque; ICC Bangladesh Vice President Naser Ezaz Bijoy and ICCB Secretary General Ataur Rahman.

measures as a shock to the global trading system — one that need not result in a systemic crisis.

"What we've seen today represents a watershed moment in American trade policy that poses severe downside risks to the global economy. To put this in historical context, effective U.S. tariff rates now stand at a level not seen since the 1930s — and cover a significantly higher proportion of American GDP than the infamous Smoot-Hawley Act. This is, without doubt, a shock to the global trading system — but it need not result in a systemic crisis."

After presenting the ICC statement, ICC Bangladesh President Mahbubur Rahman expressed deep concern over the recent announcement by U.S. President Donald Trump regarding new trade tariffs. The announcement includes a universal 10% tariff on all U.S. imports, alongside additional country-specific tariffs under a "reciprocal" trade framework.

As a result, Bangladeshi exports to the U.S. will now be subjected to a 37% tariff — an alarming increase from the previous average of 15%.

Furthermore, Mr. Rahman stressed the importance of initiating diplomatic negotiations with U.S. authorities to advocate for more favorable trade terms. This includes seeking exemptions or reductions in the newly imposed tariffs by highlighting the mutual benefits of a balanced and sustainable trade relationship.

To address the evolving trade situation, Mr. Rahman proposed forming a task force under the Ministry of Commerce. The task force should include key stakeholders — such as leading exporters and importers, representatives from the Export Promotion Bureau (EPB), and customs officials.

The press briefing was also attended by ICC Bangladesh Vice President Naser Ezaz Bijoy; DCCI President Taskeen Ahmed; MCCI President Kamran T. Rahman; BAB Chairman Abdul Hai Sarker; Managing Director of Plummy Fashions Md. Fazlul Hoque; Transcom Group CEO Simeen Rahman; and ICC Bangladesh Secretary General Ataur Rahman.

ICC Bangladesh organized Workshop on Compliance and Trade Finance jointly with the International Chamber of Commerce, Paris

ICC Bangladesh, jointly with ICC Headquarters, organized a day-long Workshop on Global Banking Commission Outlook, DSI, Compliance and Trade Finance Risk Management for bankers in Bangladesh in Dhaka on Thursday, 20 February. The workshop was sponsored by ODDO BHF SE Bank, Germany.

In his opening remarks, ICC Bangladesh Secretary General Ataur Rahman said that Bangladesh's economy has increasingly become integrated with international trade transactions and, as such, improved and efficient cross-border trade will have significant implications for the country's LDC graduation process.

He noted that the evolving regulatory environment entails greater involvement of trade finance banks, exposing them to higher risks. In the context of growing business complexities, increased compliance requirements, widespread technological adoption, heightened market expectations, and rising financial crimes, trade finance is becoming increasingly challenging for banks in the country.

"Compliance and risk management must remain at the heart of our trade finance operations. As global regulatory

frameworks become more stringent, our banks and financial institutions must strengthen their due diligence processes, adopt robust risk management frameworks, and enhance transparency to mitigate financial crimes and ensure long-term sustainability," he added.

Mr. Rahman mentioned that ICC Global Banking Commission Chair Florian Witt could not attend the workshop due to sudden illness and therefore was unable to share his thoughts on the global banking scenario. However, he thanked ICC Paris and ODDO BHF SE Bank, Germany, for joining ICC Bangladesh in organizing the workshop.

He said that this was the first time ICC Bangladesh had engaged three foreign and two senior local speakers to deliberate on various topics at the workshop. He thanked the resource persons for kindly agreeing to speak on specific topics and expressed hope that the participants would benefit from their deliberations.

The objective of the workshop was to discuss the global financial landscape, macro economy and geopolitics, compliance, and global digitalization trends and initiatives linked to MLETR and the digitalization of international trade.

The speakers at the workshop were: Mr. Tomasz Kubiak, Policy Manager, ICC Global Banking Commission; Mr. Thomas Kuerten, International Banking Sales/Senior Regional Manager, ODDO BHF SE Bank; Mr. Sabio Jin, Senior Partner, Jincheng Tongda & Neal Law Firm, Beijing; Dr. Shah Md. Ahsan Habib, Professor, Bangladesh Institute of Bank Management (BIBM); and Dr. Mostafa Abid Khan, Component Manager, Support for Sustainable Graduation Project (SSGP), Economic Relations Division, Ministry of Finance, Government of Bangladesh.

A total of 96 participants from 26 banks, including Bangladesh Bank (the central bank), BIBM, KAFCO, and several clients of Mutual Trust Bank, attended the workshop.



Group picture of participants with ICCB Secretary General Ataur Rahman (10th from right); ODDO BHF SE Bank Senior Regional Manager Thomas Kuerten (9th from left); Policy Manager of ICC Banking Commission Tomasch Kubiakat (10th from left) & Senior Partner of Jincheng Tongda & Neal Law Firm SabioJin (8th from right) at the ICC Workshop on Global Banking Commission Outlook, DSI, Compliance and Trade Finance Risk Management held in Dhaka on 20 February.

Mr. Rahman also thanked the sponsoring banks for nominating their officials to attend the workshop. He made special mention of Mutual Trust Bank PLC for not only sponsoring the highest number of officials but also sponsoring several officials from its corporate clients.

In his address during the opening session of the workshop, Policy Manager of the ICC Global Banking Commission Thomas Kuerten said that the ICC Banking Commission was delighted to have the opportunity to organize the workshop jointly with ICC Bangladesh for the first time. He briefly discussed the global outlook of the Banking Commission's streams, including trade register initiatives, working groups, and task force overviews.

ICC-ADB-ITC Workshop on SME Toolkit for the Right Standards in Business held in Dhaka

ICC Bangladesh organized a workshop on "Find and Pursue the Right Standards for Your Business: A Hands-on Workshop with the SME Toolkit" in collaboration with the Asian Development Bank's (ADB) Trade & Supply Chain Finance Program (TSCFP) and the International Trade Centre (ITC) in Dhaka on Saturday, 10 May. The workshop was supported by the Asian Development Bank's (ADB) Trade & Supply Chain Finance Program (TSCFP).

ICC Bangladesh Vice President A. K. Azad inaugurated the workshop as the Chief Guest, while Secretary General Ataur

Rahman moderated the session. International Trade Centre (ITC) Associate Programme Officer Dang Tuan Duc and Software Engineer Niklas Anders Andersson delivered presentations on different topics during the workshop.

In his inaugural address, ICC Bangladesh Vice President A. K. Azad said that SMEs are the backbone of any economy in terms of growth, development, and employment generation. He noted that with Bangladesh's graduation from the LDC category in 2026, the country would face intense competition from its global competitors. Strengthening SMEs would make an immense contribution to the overall supply chain process.

He further emphasized the importance of compliance and sustainability to support export growth. "Today's workshop has therefore been organized to engage textile, apparel, and footwear manufacturers in the pilot testing of the ITC/ADB Sustainability Standards Navigation Toolkit," he said.



Group picture of participants with ICCB Vice President A. K. Azad (5th from right-sitting), Secretary General Ataur Rahman (5th from left); ITC Associate Programme Officer DANG Tuan Ducand and Software Engineer Niklas Anders ANDERSSON at the ICC-ADB-ITC Workshop on Find and pursue the SME Toolkit for the right standards in Business.

The toolkit has been developed to help SMEs enhance their awareness of sustainability standards, assess their readiness for certification, and receive actionable recommendations on sustainable practices and compliance requirements for exports.

Mr. Azad thanked ADB-TSCFP and ITC for taking the initiative to develop the toolkit and assured that ICC Bangladesh would continue organizing workshops to strengthen the capacity of SMEs and increase their export potential.

Around 40 participants from SMEs, including representatives from the apparel, textile, and leather industries, as well as other corporate houses, attended the workshop.

ADB Country Director held meeting with ICC Bangladesh President

Asian Development Bank (ADB) Country Director Mr. Hoe Yun Jeong visited ICC Bangladesh on 24 February and held a meeting with President Mahbubur Rahman and Executive Board Members. They discussed strengthening cooperation between ICC Bangladesh and ADB, building on their longstanding partnership.

Welcoming ADB Country Director Mr. Jeong, ICC Bangladesh President Mahbubur Rahman said that ADB has been actively supporting ICC Bangladesh in its various activities over the past several years. ADB's engagement with ICC Bangladesh dates back to 2000, when its then-President Tadao Chino attended the ICC Asia Conference on "Investment in Developing Countries: Increasing Opportunities," held in Dhaka.

Since 2015, ADB, through its Trade and Supply Chain Finance Programme (TSCFP), has collaborated with ICC Bangladesh to organize a series of workshops and conferences. ICC Bangladesh President Mahbubur Rahman expressed appreciation for ADB's continued support for Bangladesh and emphasized the importance of public-private partnerships in fostering economic growth.

ADB Country Director Mr. Jeong reiterated ADB's commitment to supporting Bangladesh in its journey toward sustainable development. He mentioned that ADB would continue working with ICC Bangladesh to expand future collaborations, particularly in areas such as trade digitalization, financial accessibility, and sustainable business practices.

The meeting was attended by ICC Bangladesh Vice Presidents A. K. Azad and Naser Ezaz Bijoy; Executive Board Members Abdul Hai Sarker, Anwar-ul-Alam Chowdhury (Parvez), Md. Fazlul Hoque, Mir Nasir Hossain, Nasir Uddin Ahmed (Pavel), Mohammad Hatem, and Simeen Rahman; DBL Group Managing Director Mohammed Abdul Jabbar; ICC Bangladesh Secretary General Ataur Rahman; ADB Senior Investment Officer Bidyut Kumar Saha; and ICC Bangladesh General Manager Ajay B. Saha.



ADB Country Director Mr. Hoe Yun Jeong (7th from left) with ICC Bangladesh President Mr. Mahbubur Rahman (centre) and Executive Board Members during his visit to ICCB Secretariat on 24 February.

ASEAN Diplomats held meeting with ICC Bangladesh President: discussed bilateral trade and investment ties

ASEAN diplomats visited ICC Bangladesh on 20 March and held a meeting with President Mahbubur Rahman and Vice Presidents A. K. Azad and Naser Ezaz Bijoy. Mahbubur Rahman thanked the diplomats for the opportunity to brief them on the global activities of the International Chamber of Commerce, Paris, and ICC Bangladesh.

ICC Bangladesh President mentioned that there is a significant trade gap between Bangladesh and ASEAN countries due to Bangladesh's comparatively low level of exports to the region. He therefore requested increased imports from Bangladesh to help reduce the trade imbalance. He also requested the ASEAN diplomats to actively support Bangladesh's inclusion in ASEAN and the signing of Free Trade Agreements (FTAs) with ASEAN member countries.

ICC Bangladesh President Mahbubur Rahman highlighted Bangladesh's economic growth, investment-friendly policies, and opportunities in key sectors such as textiles, pharmaceuticals, ICT, and energy.

H.E. Mr. Nguyen Manh Cuong, Chair of the ASEAN Dhaka Committee and Ambassador of the Socialist Republic of Vietnam to Bangladesh, thanked the ICC Bangladesh President for inviting the ASEAN diplomats to ICC Bangladesh. He pointed out that ASEAN considers Bangladesh a country with vast potential for expanding exports to ASEAN markets. He added that Bangladesh needs to diversify its export products and actively promote them in these countries.



ICC Bangladesh President Mahbubur Rahman (centre) is seen with H.E. Mr. Nguyen Manh Cuong (6th from right), Chair, ASEAN Dhaka Committee & Ambassador of the Socialist Republic of Vietnam to Bangladesh; H.E. Mr. U Kyaw Soe Moe (6th from left), Ambassador of the Union of Myanmar to Bangladesh; H.E. Mr. Haji Haris Bin Haji Othman (4th from left), High Commissioner of Brunei Darussalam to Bangladesh; H.E. Mrs. Nina P. Cainglet (5th from right), Ambassador of the Republic of the Philippines to Bangladesh; ICC Bangladesh Vice President A. K. Azad (4th from right); ICC Bangladesh Vice President Naser Ezaz Bijoy (5th from left); Mr. Panom Thongprayoon (2nd from right), Minister Counsellor of the Royal Thai Embassy; Mr. M. Robbi Firly Harkha (3rd from left), Third Secretary of Economic Affairs; and Mr. Sapto Rudiyanto (2nd from left), Economic Affairs & IT Officer of the Embassy of the Republic of Indonesia, during their visit to the ICC Bangladesh Secretariat on 20 March.

During the meeting, participants highlighted the importance of establishing direct air connectivity and

coastal shipping routes to facilitate trade expansion. The Indonesian representative expressed interest in investing in Bangladesh's solar power sector. It was also suggested that ASEAN countries could promote tourism and invest in the service sector, particularly in developing skilled manpower to meet global demand.

The meeting was attended by H.E. Mrs. Nina P. Cainglet, Ambassador of the Republic of the Philippines; H.E. Mr. Haji Haris Bin Haji Othman, High Commissioner of Brunei Darussalam; H.E. Mr. U Kyaw Soe Moe, Ambassador of the Union of Myanmar; Mr. Panom Thongprayoon, Minister Counsellor of the Royal Thai Embassy; Mr. M. Robbi Firly Harkha, Third Secretary of Economic Affairs; and Mr. Sapto Rudiyanto, Economic Affairs & IT Officer of the Embassy of the Republic of Indonesia.

From ICC Bangladesh, Secretary General Ataur Rahman, General Manager Ajay Bihari Saha, and Deputy General Manager Syeda Shahnewaz Lotika were also present.

British High Commissioner held meeting with ICC Bangladesh President: discussed promotion of bilateral trade and cooperation

The British High Commissioner to Bangladesh, Ms. Sarah Cooke, held a meeting with ICC Bangladesh President Mahbubur Rahman and Executive Board Members on 23 June. ICC Bangladesh President Mahbubur Rahman highlighted the longstanding and dynamic relationship between Bangladesh and the United Kingdom, rooted in deep historical ties, vibrant people-to-people connections, and robust trade relations.



British High Commissioner H.E. Ms. Sarah Cooke (9th from left) attended a meeting with ICC Bangladesh President Mahbubur Rahman (9th from right) and Executive Board Members at the ICC Bangladesh Secretariat.

He noted that since Bangladesh's independence in 1971, the UK has been a key development partner, contributing significantly to the country's socio-economic progress through aid, technical support, and strategic partnerships. The partnership now spans trade, investment, education, governance, climate action, and defense cooperation.

Mr. Rahman underscored the UK's position as one of Bangladesh's largest export destinations, particularly for ready-made garments, and acknowledged the active presence of British companies in Bangladesh's financial services, energy, and education sectors.

He expressed hope for enhanced economic collaboration, including exploring avenues for a Free Trade Agreement (FTA), and for deepening cooperation on global challenges such as climate change and sustainable development.

In response, British High Commissioner Ms. Sarah Cooke expressed appreciation for the strong and historic ties between the two nations. She reaffirmed the UK's commitment to strengthening the partnership, particularly in expanding two-way trade and investment.

The High Commissioner noted Bangladesh's graduation from Least Developed Country (LDC) status toward becoming a middle-income country and emphasized the importance of enhancing economic performance to sustain growth.

She mentioned that there is no immediate need for a Free Trade Agreement, as Bangladesh benefits from duty-free and quota-free access under the UK's Developing Countries Trading Scheme until 2029, with 92% of exports expected to remain tariff-free beyond that period.

Ms. Cooke highlighted ongoing collaboration with Bangladesh's Ministry of Commerce, BIDA, and initiatives under the Export Promotion Initiative (EPI). She encouraged diversification of Bangladesh's export basket and highlighted the potential opportunities offered by British International Investment (BII).

She suggested that Bangladesh could explore greater export opportunities in light engineering, leather, seafood, and agro-based products. Looking ahead, the High Commissioner identified education, climate finance, renewable energy, and technology as promising areas for future collaboration, reinforcing shared priorities for sustainable and inclusive economic development.

She also mentioned providing support to women entrepreneurs to help them gain market access in the

UK for their products. It was also suggested to the High Commissioner that greater assistance be provided for capacity building, skill development, scholarships for higher education, and related initiatives.

ICC Bangladesh Vice Presidents A. K. Azad and Naser Ezaz Bijoy, along with Executive Board Members Abdul Hai Sarker; Aftab Ul Islam; Anwar-ul-Alam Chowdhury (Parvez); Md. Fazlul Hoque; Mir Nasir Hossain; Sayeed Ahmed; Showkat Aziz Russell; Simeen Rahman; Banking Commission Chair Muhammad A. (Rumee) Ali; Managing Director of DBL Group M. A. Jabbar; and ICC Bangladesh Secretary General Ataur Rahman, also attended the meeting.

They welcomed the High Commissioner's initiative and echoed the call for deepening business-to-business and institution-to-institution linkages between the two nations.

The meeting was also attended by Saiyab Amal Ahmed, Deputy Director of Trade & Investment, British High Commission Dhaka; ICC Bangladesh General Manager Ajay Bihari Saha; and Deputy General Manager Syeda Shahnewaz Lotika.

Argentine Ambassador called on ICC Bangladesh President

In a bid to deepen economic and diplomatic relations between Bangladesh and Argentina, H.E. Mr. Marcelo Carlos Cesa, Ambassador of Argentina to Bangladesh, visited the International Chamber of Commerce (ICC) – Bangladesh, the world business organization, on Wednesday, 28 May, and called for enhanced bilateral cooperation through targeted business and government delegations.



Ambassador of Argentina H.E. Mr. Marcelo C. Cesa (5th from left) held a meeting with ICC Bangladesh President Mr. Mahbubur Rahman (5th from right) and Executive Board Members at the ICC Bangladesh Secretariat on Wednesday, 28 May.

Speaking at a meeting held at the ICC Bangladesh Secretariat, Ambassador Cesa emphasized the need for structured engagement between both countries to identify new avenues of collaboration in trade, investment, and sectoral development.

"After reopening our Embassy in Dhaka in 2023, we have already observed immense potential in Bangladesh. A high-level delegation exchange could further explore specific areas of cooperation, particularly in export-import activities and foreign direct investment," he said.

The meeting was chaired by ICC Bangladesh President Mahbubur Rahman, who highlighted Argentina's growing relevance in Bangladesh's trade diversification strategy. He also recalled the 2019 visit of H.E. Mr. Luis Miguel Etchevehere, the then Government Secretary for Agroindustry of Argentina, which laid the foundation for future cooperation in agriculture and agro-processing.

ICC Bangladesh Vice President A. K. Azad; Executive Board Members Abdul Hai Sarker and Kutubuddin Ahmed; Managing Director of DBL Group M. A. Jabbar; and ICC Bangladesh Secretary General Ataur Rahman also spoke at the meeting. They welcomed the Ambassador's initiative and echoed the call for deepening business-to-business and institution-to-institution linkages between the two nations.

According to the latest figures, bilateral trade between Bangladesh and Argentina stood at US$765 million in 2022. Key Argentine exports include soybeans, corn, wheat, and cotton, while Bangladesh primarily exports garments and pharmaceuticals.

The Ambassador's visit comes at a time when both nations are exploring avenues for joint ventures, particularly in energy, agribusiness, medical technology, and cotton trade.

Cultural ties — such as Bangladesh's passionate support for the Argentine football team — are also seen as a unique bridge to foster closer people-to-people connections.

With both sides expressing commitment to advancing the partnership, the meeting concluded with a shared vision of fostering a robust and diversified bilateral relationship in the years to come.

The meeting was also attended by Maximiliano Romanello, Minister Counsellor, Embassy of Argentina; ICC Bangladesh General Manager Ajay Bihari Saha; and Deputy General Manager Syeda Shahnewaz Lotika.

UNICEF Country Director held Meeting with ICC Bangladesh President: Discusses Private Sector Collaboration for Children and Youth

UNICEF Representative in Bangladesh, Ms. Rana Flowers, visited the ICC Bangladesh Secretariat on 29 September and held a meeting with ICC Bangladesh President Mahbubur Rahman. They discussed strengthening collaboration with the private sector for the welfare of children and youth in Bangladesh.

Ms. Flowers thanked President Mahbubur Rahman for ICC Bangladesh's ongoing cooperation with the United Nations, including the recently signed Memorandum of Understanding (MoU) between UNICEF and ICC Bangladesh. She also mentioned the upcoming visit of Ms. Clara Haddad Mardini, UNICEF's Global Director of Private Fundraising and Partnerships (PFP), Geneva, to Bangladesh. During her stay, she will discuss private sector experiences and insights while identifying practical actions to improve key child rights indicators in Bangladesh.



UNICEF Bangladesh Representative Ms. Rana Flowers (middle) visited ICC Bangladesh on 29 September and held a meeting with ICC Bangladesh President Mahbubur Rahman (3rd from right). Also seen in the picture are ICCB Secretary General Ataur Rahman (3rd from left), General Manager Ajay Bihari Saha (2nd from left), Deputy General Manager Syeda Shahnewaz Lotika (extreme left), UNICEF Social Policy Specialist Hasina Begum (extreme right), and Md. Samin Salekin, Fundraising and Partnerships Officer (2nd from right).

During the meeting, the ICC Bangladesh President also referred to ICC Bangladesh's contribution in support of children in Gaza through the United Nations.

Ms. Flowers proposed that UNICEF and ICC Bangladesh work together to develop a joint workplan to further expand this partnership, focusing on impactful initiatives for the betterment of children and youth in the country.

The meeting was also attended by Mr. Ataur Rahman, Secretary General, ICC Bangladesh; Ms. Hasina Begum, Social Policy Specialist, UNICEF; Md. Samin Salekin, Fundraising and Partnerships Officer, UNICEF; Mr. Ajay Bihari Saha, General Manager, ICC Bangladesh; and Ms. Syeda Shahnewaz Lotika, Deputy General Manager, ICC Bangladesh.

ICC Bangladesh President held Meeting with UNICEF Director: Discusses New Avenues for Collaboration

ICC Bangladesh and UNICEF convened a focused dialogue at the ICC Bangladesh Secretariat on 9 October to explore new avenues for collaboration with the private sector to advance children's rights and sustainable development in Bangladesh.

ICC Bangladesh President Mahbubur Rahman reaffirmed ICC Bangladesh's longstanding commitment to social responsibility and inclusive economic development. He noted that ICC Bangladesh, as the National Committee of the Paris-based International Chamber of Commerce (ICC), continues to promote responsible business conduct and ethical corporate practices that contribute to Bangladesh's national priorities and the Sustainable Development Goals (SDGs).

Mr. Mahbubur Rahman mentioned that ICC Bangladesh has been supporting UNICEF in carrying out its various programmes. In 2022, ICC Bangladesh contributed Tk. 1.5 million to UNICEF Bangladesh to support its programme for flood-affected communities in Sylhet and Sunamganj. In April 2024, ICC Bangladesh also contributed Tk. 30.175 million (US$ 275,570.78) through UNICEF Bangladesh to UNICEF Palestine for treatment and other assistance, including food, for the children of war-torn Gaza.

UNICEF's Director of Private Fundraising and Partnerships, Ms. Carla Haddad Mardini, acknowledged ICC Bangladesh's leadership and thanked ICC Bangladesh for bringing the business community together to address shared challenges. She emphasized the need to mobilize private capital and innovation to strengthen education, health, and protection systems for every child in Bangladesh.



ICC Bangladesh President Mahbubur Rahman and members held a meeting with Ms. Carla Haddad Mardini, UNICEF's Director of Private Fundraising & Partnerships, Geneva, and Ms. Rana Flowers, Representative, UNICEF Bangladesh, at the ICC Bangladesh Secretariat.

Ms. Rana Flowers, UNICEF Representative in Bangladesh, said that the private sector in Bangladesh has the capacity to drive progress for children and communities. "Through partnerships, we can ensure that businesses not only thrive economically but also contribute to a safer, healthier, and more equitable future for every child," she said.

During the discussion, the UNICEF delegation emphasized the critical role of the private sector as an agent of social transformation — not only through financial contributions, but also by leveraging its platforms, influence, and networks to promote children's rights, gender equality, and youth empowerment.

The dialogue highlighted how corporate policies aligned with the UNICEF Children's Rights and Business Principles (CRBP) can foster inclusive growth, create child-friendly workplaces, and build a more equitable society.

The meeting concluded with a shared commitment to develop a joint roadmap for future collaboration between ICC Bangladesh and UNICEF, focusing on corporate engagement, policy dialogue, and community impact initiatives under the ICC Bangladesh-UNICEF MoU signed on 31 October 2023 for the welfare of children and youth.

The meeting was also attended by ICC Bangladesh Vice President A. K. Azad; MCCI President Kamran T. Rahman; DCCI President Taskeen Ahmed; BTMA President Showkat Aziz Russell; BGMEA Vice President Barrister Vidiya Amrit Khan; Plummy Fashions Managing Director Md. Fazlul Hoque; Uttara Group Chairman & Managing Director Matiur Rahman; Saiham Cotton Mills Managing Director Engr. Syed Ishtiaq Ahmed; ICC Bangladesh Secretary General Ataur Rahman; UNICEF Geneva Chief of Communication and Advocacy Miguel Mateos Mounoz; Communication Specialist Ms. Claire McKeever; UNICEF Social Policy Specialist Hasina Begum; Fundraising and Partnerships Officer Md. Samin Salekin; ICC Bangladesh General Manager Ajay Bihari Saha; and Deputy General Manager Syeda Shahnewaz Lotika.

ADB Public Sector Team held Meeting with ICC Bangladesh President

ICC Bangladesh President Mahbubur Rahman held a meeting with a three-member Asian Development Bank (ADB) Team on Public Sector Management and Governance (PSMG) Operations on 12 November at the ICC Bangladesh Secretariat.

ADB delegation included Tariq Niazi, Senior Director, Public Sector Management and Governance, Public Sector Management and Governance Sector Office (SD3-PSMG); Sameer Khatiwada, Principal Public Sector Economist, SD3-PSMG; and Sandeep Bhattacharya, Principal Public Sector Specialist, SD3-PSMG.

The meeting focused on ADB's ongoing assistance to Bangladesh, private sector expectations, and critical reforms needed to improve economic governance, logistics efficiency, climate resilience, and institutional performance.

ICC Bangladesh President Mahbubur Rahman commended ADB for its long-standing support, particularly in infrastructure, social development, climate resilience, and institutional reform. Mr. Rahman outlined



ICC Bangladesh President Mahbubur Rahman (center) is seen with the ADB delegation: Sameer Khatiwada (4th from right), Tariq Niazi (3rd from right), and Sandeep Bhattacharya (2nd from right). Also seen in the picture are ICC Bangladesh Vice President Naser Ezaz Bijoy (4th from left), ICC Bangladesh Executive Board Member Md. Fazlul Hoque (3rd from left), former DCCI President Shehzad A.K. Khan (2nd from left), ICC Bangladesh Secretary General Ataur Rahman (extreme left), and General Manager Ajay Bihari Saha (extreme right).

several priority areas where ADB's continued partnership is essential, including strengthening economic management and governance; improving customs and licensing systems to enhance transparency and reduce compliance costs; investing in capacity building for public sector officials, particularly in project formulation, negotiation, and implementation; engaging in PPP development and green industrial financing to spur private investment in logistics, renewable energy, and industrial zones; and strengthening collaboration on corporate governance and ESG compliance to align Bangladeshi enterprises with global sustainability standards.

ICC Bangladesh President Mahbubur Rahman also suggested that ADB take the initiative to mobilize resources for the construction of the Dhaka-Chattogram Elevated Expressway, which is considered a more sustainable long-term solution than expanding the existing three/four-lane highway into an eight-lane corridor involving high costs and investment. He further emphasized that improving logistics efficiency, including ports, rail networks, and inland container depots, is essential for enhancing the competitiveness of Bangladesh's exports.

ICC Bangladesh President Mahbubur Rahman reiterated the private sector's readiness to collaborate closely with ADB to accelerate infrastructure delivery, advance green industrialization, and support the country's long-term economic ambitions.

The ADB delegation appreciated the insights and suggestions provided by ICC Bangladesh members and reaffirmed their commitment to supporting Bangladesh's development priorities under the ongoing Country Partnership Strategy (CPS) and future programme cycles.

The meeting was also attended by ICC Bangladesh Vice President Naser Ezaz Bijoy; ICC Bangladesh Executive Board Member Md. Fazlul Hoque; former DCCI President Shehzad A.K. Khan; ICC Bangladesh Secretary General Ataur Rahman; General Manager Ajay Bihari Saha; and Deputy General Manager Syeda Shahnewaz Lotika.

ICC Bangladesh President and Secretary General attend ICC World Council Meeting held in Paris

The 215th session of the ICC World Council was held in Paris on 19 June, attended by Chairs and Secretaries General of National Committees (NCs). ICC Bangladesh President Mahbubur Rahman attended the Council virtually, while ICC Bangladesh Secretary General Ataur Rahman attended in person.

The World Council Meeting was preceded by NC Knowledge Sharing Sessions and a Strategic Session held on 17 and 18 June, respectively. The Council approved the project plan for Project Phoenix — ICC's flagship initiative aimed at revitalizing the multilateral trading system.

Another major focus was ICC's preparations for this year's UN Climate Conference. ICC's advocacy at the COP30 meeting in Brazil will center on three key areas:



The 215th session of the ICC World Council was held in Paris on 19 June.

accelerating the deployment of climate finance from private sources; incentivizing business investment in climate adaptation; and supporting the development of strong voluntary carbon markets.

The World Council also approved the establishment of three new National Committees. Conversely, it decided to withdraw recognition of the ICC National Committee in Chile, which was hosted and managed by the Santiago Chamber of Commerce, due to a continuing and unresolvable serious breach of the ICC Global Partnership Agreement. As a result, ICC Chile is no longer operational and will be reorganized and relaunched with a new partner.

The Council approved the appointment of five new members to the ICC Executive Board: Mohammad Lootah (UAE), President and CEO, Dubai Chambers; Hui Zhang (China), President, Bank of China; Anousheh Ansari (USA/Iran), CEO, XPRIZE Foundation; Kobkarn Wattanavrangkul (Thailand), Chair, Kasikornbank; and Ken Kobayashi (Japan), Chair, Mitsubishi Corporation (pending confirmation).

In addition, five current members were reappointed for a second term: Holger Bingmann (Germany); Rebecca Enonchong (Cameroon); Marjorie Yang (Hong Kong); Justin d'Agostino (Hong Kong); and Lama Al Sulaiman (Saudi Arabia).

As part of its global expansion strategy, the Council approved the establishment of three new National Committees. ICC Mongolia was approved for immediate launch, while ICC Venezuela and ICC Democratic Republic of the Congo were conditionally approved, pending the completion of additional requirements.

Finally, the Council approved all agenda items, including ICC's audited financial statements for 2024.

ICC Bangladesh Delegation attends 14th World Chambers Congress in Melbourne

ICC Bangladesh President Mahbubur Rahman led a 10-member delegation to the 14th World Chambers Congress (WCC) held in Melbourne on 2–4 September. This premier global forum — organized by the ICC World Chambers Federation (WCF), in partnership with the Victorian Chamber of Commerce and Industry (VCCI) — brought together over 1,000 business, chamber, and political leaders from more than 100 countries.

The biennial event provided an unmatched platform



Mr. Tanvir Ahmed, Managing Director of Green Textile Ltd., speaking at the Focus Session on "Simplifying Sustainability Reporting: Turning Cost and Confusion into Opportunity."



ICC Bangladesh President Mahbubur Rahman (5th from left) led a 10-member delegation to the 14th World Chambers Congress of ICC held in Melbourne, Australia. Also seen in the picture (from right to left) are Matiur Rahman, Chairman & Managing Director, Uttara Group of Companies; A. K. Azad, Vice President, ICC Bangladesh; Engr. Syed Ishtiaq Ahmed, Managing Director, Saiham Cotton Mills Limited; Kutubuddin Ahmed, Chairman, Envoy Textiles; Ataur Rahman, Secretary General, ICC Bangladesh; Anwar-Ul-Alam Chowdhury (Parvez), Managing Director, Evince Group; Ms. Simeen Rahman, CEO, Transcom Group; Tanvir Ahmed, Managing Director, Green Textile Ltd.; and Mohammed Abdul Jabbar, Managing Director, DBL Group.

for exchanging best practices, sharing market insights, fostering cross-border networks, and showcasing innovations shaping today's business landscape.

Ms. Jacinta Allan MP, Premier of Victoria, delivered the keynote address and shared her views on various global issues. She is the longest-serving female Minister in Victorian history and became Premier in 2023.

Mr. Paul Guerra, Chief Executive of the Victorian Chamber of Commerce and Industry, welcomed the delegates attending the 14th WCC. The opening session of the 14th WCC was addressed by ICC Chair Philippe Varin; ICC Secretary General John W.H. Denton AO; Mr. Rifat Hisarcıklıoğlu, WCF Chair and President of the Union of Chambers and Commodity Exchanges of Türkiye (TOBB); Mr. Adrian Kloeden, President of the Victorian Chamber of Commerce and Industry; Mr. Mark Birrell AM, President and a member of the Board of the Australian Chamber of Commerce & Industry and Transurban Limited (ASX); and Ms. Nola Watson, Chair of ICC Australia and former World Chambers Federation Vice-Chair for Oceania and Southeast Asia.

Mr. Tanvir Ahmed, Managing Director of Green Textile Ltd. and Executive Board Member of the Metropolitan Chamber of Commerce and Industry (MCCI), Dhaka, was invited as a speaker at Focus Session 1: "Simplifying



Group photo of the ICC Bangladesh delegation to the 14th WCC, led by ICC Bangladesh President Mahbubur Rahman (7th from left), with ICC Chair Philippe Varin (6th from left) in Melbourne.

Sustainability Reporting: Turning Cost and Confusion into Opportunity."

Mr. Ahmed presented a video and explained how Envoy Textiles Ltd. became the world's first LEED Platinum-certified denim mill. He also highlighted how the factory earned the Platinum Award for denim factories and how this achievement positively impacts relationships throughout the supply chain.

The Ontario Chamber of Commerce will co-host the 15th World Chambers Congress of the ICC World Chambers Federation to be held in Toronto, Canada, in 2027.

The Bangladesh delegation included ICC Bangladesh Vice President A. K. Azad; ICC Bangladesh Executive Board Members Anwar-Ul-Alam Chowdhury (Parvez), Kutubuddin Ahmed, and Simeen Rahman; Mr. Mohd. Arshad Ali, Managing Director, The Merchants Limited; Mr. Mohammed Abdul Jabbar, Managing Director, DBL Group; Engr. Syed Ishtiaq Ahmed, Managing Director, Saiham Cotton Mills Limited; Mr. Matiur Rahman, Chairman & Managing Director, Uttara Group of Companies; Mr. Tanvir Ahmed, Managing Director, Green Textile Ltd.; and ICC Bangladesh Secretary General Ataur Rahman.

ICC Bangladesh President held Meeting with ICC Secretary General in Melbourne

ICC Bangladesh President Mahbubur Rahman held a meeting with ICC Secretary General John W.H. Denton AO on 3 September in Melbourne on the sidelines of the 14th World Chambers Congress.



ICC Bangladesh President Mahbubur Rahman (extreme left) held a meeting with ICC Secretary General John W.H. Denton AO (2nd from left) in Melbourne on 3 September. The meeting was also attended by ICC Bangladesh Vice President A.K. Azad (2nd from right) and Secretary General Ataur Rahman (extreme right).

Mr. Mahbubur Rahman briefed Mr. Denton on the activities of ICC Bangladesh and proposed holding the ICC Global Banking Commission Meeting in Dhaka, as well as an international conference on climate issues.

Mr. Denton thanked ICC Bangladesh President Mahbubur Rahman for his contribution and leadership in making ICC Bangladesh one of the most active independent National Committees of ICC. He also praised ICC Bangladesh for organizing a number of international conferences since its establishment.

Mr. Denton mentioned that ICC would certainly consider the proposals made by the ICC Bangladesh President for organizing programmes in Dhaka. He also thanked Mr. Mahbubur Rahman for inviting him to visit Bangladesh.

The meeting was attended by ICC Bangladesh Vice President A.K. Azad and Secretary General Ataur Rahman.

ICC Bangladesh Delegation Visits Auckland: Discusses Promotion of Trade and Investment

ICC Bangladesh President Mahbubur Rahman visited Auckland during 5–9 September along with a five-member business delegation at the invitation of the Auckland Business Chamber and ICC New Zealand.

The delegation held a meeting with Mr. Simon Bridges, ICC New Zealand Secretary General and Chief Executive Officer of the Auckland Business Chamber, on 8 September. They discussed the possibilities of exporting RMG, pharmaceutical, and leather products from Bangladesh to New Zealand, as well as exploring investment opportunities between the two countries.

Mr. Bridges briefly presented investment opportunities in various sectors in New Zealand and highlighted the importance of promoting bilateral trade.

Mr. Rahman thanked Mr. Bridges for inviting the ICC Bangladesh delegation to visit Auckland and for extending support in arranging visas and other logistics for the group.

ICC Bangladesh President Mahbubur Rahman extended an invitation to Mr. Bridges to visit Bangladesh with a business delegation to further discuss the prospects of increasing trade and investment between the two countries, as well as to arrange visits for the delegation to various industrial units and export processing zones.



ICC Bangladesh President Mahbubur Rahman (centre) visited the Auckland Business Chamber and ICC New Zealand in Auckland.

The business delegation included ICC Bangladesh Vice President A.K. Azad; Mr. Mohammed Abdul Jabbar, Managing Director, DBL Group; Mr. Matiur Rahman, Chairman & Managing Director, Uttara Group of Companies; Engr. Syed Ishtiaq Ahmed, Managing Director, Saiham Cotton Mills Limited; and ICC Bangladesh Secretary General Ataur Rahman.

ICC–ITC Virtual Workshop held on Introducing the Deforestation-Free Trade Gateway: EU Deforestation Regulation (EUDR)

ICC Bangladesh President Mahbubur Rahman inaugurated the ICC–ITC Workshop on Introducing the Deforestation-Free Trade Gateway: EU Deforestation Regulation (EUDR), held virtually on 26 November.

The webinar, attended by around 200 participants from across the world, was jointly organized by the International Chamber of Commerce (ICC) Headquarters, the International Trade Centre (ITC), Geneva, ICC Bangladesh, and ICC India.

Mr. Sebastian Ferrari, Network Lead of the ICC Agri-Food Initiative, moderated the webinar. He thanked ICC Bangladesh and ICC India for jointly organizing the event.

Mr. Ferrari said that ICC and ITC have launched the Deforestation-Free Trade Gateway (DFTG), an online platform that provides a comprehensive set of resources for producers and cooperatives across supply chains to ensure EUDR compliance. The platform allows seamless data sharing with potential business partners, thereby protecting market access and ensuring that no actor is left behind. Pilot projects are currently underway in multiple countries.

"Our SMEs, cooperatives, exporters, and small producers must now demonstrate that their supply chains are deforestation-free, traceable, and aligned with global sustainability standards," ICC Bangladesh President Mahbubur Rahman said in his opening remarks. "Compliance is no longer a future concern for countries like Bangladesh and others in Asia, Africa, and Latin America. It is now an urgent priority," Mr. Rahman said, pointing out that the EUDR marks a major turning point for global value chains by ensuring that international trade remains competitive, environmentally responsible, transparent, and resilient.

Highlighting ITC's pilot projects, Mr. Rahman said they reflect the collaboration, innovation, and shared responsibility necessary for global compliance with the EUDR. He added that the DFTG platform enables ICC Bangladesh and its member companies to bridge data gaps, strengthen supply chain transparency, and expand market access for exporters.

"As global trade becomes increasingly sustainability-driven, businesses — especially small ones — must be prepared, capable, and competitive. Bangladesh's future export growth will depend not only on product quality and price, but also on ethical, traceable, and responsible value chains," the ICC Bangladesh President said.



ICC Bangladesh President Mahbubur Rahman (top middle) delivered opening remarks at the ICC–ITC Workshop on Introducing the Deforestation-Free Trade Gateway: EU Deforestation Regulation (EUDR), held virtually on 26 November.

The DFTG helps businesses fill data gaps, assess deforestation risks, and share verified information with trade partners, thereby expanding market access and strengthening compliance.

It was emphasized that the DFTG, a UN-backed global public tool, assists actors across value chains in meeting EUDR requirements, increasing market visibility, empowering smallholders and exporters, and promoting sustainable trade.

The regulation provides a unified digital platform for data collection, verification, traceability, risk assessment, and geolocation-based compliance, while also supporting smallholders and exporters in an inclusive manner.

The webinar, moderated by Sebastian Ferrari, Network Lead of the ICC Agri-Food Initiative, featured Ms. Akshata Limaye, Associate Programme Officer at ITC; Mr. Mathieu Lamolle, Senior Adviser at ITC Green and Inclusive Value Chains; and Ataur Rahman, Secretary General of ICC Bangladesh.

Mathieu Lamolle provided a live demonstration of the DFTG, showing account setup, company profiling, management of public and private data, declaration of compliance and certifications, deforestation risk analyses, and control of access permissions.

Akshata Limaye introduced ITC's Standards Map, the world's largest public database of voluntary sustainability standards for governments, SMEs, and multinational companies. Ataur Rahman urged the organizers to conduct in-person demonstrations in Bangladesh to ensure that local businesses can fully benefit from the platform.

ICC Bangladesh Delegation of Bankers attends ICC Academy Supply Chain Finance Summit 2025 in Singapore

ICC Bangladesh arranged the participation of 29 bankers from eight banks, along with two representatives from ICC Bangladesh, at the ICC Academy Supply Chain Finance Summit held in Singapore on 22–23 October 2025.

The Summit, inaugurated by International Chamber of Commerce (ICC) Secretary General John Denton, was attended by more than 150 global leaders in trade, finance, policy, and technology, as well as key decision-makers. The central theme of the Summit was "Rebuilding Trust, Driving Innovation: The Future of Supply Chain Finance in a Fragmented World." The two-day event provided actionable insights on navigating rising geopolitical tensions, digital disruption, and the growing demand for greater sustainability and transparency.

Panelists across various sessions discussed key issues, including restoring trust by establishing and implementing mechanisms to ensure compliance and governance within increasingly complex supply chains; liquidity in volatile markets by analyzing the shifting landscape amid tighter credit conditions and rising interest rates, with an emphasis on resilient financing; the new funding landscape by examining how global banks are reassessing risk, how alternative lenders are filling underserved gaps, and how digital platforms are leveraging data to provide faster and more flexible access to working capital; technological transformation by highlighting how innovations — from blockchain and AI to digital documentation — are driving efficiency and new risk models in trade and supply chain finance; and green capital alignment, focusing on rebuilding trust while driving innovation through sustainable finance.

A key fireside chat on "The New SCF Playbook" addressed tariffs, trade tensions, and emerging strategies for multinational buyers and financial institutions responding to global fragmentation. The Summit concluded with sessions on evolving career paths and the skills required for the future trade finance workforce, alongside a debate on the role of Decentralized Finance (DeFi) and whether it poses a threat or an opportunity to traditional finance.



Group photo of the ICC Bangladesh delegation of bankers at the ICC Academy Supply Chain Finance Summit in Singapore with ICC Secretary General John Denton (6th from right); ICC Bangladesh Secretary General Ataur Rahman (7th from right); and ICC Academy Global Head Christine Lim Siu Lin (5th from right).

Overall, the Summit reaffirmed the ICC Academy's commitment to setting global standards and providing world-class resources for trade professionals navigating the complexities of modern supply chains.

ICC Bangladesh Secretary General attends ICC RCG Meeting in Singapore

The 2nd ICC Regional Asia-Pacific Consultative Group (RCG) Meeting was



Group photo of participants at the ICC RCG Meeting along with ICC Secretary General John Denton (10th from left), ICC RCG Asia-Pacific Regional Coordinator Kok Ping Soon (11th from left), and ICC Bangladesh Secretary General Ataur Rahman (9th from right).

held in Singapore on 23 October. The meeting was chaired by the newly appointed ICC RCG Asia-Pacific Regional Coordinator, Mr. Kok Ping Soon, who is also the CEO of ICC Singapore.

The meeting was attended by ICC Secretary General John W.H. Denton AO, ICC Bangladesh Secretary General Ataur Rahman, and representatives of ICC National Committees from China, Indonesia, Japan, Malaysia, Thailand, Singapore, and Sri Lanka.

Welcoming the participants, Mr. Kok Ping Soon briefed the members on the numerous challenges faced by the Asia-Pacific region in recent years, including environmental, financial, social, and geopolitical pressures, which have converged to create new and increasingly complex issues.

ICC Secretary General John Denton briefed the meeting on key activities of ICC Headquarters, including updates on Project Phoenix and the related call to action, regional priorities, and his engagements with APEC and ASEAN. He also highlighted ICC's ongoing preparations for COP30, as well as engagements with the WTO and other international agencies. In addition, he shared insights from his recent visits to various countries and participation in events organized by ICC National Committees.

Mr. Denton emphasized the importance of close collaboration among National Committees to advance ICC's strategic priorities, including enabling global trade; promoting access to justice, integrity, and respect for the rule of law; accelerating sustainability and climate action; and ensuring the legal enforceability of digital negotiable instruments.

Officials from ICC Headquarters also briefed the meeting on a range of initiatives, including updates on key ICC programmes for Asia-Pacific National Committee engagement; the ICC Travel & Tourism Initiative led by ICC Thailand; regional progress under the ICC Roadmap; ICC's response to escalating trade tariffs and barriers and their impact on the Asia-Pacific region; sustainability and climate priorities with a forward look to COP30; and the digitalisation of trade, including Digital Standards Initiative (DSI) activities, best practices, and next steps in the region.

The discussion also covered the commercialisation of intangible assets, highlighting the need for a coordinated effort to build a common enabling infrastructure. Such efforts were noted as essential to unlocking opportunities across global markets while promoting access to justice, integrity, and respect for the rule of law.

Representatives of all participating National Committees, including ICC Bangladesh Secretary General Ataur Rahman, presented brief reports on their activities during 2025, along with proposed plans for the future.

Mr. Rahman suggested that the ICC RCG consider organizing a regional private sector consultation for the Asia-Pacific region to further expand trade and investment across the region.

ICC Workshop on Risk Management in Trade Financing held in Chattogram

ICC Bangladesh organized a day-long Workshop on Risk Management in Trade Financing in Chattogram on 1 February. Inaugurating the workshop, ICC Bangladesh



Group photo of participants with ICC Bangladesh Secretary General Ataur Rahman (6th from left) and workshop resource person Dr. Shah Md. Ahsan Habib (6th from right), Professor at the Bangladesh Institute of Bank Management (BIBM), at the ICC Workshop on Risk Management in Trade Financing held in Chattogram.

Secretary General Ataur Rahman said that risk management in trade finance is a critical aspect of international trade aimed at minimizing potential risks associated with cross-border transactions, which are inherently complex due to the involvement of multiple parties, jurisdictions, and regulations.

He said that trade finance risks have direct associations and implications for cross-border trading activities and related services, which received notable impetus following disruptions to international trade caused by the Covid-19 pandemic.

"In view of this, ICC Bangladesh has organized this workshop to help bankers understand the various risks associated with international trade and take precautionary measures to safeguard the interests of banks as well as their clients," he added.

The workshop was conducted by Dr. Shah Md. Ahsan Habib, Professor at the Bangladesh Institute of Bank Management (BIBM).

In his deliberations, Dr. Habib discussed conceptualizing risk in trade financing; the regulatory environment of trade financing and compliance risk; risk management associated with different trade payment methods and financing; and crime risks associated with trade financing.

A total of 53 participants from 20 banks, along with officials from KAFCO, attended the workshop.

ICC Bangladesh Workshop for SMEs and Women Entrepreneurs held in Chattogram

ICC Bangladesh organized a day-long workshop for women entrepreneurs and SMEs on "Capacity Building of SMEs and Women Entrepreneurs for Using ICC Rules in International Trade" on 2 February in Chattogram.

In his opening remarks, ICC Bangladesh Secretary General Ataur Rahman said that MSMEs in Bangladesh account for more than 99% of industrial establishments in the country and generate employment opportunities for 70%–80% of the non-agricultural workforce.

He noted that the contribution of MSMEs to Bangladesh's economy remains relatively low, contributing only 20.25% to GDP, compared with around 80% in India, 60% in China, and 69.5% in Japan.

To enhance the efficiency of MSMEs, businesses need to identify ways to strengthen their participation in export markets, as exports play a crucial role in creating higher value addition and expanding economic opportunities.

Mr. Rahman said that MSMEs are among the most important pillars of economic growth and GDP contribution in any country, including Bangladesh. Therefore, it is essential to strengthen the capacity of SMEs engaged in export business to better understand international trade rules.

Mr. Rahman mentioned that the workshop was organized under the National Committee (NC) Fund provided by ICC Headquarters to ICC Bangladesh to help SMEs and women entrepreneurs understand various ICC rules such as UCP 600, Incoterms® 2020, and ISBP, which are widely used in export-import business.

He also mentioned that a similar workshop had been organized in Dhaka in February last year for SMEs. ICC Bangladesh plans to organize a number of workshops in both Dhaka and Chattogram during the year for SMEs.

Mr. A.T.M. Nesarul Hoque, Executive Vice President of Mutual Trust Bank, conducted the workshop.

Forty participants comprising women entrepreneurs and SME representatives attended the workshop.

ICC Workshop on Export Operations, Back-to-Back LC Mechanism and Challenges of Export Finance held in Chattogram



Group picture of participants with ICCB Secretary General Ataur Rahman (7th from left) & workshop resource person A.T.M. Nesarul Hoque (8th from left) EVP of Mutual Trust Bank at capacity building workshop for SMEs.

ICC Bangladesh organized a day-long workshop on Export Operations, Back-to-Back LC Mechanism and Challenges of Export Finance on 24 May in Chattogram. Mr. Md. Ahsan Ullah, Adviser to the Bangladesh Bank Governor, inaugurated the workshop and delivered a lecture on SWOT analysis.

ICC Bangladesh Secretary General Ataur Rahman moderated the inaugural and closing sessions.

Mr. Mahmudur Rahman, Deputy Managing Director of Islami Bank Bangladesh PLC, served as the resource person for the workshop.



ICC Bangladesh organized a day-long Workshop on Export Operations, Back-to-Back LC Mechanism and Challenges of Export Finance on Saturday, 24 May in Chattogram. Md. Ahsan Ullah (centre), Adviser to the Bangladesh Bank Governor, inaugurated the workshop as Chief Guest. Also seen in the picture are ICC Bangladesh Secretary General Ataur Rahman and Islami Bank Bangladesh PLC Deputy Managing Director and Workshop Resource Person Mahmudur Rahman, along with the participants.

In his day-long presentation, Mr. Mahmudur Rahman discussed various issues related to the back-to-back LC mechanism, including export finance; lead time calculation in RMG exports and its significance; working capital requirement analysis; LC contract workability analysis with case studies; local value addition requirements for exports as per the Import Policy Order (IPO); addressing stock lot/distress cargo and forced loans in exports; fraud cases related to exports from Bangladesh; export bill negotiation processes; and handling discrepant export bills.

A total of 90 participants — including 79 participants from 28 banks, eight clients sponsored by Eastern Bank PLC, and three participants from KAFCO — attended the workshop.

ICC Bangladesh organized Workshops for SMEs & Women Entrepreneurs in Dhaka and Chattogram

ICC Bangladesh organized two Workshops on Capacity Building of MSMEs and Women Entrepreneurs for Using ICC Rules in International Trade in Dhaka on 11 October and in Chattogram on 22 November. The workshops were organized under the NC Fund provided by ICC Headquarters. The capacity-building project aims to help SMEs and women entrepreneurs understand various ICC rules such as UCP 600, Incoterms® 2020, ISBP, etc., which are essential for export-import business.

Under this project, ICC Bangladesh has so far organized four workshops since 2024, attended by around 300 SME participants and women entrepreneurs. Mr. A.T.M. Nesarul Hoque, Executive Vice President & Head of Financial Institution Services (MFIS), Mutual Trust Bank PLC, conducted the workshops.

ICC Bangladesh Banking Commission Chairman Muhammad A. (Rumee) Ali attended the closing session of the workshop held on 11 October in Dhaka as the Chief Guest and distributed certificates among the participants. Mr. Ali mentioned that ICC Bangladesh had taken the initiative to support the capacity building of SMEs and women entrepreneurs involved in export-import business.



Group picture of participants at the Workshop on Capacity Building of MSMEs and Women Entrepreneurs for Using ICC Rules in International Trade held in Dhaka on 11 October.



Group picture of participants at the Workshop on Capacity Building of MSMEs and Women Entrepreneurs for Using ICC Rules in International Trade held in Chattogram on 22 November.

He said that SMEs are crucial for accelerated growth, representing over 80% of industrial jobs and contributing a significant share to the GDP. Women entrepreneurs are a transformative force within this sector, creating jobs, fostering innovation in areas such as handicrafts, textiles and food processing, and contributing to national growth despite facing challenges such as limited access to finance, which require support from the government and NGOs to address.

He expressed hope that the participants had benefitted from attending the day-long workshop. Mr. Ali also thanked the banks for nominating their officials as well as their clients to attend the workshop.

A total of 69 participants attended the workshop in Dhaka, including 24 SMEs from Junior Chamber International (JCI) and Swisscontact Bangladesh, 15 clients of BRAC Bank, Dhaka Bank and Prime Bank, and 36 bankers from 15 banks.

The second day-long Workshop on Capacity Building of MSMEs and Women Entrepreneurs for Using ICC Rules in International Trade was held in Chattogram on 22 November. ICC Bangladesh Secretary General Ataur Rahman inaugurated the workshop, and Mr. A.T.M. Nesarul Hoque, Executive Vice President of Mutual Trust Bank PLC, conducted the sessions.

Mr. Rahman stated that banks had been requested to nominate their officials so that they could interact with SMEs and women entrepreneurs attending the workshop and better understand the various challenges they face. A total of 95 participants, comprising bankers, women entrepreneurs and SMEs, attended the workshop in Chattogram.

Three Meetings of ICC Bangladesh Executive Board held during 2025

Three meetings of the ICC Bangladesh Executive Board were held during the year. All the meetings, chaired by ICC Bangladesh President Mahbubur Rahman, were attended by the Vice Presidents and most of the Members of the Board. The meetings reviewed the activities of the National Secretariat during the year, including approval of the Plan of Action, Budget, Audited Accounts, Report of the Executive Board, and consideration of membership applications from various companies/organizations.

The 97th ICC Bangladesh Executive Board Meeting was held on 24 February at the ICC Bangladesh Secretariat. The Executive Board Meeting was followed by a meeting with ADB Country Director Mr. Hoe Yun Jeong.

The Executive Board reviewed the activities of the National Secretariat and approved the Plan of Action for 2025. The Plan of Action included organizing workshops on various topics and dialogue/roundtable discussions. The Executive Board also endorsed the proposal for organizing a joint programme in Dhaka sometime at the end of April 2025 in collaboration with the Global Alliance for Trade Facilitation (GATF), the World Economic Forum and Swisscontact to share experiences and best practices on trade facilitation in Bangladesh and the region.

The meeting, chaired by President Mahbubur Rahman, was attended by Vice Presidents A. K. Azad and Naser Ezaz Bijoy; Board Members Abdul Hai Sarker, Anwar-ul-Alam Chowdhury (Parvez), Md. Fazlul Hoque, Mir Nasir



ICC Bangladesh's 97th Executive Board Meeting underway



98th ICC Bangladesh Executive Board Meeting in progress

The 99th Meeting of the ICC Bangladesh Executive Board was held at the National Secretariat on 16 October. The meeting, presided over by ICC Bangladesh President Mahbubur Rahman, was attended by Board Members Abdul Hai Sarker, Anwar-ul-Alam Chowdhury (Parvez), Kutubuddin Ahmed, Md. Fazlul Hoque, Mir Nasir Hossain, Mohammad Hatem, Simeen Rahman and Taskeen Ahmed.

The meeting was also attended by ICC Bangladesh Banking Commission Chairman Muhammad A. (Rumee) Ali and Secretary General Ataur Rahman. The meeting confirmed the Minutes of the 98th Meeting of the Executive Board held on 3 June, reviewed the activities of the Secretariat during June–mid October 2025, and approved the proposal to host the ICC Global Banking Commission Meeting in Dhaka during October–November 2027, as proposed by the ICC Global Banking Commission.

The meeting also approved the ICC Bangladesh Action Plan for 2026, as proposed by the ICC Bangladesh Banking Commission, and endorsed membership applications under the Corporate Category from Global Insurance PLC, IFAD Motors Limited and Saiham Cotton Mills Limited.

Hossain, Mohammad Hatem, Nasir Uddin Ahmed (Pavel) and Simeen Rahman; ICC Bangladesh Secretary General Ataur Rahman; and General Manager Ajay B. Saha.

DBL Group Managing Director Mohammed Abdul Jabbar and Senior Investment Officer of ADB Bidyut Kumar Saha attended the meeting with the ADB Country Director.



99th ICC Bangladesh Executive Board Meeting in progress

The 98th ICC Bangladesh Executive Board Meeting was held on 3 June at the ICC Bangladesh Secretariat. The Executive Board reviewed the activities of the National Secretariat, decided to hold the 30th Annual Council 2024 in mid-July, considered the draft Report of the Executive Board for placement at the Annual Council 2024, approved the Audited Accounts for the year 2024 for adoption at the Annual Council 2024, and discussed participation in the 14th World Chambers Congress (WCC) to be held on 2–4 September 2025 in Melbourne, Australia.

The meeting, chaired by President Mahbubur Rahman, was attended by Vice Presidents A. K. Azad and Naser Ezaz Bijoy; Board Members Abdul Hai Sarker, Kutubuddin Ahmed, Mir Nasir Hossain, Showkat Aziz Russell, Sayeed Ahmed, Tapan Chowdhury and Taskeen Ahmed; ICC Bangladesh Secretary General Ataur Rahman; and ICC Bangladesh Banking Commission Chairman Muhammad A. (Rumee) Ali.

ICC Bangladesh Banking Commission Meeting discussed future Plan of Action for 2025

A meeting of the ICC Bangladesh Banking Commission was held on Thursday, 6 February at the ICC Bangladesh Secretariat.

The meeting, presided over by ICC Bangladesh Banking Commission Chairman Muhammad A. (Rumee) Ali, was attended by ICC Bangladesh President Mahbubur Rahman and the following members: BASIC Bank Chairman Helal Ahmed Chowdhury, Dhaka Bank Managing Director Sheikh Mohammad Maroof, Mutual Trust Bank Managing Director Syed Mahbubur Rahman, bKash Limited Chief Executive Officer Kamal Quadir, LankaBangla Finance Managing Director Ms. Humaira Azam, Summit Alliance Port Managing Director Syed Ali Jowher Rizvi, Eastern Bank Additional Managing Director Ahmed Shaheen, Islami Bank Bangladesh PLC Deputy Managing Director



ICC Bangladesh Banking Commission Meeting in progress

Mahmudur Rahman, BIBM Faculty Member Khondkar Morshed Millat, City Bank Deputy Managing Director Faruk Ahmed, and ICC Bangladesh Secretary General Ataur Rahman.

The meeting discussed the current and future activities of the ICC Bangladesh Banking Commission and recommended the Plan of Action for 2025 for approval by the ICC Bangladesh Executive Board. The Committee also discussed the preparation of papers by the six Focus Groups for presentation at the Banking Commission Meetings.

The Focus Groups are expected to prepare reports on the following topics:

International Trade Finance; Climate, Social Performance of Financial Institutions and Sustainable Finance; Digitalization and Cyber Security of Financial Institutions; Credit Risk Management: Managing Loan Portfolios to Reduce Default Loans, including Fraud Risk Management; Inclusivity in Banking: MSMEs, extending financial services to the unbanked sector, and gender-based issues in the financial sector; and Access issues in financing and employment (HR).

ICC Bangladesh Banking Commission Meeting discussed hosting of ICC Global Banking Commission Meeting 2027 in Dhaka

The International Chamber of Commerce (ICC) Banking Commission, Paris, has proposed to hold the ICC Global Banking Commission Meeting jointly with ICC Bangladesh in Dhaka during October–November 2027.

The proposal was accepted at the ICC Bangladesh Banking Commission Meeting held on 12 October. It may be mentioned that the ICC Global Banking Commission Meeting is organized annually on a rotational basis in different countries, and the 2026 Meeting will be held in the United Kingdom.

The ICC Banking Commission has over 800 members across more than 60 countries. The meetings are attended by ICC National Committees, representatives of multilateral development banks, regulators and public agencies, banks and supply chain finance providers, corporates, fintech/technology firms, DFIs/IFIs, law firms, insurers and other stakeholders.

The ICC Bangladesh Banking Commission Meeting, after reviewing the activities of the Secretariat during 2025, prepared the ICC Bangladesh Plan of Action for 2026. The Plan includes arranging workshops for bankers, MSMEs and women entrepreneurs, as well as seminars, roundtables and policy dialogues.



ICC Bangladesh Banking Commission Meeting in progress

It was also decided to hold more meetings of the Commission to discuss key issues such as the impact of LDC graduation on financial institutions, digitalisation of international trade, cyber security and other relevant matters related to the development of the banking sector.

The meeting was chaired by Chairman of the Banking Commission Muhammad A. (Rumee) Ali and attended by ICC Bangladesh Secretary General Ataur Rahman; Advisor to the Bangladesh Bank Governor Md. Ahsan Ullah; BASIC Bank Chairman Helal Ahmed Chowdhury; former Managing Director of BRAC Bank Selim R. F. Hussain; Prime Bank Managing Director & CEO Hassan O. Rashid; Dhaka Bank Managing Director A.K.M. Shahnawaj; Summit Alliance Port Managing Director Syed Ali Jowher Rizvi; LankaBangla Finance Managing Director Humaira Azam; BIBM Professor Dr. Shah Md. Ahsan Habib; Standard Chartered Bank Managing Director and CCRO Bangladesh Mohammad Enamul Huque; Eastern Bank Additional Managing Director Ahmed Shaheen; BIBM Faculty Member Khondkar Morshed Millat; City Bank DMD & Head of Trade Services Faruk Ahmed; Prime Bank DMD & CIO Syed Sazzad Haider Chowdhury; Islami Bank Bangladesh PLC Deputy Managing Director Mahmudur Rahman; and Agrani Bank General Manager, International Division, Shahinure Sultana.

Dialogue on Implications of LDC Graduation for the Banking Industry: Bangladesh Context

A meeting of the ICC Bangladesh Banking Commission was held at the ICC Bangladesh National Secretariat on 23 November to discuss the implications of LDC graduation for the banking industry in the Bangladesh context. Dr. Shah Md. Ahsan Habib, Professor at the Bangladesh Institute of Bank Management (BIBM) and a member of the ICC Bangladesh Banking Commission, made a presentation at the meeting.

Chaired by ICC Bangladesh Banking Commission Chairman Muhammad A. (Rumee) Ali, the meeting was attended by members of the Banking Commission, including ICC Bangladesh Secretary General Ataur Rahman, BASIC Bank Chairman Helal Ahmed Chowdhury, former BRAC Bank Managing Director Selim R. F. Hussain, Summit Alliance Port Managing Director Syed Ali Jowher Rizvi, LankaBangla Finance Managing Director Humaira Azam, Prime Bank Deputy Managing Director Syed Sazzad Haider Chowdhury, and A.T.M. Nesarul Hoque, Executive Vice President and Head of Financial Institution Services, Mutual Trust Bank PLC.

In his opening remarks, the Chairman of the ICC Bangladesh Banking Commission emphasised the need for banks to strengthen institutional capacity to support businesses facing new external requirements following LDC graduation.

He outlined potential challenges for banks, including the need for stronger risk management frameworks, upgraded compliance systems, and enhanced advisory services to help clients navigate post-LDC trade realities. In his presentation, Professor Habib highlighted concerns related to documentation requirements, foreign exchange operations, and the overall readiness of banks for the post-LDC environment.

As a follow-up to the meeting, it was decided to organise a dialogue on the topic during the third week of January 2026, where top- and mid-level bankers, private sector representatives, and other concerned stakeholders would be invited to broaden engagement and support sector-wide readiness for the post-LDC environment.



ICC Bangladesh Banking Commission Chairman Muhammed A. (Rumee) Ali presided over a Dialogue on Implications of LDC Graduation for the Banking Industry : Bangladesh Context held on 23 November.

Glimpses from the Press

The Daily Star
DHAKA THURSDAY JANUARY 2, 2025

Bangladesh can lead in sustainable fashion: ICCB

STAR BUSINESS REPORT

Bangladesh holds immense potential to spearhead sustainable fashion through the adoption of practices focusing the circular economy model, according to the International Chamber of Commerce-Bangladesh (ICCB).

Circular economy is a model to keep materials and products in use for as long as possible and to eliminate waste and pollution, it said.

By recycling fabric waste and fostering second-hand clothing markets, the textile industry can reduce its environmental impact while boosting profitability, the ICCB said in a quarterly news bulletin.

The report highlighted the opportunities in converting agricultural waste, such as rice husks and jute byproducts, into bioenergy and organic fertilisers, thereby promoting sustainable farming practices.

Bangladesh produces an estimated 3,000 tonnes of plastic waste daily, with only 30 percent being recycled. Coupled with inadequate handling of electronic and agricultural waste, environmental degradation remains a pressing concern.

Investing in recycling infrastructure and waste-to-energy initiatives could mitigate these issues while generating significant economic returns, the report said.

The circular economy model, centered on eliminating waste, prolonging product life cycles, and regenerating natural systems, offers a pathway to sustainable growth.

This approach reduces greenhouse gas emissions, curtails pollution, and creates economic opportunities, the ICCB noted.

FE THE FINANCIAL EXPRESS
Monday • February 24, 2025



Group picture of participants with ICCB Secretary General Ataur Rahman (10th from right); ODDO BHF SE Bank Senior Regional Manager Thomas Kuerten (9th from left); Policy Manager of ICC Banking Commission Tomasch Kobiskat (10th from left) & Senior Partner of Jincheng Tongda & Neal Law Firm Sabio Jin (8th from right) at the ICC Workshop on Global Banking Commission Outlook, DSI, Compliance and Trade Finance Risk Management.

Experts for efficient cross-border trade to make LDC graduation smooth

Experts at a workshop laid emphasis on implementation of improved and efficient cross-border trade for aiding the country's LDC graduation process.

They made the suggestion at a workshop on "Global Banking Commission Outlook, DSI, Compliance and Trade Finance Risk Management for the Bankers of Bangladesh" in the city on Thursday, said a press release on Sunday, reports BSS.

International Chamber of Commerce (ICC) - Bangladesh organised the event jointly with the ICC HQ, Paris.

The workshop was sponsored by ODDO BHF SE Bank, Frankfurt, Germany.

The speakers of the workshop were Tomasch Kobiak, Policy Manager of ICC Global Banking Commission; Thomas Kuerten, International Banking Sales/Senior Regional Manager at ODDO BHF SE Bank; Sabio Jin, Senior Partner of Jincheng Tongda and Neal Law Firm, Beijing; Dr. Shah Md. Ahsan Habib, Professor of Bangladesh Institute of Bank Management (BIBM), and Dr. Mostafa Abid Khan, Component Manager, Support for Sustainable Graduation Project (SSGP), Economic Relations Division, Ministry of Finance.

ICC Bangladesh Secretary General Ataur Rahman, in his opening remarks, said that Bangladesh's economy had increasingly been getting involved in international trade transactions, and as such improved and efficient cross-border trade would have notable implications for the country's LDC graduation process.

The regulatory environment entails greater involvement of the trade finance banks having greater risks, he added.

In the context of growing business complexities, higher compliance requirements, widespread consumer adoption, high market expectations, and growing financial crimes, trade finance is becoming increasingly challenging to the banks of the country, he said.

He mentioned that compliance and risk management must remain at the heart of the trade finance operations.

"As global regulatory frameworks become more stringent, our banks and financial institutions must strengthen their due diligence processes, adopt robust risk management frameworks, and enhance transparency to mitigate financial crimes and ensure long-term sustainability, he added.

The objective of the workshop was to discuss global financial landscape, macro economy and geopolitics, compliance, global digitalisation trends and clarifications linked to MLETR-digitalizing of International trade.

A total of 56 participants from 26 banks including Bangladesh Bank (central bank), BIBM, KAPCO and some clients of Mutual Trust Bank attended the workshop.

THE BUSINESS STANDARD
Tuesday, 27 May 2025



Favourable geopolitics key to unlocking potential of economic corridors: Planning adviser

Says corridors can equally benefit all countries in region

বাংলাদেশ প্রতিদিন

গভীর উৎকণ্ঠায় ব্যবসায়ীরা

মর্কিন শুল্ক আরোপ টাস্কফোর্স গঠনের পরামর্শ আইসিসিবি

daily sun
DHAKA THURSDAY

Asia tops disaster list as circular economy sparks hope

CLIMATE AND WEATHER HAZARDS



সমকাল

মর্থনীতিতে স্থিতিশীলতা ফিরেছে তবে দারিদ্র্য ও বৈষম্য বেড়েছে

daily sun
DHAKA MONDAY

Business community urges LDC graduation delay



Extraordinary extension is unacceptable as Dhaka has not yet applied to the UN

dailyobserver
THURSDAY, MAY 1, 2025, BAISHAKH

BD banking sector needs comprehensive reforms amid global economic shift: Experts

Bankers, financial experts, and public officials in a meeting in Dhaka recently called for comprehensive reforms in Bangladesh's banking sector in the light of global economic shifts and vulnerabilities.

The dialogue, titled 'Global Financial Trends and Reforms: Implications for Bangladesh,' was organised by International Chamber of Commerce, Bangladesh (ICCB), at a city hotel.

Discussions were set against the backdrop of evolving global financial dynamics—including the potential impact of US tariffs—and affirmed findings of World Bank's recent Bangladesh Development Update, which revealed deep-rooted weaknesses in the country's financial system.

ICCB president Mahbubur Rahman, warned that the full implementation of US tariffs would severely impact Bangladesh's banking system by reducing export earnings, tightening foreign currency liquidity, and increasing non-performing loans (NPLs), particularly in trade-reliant sectors.

"It is imperative for Bangladesh to adopt resilient financial strategies and regulatory reforms that safeguard economic stability against such external shocks," Rahman said.

Citing the World Bank report, Rahman said gross NPLs have doubled to over Tk 2.9 trillion, with nearly half concentrated in nine state-owned banks. It has led to capital shortages, weak adoption of international standards, Monetrax inadequate legal framework for loan recovery and governance issues that need immediate reform.

"The recent reform initiatives by the interim government and Bangladesh Bank are beginning to uncover the full extent of these risks. The message is clear—reform is not optional, it is essential," he stated.

ICC Vice President A.K. Azad called on the International Chamber of Commerce (ICC) and the World Trade Organization (WTO) to address the representation of US tariff policies on countries like Bangladesh.

He also emphasised the need for international support in settling insurance claims for factories damaged during political unrest, and urged the central bank to liberalise the exchange rate regime.

Florian Witt, chair of the ICC Global Banking Commission in his key note proposed fast capitalisation of state-owned banks and a strategic reduction of NPLs and recommended facilitating mergers to create stronger banking entities, merger of troubled banks and strengthening Tier-1 capital.

Witt highlighted the need for adopting international standards for NPL categorisation and noted the shifting of future of banking toward the Global South.

Deputy Governor of Bangladesh Bank Md. Zakir Hossain Chowdhury said while the central bank has recently undertaken numerous reforms, it is too early to assess their outcomes.

He affirmed that Bangladesh Bank continues to consult with stakeholders, the private sector, and development partners in its efforts to correct the system.

Abdul Hal Sarker, chairman of Bangladesh Association of Banks and Dhaka Bank PLC, expressed optimism that coordinated efforts among stakeholders could help Bangladesh navigate emerging global challenges.

—UNB

The Daily Star
DHAKA SUNDAY MAY 4, 2025

US tariff hike to put pressure on banks

Bankers, business leaders say in dialogue

Experts say...

- A market-based exchange rate is essential to support exporters
- Regulatory reforms are crucial for developing a vibrant and resilient financial sector
- ICC and WTO should help address the consequences of US tariffs
- A policy framework encouraging bank mergers is needed to create a more resilient banking sector

UNB

ICCB concerned by Trump administration's unpredictable approach to policymaking

সমকাল

আসিয়ানের সঙ্গে বাংলাদেশের বাণিজ্য বাড়ানোর তাগিদ

FE THE FINANCIAL EXPRESS
Thursday • May 1, 2025



Carry out thorough reforms in banking sector

THE BUSINESS STANDARD
Friday, August 15, 2025

Celebration over US tariff premature: siness leaders warn against complacency



NEWAGE
MONDAY, AUGUST 25, 2025, DHAKA

Businesses for delaying LDC graduation by up to 5 years



dailyobserver
Dhaka, Tuesday April 8, 2025

Business leaders urge immediate direct talks with US over tariffs

Can't rely on letters, situation demands high level dialogue

সমকাল

যুক্তরাষ্ট্রের সরকার পরিবর্তন বিশ্ব অর্থনীতিতে যেভাবে প্রভাব ফেলে

Glimpses from the Press



ICC Bangladesh Action Plan for 2026

Workshops

- Workshop on Capacity building of MSMEs and Women Entrepreneurs for using ICC Rules in International Trade
- Workshop on Risk Management in Trade Financing
- Workshop on Export Operations, Back-to-Back LC Mechanism and Challenges of Export Finance
- Workshop on International Trade Financing following LDC Graduation
- Workshop on Legal and Compliance Perspectives under Documentary Credits
- Workshop on International Financial Crime: Identifying Risks & Preventing Fraud in International Trade

Business Dialogues / Seminars/Conference

- Conference on Climate Change Adaptation and Strengthening Capacity for Sustainable Disaster Risk Management
- Roundtable on Implications of LDC Graduation for Banking Industry: Bangladesh Perspective
- Conference on Trade Finance
- Bangladesh Trade & Treasury Summit 2026
- Roundtable on Corporate Governance of Financial Institutions
- Roundtable on Cyber Security of Financial Institutions
- Roundtable on Financial Crimes and Risk Policy

Certificate Courses

On-line Certificate Professional Courses offered by:

- London Institute of Banking and Finance (Part of Wallbrook Institute London)
- ICC Academy

Publications

- Quarterly News Bulletin
- Media Blitz
- Annual Report

ICC Bangladesh Members List by Category	
Trade Organizations	12
Corporate Bodies:	
Banks	31
Non-Banking Financial Institutions : Leasing & Investment	6
Non-Banking Financial Institutions : Insurance	12
Law Firms	9
National Companies	58
Multinational Companies	18
Total Members	**146**
Detail list of Members given at pages (48-57)	

ICC Bangladesh

Trade Organizations

001. **The Federation of Bangladesh Chambers of Commerce & Industry (FBCCI)**
FBCCI Icon, 60, Motijheel C/A
Dhaka-1000
Tel. : 223350002-3, 223381470
E-mail : secretariat@fbcci.org
Website : www.fbcci.org

002. **Dhaka Chamber of Commerce & Industry (DCCI)**
DCCI Building, 65-66, Motijheel C/A
Dhaka-1000
Tel. : 47122986, 09666888555
E-mail : secretary.general@dhakachamber.com
: info@dhakachamber.com
Website : www.dhakachamber.com.org

003. **Metropolitan Chamber of Commerce & Industry (MCCI), Dhaka**
Chamber Building (4th Floor)
122-124, Motijheel C/A
Dhaka-1000
Tel. : 223385208-11, 223354129-31
E-mail : sg@mccibd.org
Website : www.mccibd.org

004. **The Chittagong Chamber of Commerce & Industry (CCCI)**
WTC Building, 102/3 Agrabad C/A
Chattogram
Tel. : 333313366-9
E-mail : info@chittagongchamber.com
Website : www.chittagongchamber.com

005. **Foreign Investors' Chamber of Commerce & Industry (FICCI)**
Molly Capita Centre (7th Floor)
Road # 127, Block # CES(F)-4 76
Gulshan Avenue, Gulshan-1
Dhaka-1212
Tel. : 48814801, 48814802
E-mail : info@ficci.org.bd
Website : www.ficci.org.bd

006. **Bangladesh Association of Banks (BAB)**
Jabber Tower (16th Floor)
42, Gulshan Avenue, Road # 135
Gulshan -1
Dhaka-1212
Tel. : 222263478, 222298885, 222260301
E-mail : bab.secretariat@gmail.com;
Website : www.bab-bd.com

007. **Bangladesh Insurance Association (BIA)**
Hossain Tower (9th Floor)
116, Naya Paltan
Box Culvert Road
Dhaka-1000
Tel. : 48310179, 222226378
E-mail : bia@bdcom.com;
biadhaka1988@gmail.com
Website : www.bia-bd.org

008. **Bangladesh Garment Manufacturers & Exporters Association (BGMEA)**
BGMEA Complex, House # 7/7A
Sector # 17, Block # H-1, Uttara
Dhaka - 1230
Tel. : 09638012345
Email : info@bgmea.com.bd;
secretary@bgmea.com.bd
Website : www.bgmea.com.bd

009. **Bangladesh Knitwear Manufacturers & Exporters Association (BKMEA)**
233/1, B.B. Road, Press Club Bhaban
(1st Floor& 3rd floor)
Narayangonj–1400
Tel. : 224435535, 224431857, 7641295
E-mail : bkmea@bangla.net, info@bkmea.com
Website : www.bkmea.com

010. **Bangladesh Textile Mills Association (BTMA)**
UTC Bhaban (Level-8), 8 Panthapath
Karwan Bazar, Dhaka-1215
Tel. : 48116358,222248778,58156619
E-mail : btmasg@gmail.com,
info@btmadhaka.com
Website : www.btmadhaka.com

011. **Leathergoods And Footwear Manufacturers & Exporters Association of Bangladesh (LFMEAB)**
Harbour Gulshan Link, Ta-94/B (1st & 2nd Floor)
Gulshan Link Road, Dhaka-1212
Tel. : 58810271,58810272
Email : info@lfmeab.org
Website : www.lfmeab.org

012. **Nordic Chamber of Commerce and Industry (NCCI)**
C/O : Graphic People Ltd.
3rd Floor, Plot 76/A, Road 11, Block M, Banani
Dhaka 1213
Tel. : 01777700752
E-mail : info@nccib.com
Website : www.nccib.com

Corporate Bodies

Banks

013. **AB Bank PLC**
18 Skymark, Gulshan-1
Dhaka 1212
Tel. : 223380312, 09678555000
E-mail : info@abbl.com;
Website : www.abbl.com.bd

014. **Agrani Bank PLC**
9/D Dilkusha Commercial Area
Dhaka – 1000
Tel. : 223355749, 223383657
E-mail : mdagrani@agranibank.org
: companysecretary@agranibank.org
Website : www.agranibank.org

015. **Bank Alfalah Limited**
168, Gulshan Avenue, Gulshan 2
Dhaka-1212
Tel. : 8833112-4, 222260888
E-mail : information@bankalfalah.com.bd
Website : www.bankalfalah.com.bd

016. **Bank Asia PLC**
Bank Asia Tower, 32 & 34, Kazi Nazrul Islam Avenue, Karwan Bazar
Dhaka
Tel : 09617001100
Email : md@bankasia-bd.com
Web : www.bankasia-bd.com

017. **BASIC Bank PLC**
Sena Kalyan Bhaban (6th Floor)
195, Motijheel C/A
Dhaka - 1000
Tel : 223388190, 223359589-90
E-mail : basicho@basicbanklimited.com
Website : www.basicbankplc.com

018. **BRAC Bank PLC**
Anik Tower, 220/B, Tejgaon Gulshan Link Road
Tejgaon, Dhaka 1208
Tel. : 8801301-32, 09677551001-31
E-mail : mdsoffice@bracbank.com
Website : www.bracbank.com

019. **Citibank N.A,**
8, Gulshan Avenue, Gulshan
Dhaka – 1212
Tel. : 09666991000,
E-mail : bangladesh.citiservice@citi.com;
Website : http://www.asia.citibank.com/bangladesh/corporate

020. **City Bank PLC**
City Bank Center, 28, Gulshan Avenue
Gulshan-1, Dhaka-1212
Tel. : 58813483,58814375, 58813126
E-mail : info@thecitybank.com
Website : www.thecitybankplc.com

021. **Commercial Bank of Ceylon PLC**
Hadi Tower, NW(K)-1, Road-50,
Kemal Ataturk Avenue, Gulshan-2, Dhaka-1212
Tel. : 226606601-10
E-mail : email@combankbd.com;
Website : www.combank.net.bd

022. **Dhaka Bank PLC**
Plot: CWS (C)-10, Bir Uttam A K Khandakar Road, Gulshan-01,Ward-19, DNCC
Dhaka-1212
Tel. : 58314424-31,58314417, 58314424-30
Email : info@dhakabank.com.bd
Website : www.dhakabankltd.com

023. **Eastern Bank PLC**
100 Gulshan Avenue, Dhaka–1212
Tel. : 55069014-18, 09677716230
E-mail : info@ebl-bd.com,
Website : www.ebl.com.bd

024. **Sommilito Islami Bank PLC**
(Exim Bank PLC)
EXIM Bank Tower, Plot-15, Road-15
Block-CWS(C), Bir Uttam A.K. Khondker Road
Gulshan-1, Dhaka-1212
Tel. : 09666716246, 55045557,48814266
E-mail : info@eximbankbd.com,
Website : www.eximbankbd.com

025. **Sommilito Islami Bank PLC**
(First Security Islami Bank PLC)
Rangs RD Center, Block-SE(F), Plot-03
Gulshan Avenue, Gulshan-1, Dhaka-1212
Tel. : 55045700 ,5545696-7
E-mail : info@fsiblbd.com
Website : www.fsibplc.com

026. **The Hongkong and Shanghai Banking Corporation Ltd.**
Shanta Western Tower (L-4), 186, Bir Uttam Mir Shawkat Ali Road, (Gulshan Tejgaon Link Road)
Tejgaon Industrial Area, Dhaka-1208
Tel. : 09666331000
E-mail : contact@hsbc.com.bd
Website : www.hsbc.com.bd

027. **IFIC Bank PLC**
IFIC Tower, 61 Purana Paltan, Dhaka-1000
Tel. : 09666716250
E-mail : info@ificbankbd.com
Website : www.ificbankbd.com

028. **Islami Bank Bangladesh PLC**
Islami Bank Tower, 40, Dilkusha C/A, Dhaka-1000
Tel. : 223384816, 223383040
E-mail : info@islamibankbd.com
Website : www.islamibankbd.com

029. **Janata Bank PLC**
110, Motijheel C/A
Dhaka-1000
Tel. : 223380029, 223380042
E-mail : mis@janatabank-bd.com
Website : www.jb.com.bd

030. **Mercantile Bank PLC**
61 Dilkusha C/A
Dhaka-1000
Tel. : 223382295, 223350501, 0961295593
E-mail : contact@mblbd.com
Website : www.mblbd.com

031. **Mutual Trust Bank PLC**
MTB Centre, 26 Gulshan Avenue
Plot -5, Block- SE(D), Gulshan -1
Dhaka -1212
Tel. : 58812298, 222283966
E-mail : info@mutualtrustbank.com
Website : www.mutualtrustbank.com

032. **National Bank PLC.**
116/1, Kazi Nazrul Islam Avenue
Banglamotor, Dhaka-1000
Tel. : 41032931-40, 41032461-63
E-mail : md.sect@nblbd.com,
Website : www.nblbd.com

033. **National Credit & Commerce Bank PLC**
NCC Bank Bhaban
13/1 - 13/2, Toyenbee Circular Road
Motijheel C/A, Dhaka – 1000
Tel. : 226640665-7, 09666700008
E-mail : info@nccbank.com.bd
Website : www.nccbank.com.bd

034. **One Bank PLC.**
HRC Bhaban (3rd Floor)
46, Karwan Bazar C/A
Dhaka-1215
Tel. : 55012505
E-mail : obl@onebankbd.com
Website : www.onebank.com.bd

035. **Prime Bank PLC**
Prime View, Plot-SE(F) 7, Bir Uttam Mir Shawkat Sharak, Gulshan Avenue, Gulshan, Dhaka-1212
Tel. : 55068721-23
E-mail : info@primebank.com.bd;
Website : www.primebank.com.bd

036. **Pubali Bank PLC**
26, Dilkusha C/A, Dhaka-1000
Tel. : 223381614, 223383094
E-mail : mdnceo@pubalibankbd.com
info@pubalibankbd.com;
Website : www.pubalibangla.com

037. **Shahjalal Islami Bank PLC**
Shahjalal Islami Bank Tower, Plot No: 4, Block-CWN(C), Gulshan Avenue, Dhaka-1212
Tel : 222264736,222286026
Email : sjiblho@sjiblbd.com
Website : www.sjiblbd.com

038. **Sonali Bank PLC**
35-44, Motijheel C/A, Dhaka-1000
Tel : 57161080-88, 09610016639
E-mail : info@sonalibank.com.bd
Website : www.sonalibank.com.bd

039. **Sommilito Islami Bank PLC**
(Social Islami Bank PLC)
City Center, 90/1, Motijheel C/A, Dhaka-1000
Tel : 09612001122, 09677716491
Email : info@sibl-bd.com;
Website : www.siblbd.com

040. **Standard Chartered Bank**
SCB House, 67, Gulshan Avenue, Dhaka-1212
Tel : 8833003, 8833004
E-mail : ceo.scbbd@sc.com
customer.enquiries@sc.com
Web : www.standardchartered.com

041. **State Bank of India**
128 Navana Pristine Pavilion, Level-12
Gulshan Avenue, Circle-2, Dhaka-1212
Tel : 222289152
E-mail : ch.bd@statebank.com
vpops.co.bd@statebank.com
Website : https://bd.statebank

042. **Trust Bank PLC**
Shadhinata Tower, Bir Srestha Shaheed Jahangir Gate Dhaka Cantonment, Dhaka-1206
Tel : 58831000-6, 44870060-66
E-mail : info@tblbd.com,
Website : www.tblbd.com

043. **United Commercial Bank PLC**
Bulus Center , Plot - CWS- (A)-1
Road No – 34, Gulshan Avenue, Dhaka-1212
Tel. : 55668070,09611999999
E-mail : info@ucb.com.bd
Website : www.ucb.com.bd

Non-Banking Financial Institutions: Leasing & Investment

044. **IDLC Finance PLC**
Bay's Galleria (1st Floor)
57 Gulshan Avenue
Dhaka 1212
Tel. : 09609994352
E-mail : contactcentre@idlc.com
Website : www.idlc.com

045. **Industrial and Infrastructure Development Finance Co. PLC. (IIDFC)**
Metropolitan Chamber Building (6th Floor)
122-124, Motijheel C/A
Dhaka-1000
Tel. : 223382353, 09611016647
E-mail : info@iidfc.com
Website : www.iidfc.com

046. **IPDC Finance PLC**
Hosna Centre (4th Floor)
106, Gulshan Avenue
Dhaka-1212
Tel. : 09612885533,55068931-36
E-mail : email@ipdcbd.com; ceo@ipdcbd.com
Website : www.ipdcbd.com

047. **International Leasing and Financial Services Limited**
DR Tower (13th Floor), 65/2/2, Bir Protik Gazi Golam, Dostogir Road, Purana Paltan, Dhaka – 1000
Tel. : 223381228, 223353485
E-mail : info@ilfsl.com
Website : www.ilfsl.com

048. **National Housing Finance PLC**
Corporate Head office, Concord Baksh Tower (7th Floor), Plot: 11-A, Road: 48, Block: CWN (A)
Gulshan-2, Dhaka-1212
Tel. : 09609200555
E-mail : info@nationalhousingbd.com;
Website : www.nationalhousingbd.com

049. **Uttara Finance and Investments Limited**
Uttara Centre (11th Floor)
102, Shahid Tajuddin Ahmed Sarani
Tejgaon, Dhaka-1208
Tel. : 41025093-97
E-mail : info@uttarafinance.com
Website : www.uttarafinance.com

Non-Banking Financial Institutions: Insurance

050. **Bangladesh General Insurance Co. PLC**
42, Dilkusha C/A
Dhaka-1000
Tel. : 223383056-8, 223386125
E-mail : info@bgicinsure.com
bgicinsurance@yahoo.com
Website : www.bgicinsure.com

051. **Eastern Insurance Company PLC**
44, Dilkusha C/A, (2nd Floor)
Dhaka-1000
Tel. : 223383033-34 , 223384246-48
E-mail : info@biclbd.com
Web : www.eiclbd.com

052. **Eastland Insurance PLC**
13, Dilkusha C/A
Dhaka-1000
Tel. : 223384600
E-mail : info@eastlandinsurance.com,
secretary@eastlandinsurance.com
Web : www.eastlandinsurance.com

053. **Green Delta Insurance PLC**
Green Delta Aims Tower,
51/52 Mohakhali, Dhaka-1212
Tel. : 0 9613444888
E-mail : info@green-delta.com
Website : www.green-delta.com

054. **Global Insurance PLC**
Al Razi Complex (Level-12), 166-167,
Shaheed Syed Nazrul Islam Sarani
Purana Paltan, Dhaka-1000
Tel. : 55111601-3
Email : info@gilbd.com
globalho2000@gmail.com; ceo@gilbd.com
Website : www.gilbd.com

055. **Karnaphuli Insurance Company PLC**
Meghna Life –Karnaphuli Bima Bhaban (12th Floor),11/ B & D, Toyenbee Circular Road,
Motijheel, Dhaka-1000
Tel. : 223384808-9
Email : kicl.headoffice@gmail.com
info@kiclbd.com
Website : www.kicl.com

056. **Nitol Insurance Company PLC**
Police Plaza Concord, Tower-2 (5 & 6th Floor)
Plot-2, Road-144
Gulshan-1, Dhaka-1212
Tel : 55045202-05
Email : info@nitolinsurance.com
Web : www. nitolinsurance.com

057. **Pioneer Insurance PLC**
Rangs Babylonia (5th Floor)
246, BirUttam Mir Shawkat Sarak, Tejgaon
Dhaka-1208
Tel : 226603484-91
E-mail : piclho@pioneerInsurance.com.bd
Website : www.pioneerinsurance.com.bd

058. **Pragati Insurance PLC**
Pragati Bhaban (16th Floor), 20-21
Kawran Bazar
Dhaka – 1215
Tel. : 55012680-2
E-mail : info@pragatiinsurance.com
Website : www.PragatiInsurance.com

059. **Reliance Insurance PLC**
Reliance Insurance Tower, (Floor: 9 to 13)
Plot # 11, Block-Cws (C), South Avenue
Gulshan 1 Dhaka-1212
Tel. : 01321202220 - 23
E-mail : info@reliance.com.bd
Website : www.reliance.com.bd

060. **Sadharan Bima Corporation**
33, Dilkusha C/A, Dhaka-1000
Tel. : 41051485-89
Fax : 41052077
E-mail : info@sbc.gov.bd
Website : www.sbc.gov.bd

061. **United Insurance Company Limited**
Camelia House, 22, Kazi Nazrul Islam Avenue
Dhaka-1000
Tel. : 41062001-04
41062006-07
E-mail : info@unitedinsurance.com.bd
Website : www.unitedinsurance.com.bd

Law Firms

062. **A. Hossain & Associates**
3B Outer Circular Road
Maghbazar, Dhaka-1217
Tel. : 48311492
E-mail : enquiry@ahossainandassociates.com

063. **Akhtar Imam & Associates**
Apt D1, House-19, Road-4, Gulshan-1, Dhaka-1212
Tel : 58816152
E-mail : rashna.imam@akhtarimam.com
reshad.imam@akhtarimam.com
Website : https://akhtarimam.com

064. **Alliance Laws**
Suite 6A, Paradise Lake View Nibash, BA 73/1
Gulshan Hatirjheel Lake Drive Road, Dhaka-1212
Mobile : +8801711593919
Email : mghani@alliancelaws.com
Website : www.alliancelaws.com

065. **Dr. Kamal Hossain & Associates**
MCCI Building, (2nd floor)
122-124, Motijheel C/A, Dhaka-1000
Tel. : 223382946,223380655
E-mail : khossain@citechco.net
Website : www.khossain.com

066. **Fida M. Kamal & Associates**
(Barristers & Advocates), 64, Purana Paltan
(3rd Floor), Motijheel C/A, Dhaka-1000
Tel. : 226641314-20
E-mail : kamalfida7@gmail.com

067. **Lawyers For Energy Environment and Development(LEED) Limited**
Suite-D-1/12, Al Baraka Tower,
252 Elephant Road, Dhaka1205
Tel : 9615819
Email : noman@leedllcbd.org
Website : www.leedllcbd.org

068. **Margub Kabir & Associates**
Civil House, First Floor, House-B-111
Masjid Road, Mohakhali DOHS, Dhaka
Mobile : 01755506070
Email : margub.kabir@gmail.com

069. **Rahman's Chambers**
Headquarters, Suite 5B, 4th Floor
Ataturk Tower
22 Kamal Ataturk Avenue
Banani C/A, Dhaka-1213
Tel : 09678662666
Email : forrukh@rahmansc.com
Website : www.rahmansc.com

070. **Syed Ishtiaq Ahmed & Associates**
Concord Ovilash (1st Floor)
House No. 62, Road No.11A
Dhanmondi, Dhaka-1209
Tel. : 41020690
E-mail : nihad@siaalaw.com;
: accounts@sialaw.com
Website : www.siaalaw.com

ICC Bangladesh

National Companies

071. **Aamra Networks Limited**
Safura Tower (9th Floor), 20 Kamal Ataturk Avenue, Banani C/A, Dhaka-1213
Tel. : 58811188, 58811189
Email : farhad.ahmed@aamra.com.bd
Website : www.aamra.com.bd

072. **A. K. Khan & Company Ltd.**
Bay's Gallerea, (2nd Floor)
57 Gulshan Avenue
Gulshan -1, Dhaka-1212
Tel. : 8833510, 8833521, 8833540
E-mail : ceosoffice@akkhan.com
Website : www.akkhan.com

073. **A. K. Khan Telecom Ltd.**
Bay's Gallerea, (2nd Floor)
57 Gulshan Avenue, Gulshan -1, Dhaka-1212
Tel. : 222292169
E-mail : info.aktd@akkhan.com
Website : www.aktelecom.net

074. **Alpha Tobacco Manufacturing Co. Ltd.**
Jatiya Scout Bhaban, 70/1, Purana Paltan Line
Kakrail, (9th Floor), Dhaka
Tel. : 48313553, 48322722
E-mail : erba@bdmail.net

075. **Apex Footwear Limited**
House # 06, Road # 137, Block # SE(D)
Gulshan-1, Dhaka-1212
Tel. : 55044841, 55044844
E-mail : info@apexfootwearltd.com
Website : www.apexfootwearltd.com

076. **Arlinks Limited**
Red Crescent Concord Tower, (11th Floor) Suite-B
17, Mohakhali C/A, Dhaka-1212
Tel : 222287255, 222288388, 222288517
E-mail : arlinksgroup@yahoo.com
arlinks@arlinksgroup.com
Website : www.arlinksgroup.com

077. **ASM Chemical Industries Limited.**
Concord Silvy Heights, (7th Floor),
Road # 30, Gulshan Avenue, Dhaka-1212
Tel : 48811501
E-mail : azizgroupbd@bol-online.com
contact@asmchemical.com

078. **Azim Group**
Scout Bhaban (3rd Floor), 70/1, Inner Circular Road, Kakrail, Dhaka-1000
Tel : 59335693, 48317798
Email : sayed.abu@azimgroup.com
Website : www.azimgroup.com

079. **Bay Consolidation (Pvt.) Limited**
4F, Chowdhury Centre
23/Ka New Eskaton Road
Ramna, Dhaka-1000
Tel. : 5831-7651-3
E-mail : bcldhaka@chowdhurygroup.com
info.bcl@chowdhurygroup.com
Website : www.chowdhurygroup.com

080. **DBL Ceramics Ltd.**
Capita South Avenue Tower, (6th Floor)
House - 50, Road- 03, 7 Gulshan Avenue
Gulshan 1, Dhaka -1212
Tel. : 58817735-6
E-mail : info@dbl-group.com
info@dblceramics.com
Web : www.dbl-group.com

081. **Dhaka Stock Exchange PLC**
House-46,Road-21, Nikunjo-2
DSE Tower, Dhaka -1229
Tel. : 223384601-7, 41040189-99, 09666702070
E-mail : md@dse.com.bd
ps.md@dse.com.bd
Website : www.dsebd.org

082. **Envoy Textiles Limited**
Envoy Tower, 18/E Lake Circus Kalabagan
West Panthapath, Dhaka-1205
Tel. : 41021684-90
E-mail : info@envoytextiles.com;
Website : www.envoy-group.com

083. **ETBL Holdings Limited**
Rose Dale Asset (1st Floor), Road No.55, Plot No.2, Gulshan Avenue, Gulshan-2
Dhaka-1212
Tel. : 48814201
E-mail : info@etbl.com.bd

084. **ETBL Securities & Exchange Ltd.**
Sonargaon Plaza, 2nd Floor, A, 57/12 East Raja Bazar, West Panthapath
Dhaka-1205
Tel. : 41025477-79
E-mail : info@etblsecurities.com
Website : www.etblsecurities.com

*085. **Eskayef Pharmaceuticals Limited**
Gulshan Tower (10th Floor), Plot No.31,
Road No. 53, Gulshan North C/A, Gulshan-2
Dhaka-1212
Tel. : 58810561,58814662
Email : zhn@transcombd.com
Website : www.skfbd.com

* Joined in 2026

086. **Evince Group**
Lotus Kamal Tower (Level-7 & 12), 57, Joar Sahara C/A, Nikunja-2, New airport Road
Dhaka-1229
Tel. : 8900870-4
E-mail : evince@evincebd.com
Website : www.evincegroup.com

087. **Financial Excellence Limited (FinExcel)**
F1, Plot 16, Road 23, Block B, Banani
Dhaka 1213
Tel: : 55033759, 55033760
E-mail : info@finexcelbd.com
Website : www.finexelbd.org

088. **Green Textile Limited**
Trade Intercontinental, (4th to 7th floor) 213/A
Tejgaon I/A, Dhaka-1208
Tel : 09611008899
Email : farhadul.islam@epicbd.com
cosecretay@epicbd.com
Website : www.epicgroup.global

089. **HRC Syndicate Limited**
11/F HRC Bhaban
46 Kawran Bazar C/A
Dhaka-1215
Tel. : 88-0241010644-648
E-mail : hrc@hrcbd.com; cm@hrchq.com
syndicate@hrcbd.com
Website : www.hrcbd.com

090. **Ha-Meem Denim Ltd.**
TML Tower, 387 South Tejgoan I/A
Dhaka 1208
Tel : 09666779779
Email : frontdesk@hameemgroup.com
Website : http://hameemgroup.net

091. **IFAD Motors Limited**
IFAD Tower, Plot-7 (New) Tejgaon I/A,
Dhaka-1208
Tel. : 09612114444
Email : taskeenahmed@ifadgroup.com
Website : www.ifadgroup.com

092. **Incepta Pharmaceuticals Ltd.**
40, Shahid Tajuddin Ahmed Sarani
Tejgaon I/A, Dhaka-1208
Tel. : 8891688-703, 4498130-7
E-mail : incepta@inceptapharma.com;
info@inceptapharma.com
Website : www. inceptapharma.com

093. **IOE (Bangladesh) Limited**
"Z Tower", House-04 (5th Floor), Road-132
Gulshan-1, Dhaka-1212
Tel. : 222286319, 222285134, 222262174
E-mail : info@ioe.com.bd
Website : www.ioe.com.bd

094. **Islam Aftab Kamrul & CO.**
Chartered Accountants, BSCIC Electronic Complex, Level-5 (BSCIC- Ministry of Industry, Gob), Plot, 1/1, Avenue -4, Road-3,Section-7, West of MRT Piller-P 216, Mirpur, Dhaka-1216
Mobile : 8801819219523
Email : ikamrul19@gmail.com
Website : https://audit.com.bd

095. **JM Agro Fisheries**
173/3 J. M Market, Khatungonj, Chattogram
Mobile : 8801865-672927
Email : malamgroupctg@gmail.com

096. **Maksons Spinning Mills Limited**
House -17, Road-6, Sector-1, Uttara, Dhaka-1230
Tel. : 8933612-13,8933739
Email : info@macsonsgroup.com.bd
Web : www.macsonsgroup.com.bd

097. **MB Knit Fashion Ltd.**
B/164-166 & B/185-187, BSCIC Industrial Estate
Fatullah, Narayanganj-1420
Tel. : 02997746112-3
E-mail : hatem@mbknit.com
info.mbknit@gmail.com
Web : www.mbknit.com

098. **Meghna Group of Industries**
Fresh Villa, House 15, Road 34, Gulshan-1
Dhaka 1212
Tel. : 222289361, 222284896, 09666777055
E-mail : info@mgi.org
Web : www.mgi.org

099. **The Merchants Limited**
House # 5/C, Road # 13, Sector # 3
Uttara, Dhaka-1230
Tel. : 41091533-8
E-mail : info@themerchantsltd.com
Website : www.themerchantsltd.com

100. **Mir Akhter Hossain Limited**
430/1,Tejgaon Industrial Area, Dhaka-1208
Tel. : 8891247-52,8891255
E-mail : info@mirakhter.net
Website : www.mirakhter.net

101. **The Mohammadi Limited**
Lotus Kamal Tower-1, Level-10, 57, Zoar Shahara
Nikunjo-2 (North), Dhaka-1229
Tel. : 0 9612 222000
E-mail : info@mohammadigroup.com
Website : www.mohammadigroup.com

102. **Navana Limited**
205-207, Tejgaon I/A
Dhaka-1208
Tel : 9884992-4
E-mail : info@navana.com
Website : www.navana.com

103. **Newage Garments Ltd.**
42/I, Indira Road, Dhaka-1215
Tel : 88-01713438938
E-mail : quasem@newage-group.com
Website : www.newage-group.com

104. **New Zealand Dairy Products Bangladesh Limited**
Shanta Western Tower, O/S-801, Level-8,186
Tejgaon Industrial Area, Tejgaon, Dhaka-1208
Tel. : 8878701-03, 8878705-09
Email : info@newzealanddairybd.com
Website : www.newzealanddairybd.com

105. **Plummy Fashions Limited**
Flat#502, Concord Tower, 113
Kazi Nazrul Islam Avenue
Dhaka-1000
Tel. : 48317240,09611522522
E-mail : fhoque@bangla.net.bd
Web : www.plummyfashions.com

*106. **Plummy Venture**
Flat#502, Concord Tower, 113
Kazi Nazrul Islam Avenue
Dhaka-1000
Tel. : +880241030138
E-mail : info@plummyventure.com
Web : www.plummyventure.com

107. **Prime Textile Spinning Mills Limited**
Sena Kalyan Bhaban (8th Floor)
195, Motijheel C/A, Dhaka-1000
Tel. : 223384851-3, 8809642554255
E-mail : info@primegroup.com.bd
proc@primegroup.com.bd
Website : http://www.primegroup.com.bd

*108. **Renata PLC**
Plot-1, Milk Vita Road, Section-7
Mirpur, Dhaka-1216
Tel : 41002750-54
Email : renata@reneta-ltd.com
Website : www.renata-ltd.com

109. **Saiham Cotton Mills Limited**
Saiham Tower (11th floor), House-34
Road-136, Gulshan-1
Dhaka-1212
Tel : 222263323
Email : saihamcotton@gmail.com
Website : www.saihamcotton.com

*110. **Saudi-Bangladesh Industrial & Agricultural Investment Company Ltd. (SABINCO)**
79 Nikunja-2, Dhaka-1229
Tel : 8900846-50
Email : sabinco@sabincobd.com
Web : www.sabinco.com.bd

* Joined in 2026

111. **Synovia Pharma PLC.**
6/2/A, Segun Bagicha, Dhaka 1000
Tel. : 09678 000 777
E-mail : hr.info@synoviapharma.com
Web : www.synoviapharma.com

112. **Scholastica Limited**
House # 3D, Road # 2A, Block # J, Baridhara
Dhaka-1212
Tel. : 58817086-94
E-mail : info@scholasticabd.com
Website : www.scholasticabd.com

113. **Square Pharmaceuticals PLC.**
"Square Centre", 48 Mohakhali C/A, Dhaka-1212
Tel. : 8833047-56, 9859007
E-mail : info@squaregroup.com;
Website : www.squarepharma.com.bd

114. **Square Textiles PLC**
"Square Centre" 48 Mohakhali C/A, Dhaka-1212
Tel. : 8833047-56
Fax : 9828768, 9848609
E-mail : info@squaregroup.com
Web : www.textiles.squaregroup.com

115. **Star Particle Board Mills Ltd.**
Shanta Western Tower (Level-13)
186, Tejgaon I/A, Dhaka-1208
Tel. : 8878800-11,9130776
E-mail : mail@psgbd.com;
Website : www.partexstargroup.com

116. **S. S. Shipping and Chartering Ltd.**
Symphony (7th Floor), Plot-SE(F)9, Road-142
South Avenue,Gulshan-1, Dhaka-1212
Tel. : 09666912116
E-mail : info@sclchartering.com

117. **Shasha Denims PLC**
House# 8, (Level-5 & 6) Road# 4
Banani DOHS, Dhaka.
Tel. : 9836102-104,106,108
E-mail : info@shashabd.com
Web : www.shashadenims.com

*118. **Shah Cement Industries Limited**
Empori Financial Center, 6 North Gulshan
Avenue, Gulshan-2, Dhaka-1212
Tel : 8881221, 8881223
Email : iqbal@abulkhairgroup.com
asif.iqbal@abulkhairgroup.com
ekram@abulkhairgroup.com
Website : www.shahcement.com

119. **Shohagpur Textile Mills Limited**
Richmond Concord (5th Floor)
68 Gulshan Avenue, Gulshan-1
Dhaka-1212
Tel : 222285205, 222295208
Email : info@purbanigroup.com
Website : www.purbanigroup.com

120. **Sheltech Ceramics Limited**
Sheltech Tower, 60 Sheikh Russel Square,
55 Lake Circus Kalabagan, West Panthapath
Dhaka
Tel : 09612550055
Email : info@sheltechceramics.com
Web : www.sheltechceramics.com

121. **Summit Alliance Port Limited**
The Alliance Building, 63 Pragati Sarani,
Baridhara, Dhaka-1212
Tel. : 55048284
Email : rizvi@ahlbd.com;
Website : www.saplbd.com

122. **The Sylhet Tea Company Limited**
67, Motijheel C/A, Dhaka-1000
Tel. : 223388806,223388865
E-mail : thesylhettea@gmail.com

123. **Transcom Beverages Limited**
Gulshan Tower (10th Floor), Plot No.31,
Road No. 53, Gulshan North C/A, Dhaka-1212
Tel. : 58814663, 9848501, 58814701
E-mail : zhn@transcombd.com
Website : www.transcombd.com

124. **Transcom Limited**
Gulshan Tower (10th Floor), Plot No.31
Road No. 53, Gulshan North C/A, Dhaka-1212
Tel. : 58814662-3,48811074-5
E-mail : zhn@transcombd.com
Website : www.transcombd.com

125. **Transmarine Logistics Ltd.**
67-68, Autograph Tower (7th floor),
Kemal Ataturk Avenue, Banani
Dhaka-1213
Tel. : 55033267,55033268
E-mail : info@mghgroup.com
Website : www.mghgroup.com

126. **Unique Hotel & Resorts PLC.**
Borak Mehnur (Level-16),
51/B Kemal Ataturk Avenue,
Banani, Dhaka-1213
Tel : 222285116-23
Email : info@uhrlbd.com
Website : www.uhrlbd.com

*127. **Uttara Motors Limited**
Uttara Centre, 102 Shahid Tajuddin Ahmed
Sarani, Tejgaon
Dhaka-1208
Tel : 41025170-4
Email : cmdsec@ugc-bd.net
Web : www.uttaramotorsltd..com

128. **Van Ommeren Tank Terminal Bangladesh Ltd.**
North Potenga
Chittagong-4000
Tel. : 09611611777
E-mail : muzahid@citygroupbd.com
corporate@citygroupbd.com
Web : www.citygroup.com.bd

Multinational Companies

129. **Berger Paints Bangladesh Limited**
Berger House, House No. 8, Road No. 2
Sector-3, Uttara Model Town, Dhaka-1230
Tel. : 48953665,
E-mail : info@bergerbd.com
Website : www.bergerbd.com

130. **British American Tobacco Bangladesh Co. Ltd.**
Dehora, Dhamsona, Balibhadra Bazar, Ashulia,
Dhaka-1349
Tel. : 09610882282
E-mail : bangladesh@bat.com
Website : www.batbangladesh.com

131. **DHL Worldwide Express (Bangladesh) Pvt. Ltd.**
KA 96/8,Joarshahara Kuril, Dhaka-1229
Tel. : 55668101, 9895810
E-mail : Md.Miarul.Haque@dhl.com
Website : www.dhl.com

132. **Duncan Brothers (Bangladesh) Limited**
Camellia House, 22, Kazi Nazrul Islam Avenue,
Dhaka-1000
Tel. : 41062001-4,41062006-8
E-mail : duncan_corp@duncanbd.com
Website : www.duncanbd.com

133. **Expeditors (Bangladesh) Ltd.**
South Bridge Square, Level-4,
52 Gulshan Avenue, Dhaka 1212
Tel : 09609255250
Email : forhad.hossain@expeditors.com
Website : www.expeditors.com

134. **Karnaphuli Fertilizer Co. Ltd. (KAFCO)**
IDB Bhaban (13th Floor), E/8-A, Rokeya Sharani,
Sher-e-Bangla Nagar, Dhaka-1207
Tel. : 2223374660-64 , 223374657
E-mail : info@kafcobd.com
Web : www.kafcobd.com

* Joined in 2026

135. **Li & Fung Bangladesh Limited**
ABC Heritage, Plot # 2 & 4
Jashim Uddin Avenue
Sector # 3, Uttara Model Town
Dhaka-1230
Tel : 0248959906
E-mail : zaidhossan@lifung.com
Website : www. lifung.com

136. **Linde Bangladesh Limited**
285, Tejgaon I/A
Dhaka-1208
Tel. : 8870322-27, 8870341-45
E-mail : info.bd@linde.com
Website : www.linde.com.bd

137. **LSI Industries Ltd.**
House # 97 (5th Floor), Suhrawardi Avenue,
Baridhara Diplomatic Zone
Baridhara, Dhaka-1212
Tel : 222283526
Email : rachelwu@lsitwn.com
Web : www.lsitwn.com

138. **Nestle' Bangladesh PLC**
Nina Kabbo, Level-4, 227
Tejgaon I/A, Gulshan Link Road
Dhaka-1208
Tel. : 09609609222
E-mail : Sifat.jamali1@bd.nestle.com
Website : www.nestle.com

139. **Puls Trading Far East Ltd**
House # NW (K) 1 (Hadi Tower)
Road# 50, Gulshan-2, Dhaka-1212
Tel. : 09609000466
E-mail : Ziaur.Rahman@hm.com
Website : www.hm.com

140. **Robi Axiata PLC**
The Forum, 187, 188/B, Bir Uttam Mir Shawkat
Sarak, Dhaka-1208
Tel. : 09610 000 888
E-mail : raz.shahjamal@robi.com.bd;
Website : www.robi.com.bd

141 **Singer Bangladesh Limited**
Gulshan Center Point, House # 23-26
(21st Floor), Road # 90-91
Gulshan-2, Dhaka-1212
Tel. : 58815797, 41080920-6
E-mail : info@singerbd.com
Website : www.singerbd.com

142. **Swisscontact**
House-28,Road-43, Gulshan-2
Dhaka-1212
Tel. : 222287264-5
Email : bd.info@swisscontact.org
Website : www.swisscontact.org/en

143. **Tradewind GmbH**
Baliaree (2nd Floor) House-30,
Road-130,Gulshan-1, Dhaka-1212
Tel. : 41081108-9
Email : Bangladesh@tradewindfinance.com
r.hossain@tradewindfinance.com
Website : www.tradewindfinance.com

144. **Tyser Risk Management Bangladesh Limited (TRMBL)**
Cathersis Tower (4th Floor)
House-133,Road-12,Block-E
Banani, Dhaka-1213
Tel. : 222274484
Email : info@trmbl.com
Website : www.trmbl.com

145. **Unilever Bangladesh Limited**
187 Shanta Forum (10th Floor),
188/B Bir Uttam Mir Showkat Road
Dhaka-1208
Tel. : 09610999190
Email : venita.baptist@unilever.com

146. **JT International Bangladesh Limited**
Level -9,10,11,12, Rangs RD Centre
Plot-SE(F)3,Gulshan Avenue
Dhaka-1212
Tel. : 09612115500
Email : kazi.rubaiyaislam@jti.com

ICC Bangladesh

Zoha Zaman Kabir Rashid & Co.
Chartered Accountants
জোহা জামান কবির রশীদ এ্যান্ড কোং
চার্টার্ড একাউন্টেন্টস

Independent Auditors' Report
And Audited Financial Statements
of
International Chamber of Commerce - Bangladesh
As at and for the year ended 31 December 2025

Auditor:

EST. 1982

Zoha Zaman Kabir Rashid & Co., a partnership firm registered in Bangladesh and a member firm of MSI Global Alliance, a leading international association of independent legal and accounting firms.

The Savil, House 6/B, Road 32, Level 7 & 8, Gulshan 1, Dhaka- 1212, Bangladesh
Phone: +880 2 9339732, +880 2 9339725, +880 2 4831328, Fax: 880 2 831 3128,
E-mail: info@zzkrca.com, Web: www.zzkrca.com

A member of msi Global Alliance
Independent legal & accounting firms

Independent Auditors' Report
To the Members of International Chamber of Commerce - Bangladesh

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of International Chamber of Commerce - Bangladesh (the chamber) , which comprise the statement of financial position as at 31 December 2025, the statement of Income and Expenditure for the year then ended, and statement of cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying financial statements presents fairly in all material respects of the financial position of International Chamber of Commerce - Bangladesh as at 31 December 2025, for the year then ended in accordance with International Financial Reporting Standards (IFRSs).

Basis for Opinion

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are independent of the Chamber in accordance with the ethical requirements that are relevant to our audit of the financial statements in Bangladesh, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Matter of Emphasis

- We draw attention to Note 6.02 to the financial statements, which describes the status of rent receiveables amounting to BDT 10,363,645 due from the Bangladesh International Arbitration Centre (BIAC). As disclosed in the note, this amount has been carried forward since 2021 to 2025. Every year add this amount and remains outstanding as of the reporting date. Management has explained their assessment of the recoverability of this balance and the reasons why no impairment provision has been recognised.
- The association has not obtain Tax Identification Number (TIN) from NBR yet and doesn't submit annual income tax return accordingly.

Other Information

Management is responsible for the other information. The other information comprises all the information other than the financial statements and our auditor's report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and in doing so consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information obtained prior to the date of the auditors report, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation of financial statements that give a true and fair view in accordance with IFRSs, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the Chamber's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the Chamber or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Chamber's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgements and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidences that is sufficient and appropriate to provide a basis for audit opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Chamber's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidences obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Chamber's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidences obtained up to the date of our auditor's report. However, future events or conditions may cause the Chamber to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on other Legal and Regulatory Requirements

We also report the following :

(a) we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purposes of our audit and made due verification thereof;

(b) in our opinion, proper books of account as required by law have been kept by the Chamber as it appeared from our examination of those books; and

(c) the statements of financial position and statement of profit and loss and other comprehensive income dealt with by the report are in agreement with the books of accounts and returns.

(d) the information and explanation required by us have been received and found sarisfactory.

(e) the expenditure incurred payments made were for the purpose of the association.

Md. Iqbal Hossain FCA
Senior Partner, Enrolment No.: 596
Zoha Zaman Kabir Rashid & Co.
Chartered Accountants
DVC: 2606180596AS286552

Dhaka
Date: 18 June 2026

INTERNATIONAL CHAMBER OF COMMERCE - BANGLADESH

Statement of Financial Position

As at December 31, 2025

Particulars	Notes	Amount in Taka	
		2025	2024
Assets			
Non - Current Assets:		**219,862,283**	**231,473,399**
Property, Plant and Equipment	**3**	210,104,512	221,715,628
Equity Contribution to BIAC	**4**	7,757,771	7,757,771
Equity Contribution to BFTI	**5**	2,000,000	2,000,000
Current Assets		**75,837,864**	**59,923,100**
Accounts Receivable	**6**	12,362,015	10,307,123
Deposits and Advances	**7**	20,000	520,000
FDRs with accrued Interest	**8**	59,435,518	35,334,615
ICC Publications and Books		141,320	141,320
Cash and Bank Balances	**9**	3,879,010	13,620,042
Total Assets		**295,700,148**	**291,396,499**
Equity and Liabilities		**275,279,498**	**286,623,493**
Capital Fund	**10**	271,025,392	282,369,386
Special Reserve	**11**	4,254,107	4,254,107
Current Liabilities		**20,420,650**	**4,773,005**
Accounts Payable	**12**	20,420,650	969,975
Registration fees for International Exam		-	3,803,030
Total Equity and Liabilities		**295,700,148**	**291,396,498**

The annexed notes form an integral part of these financial statements.

Secretary General
ICC Bangladesh

President
ICC Bangladesh

Signed as per our annexed report of even date.

Md. Iqbal Hossain FCA
Senior Partner, Enrolment No.: 596
Zoha Zaman Kabir Rashid & Co.
Chartered Accountants
DVC: 2606180596AS286552

Dhaka
Date: 18 June 2026

INTERNATIONAL CHAMBER OF COMMERCE - BANGLADESH

Statement of Income and Expenditure

For the year ended December 31, 2025

Particulars	Notes	Amount in Taka	
		2025	2024
Income			
Subscriptions	**13**	5,980,000	3,910,000
Registration fees for Workshop/Seminar	**14**	11,931,360	15,844,122
Reg fee for CDCS & CSDG Exam		1,457,000	2,730,000
Sale of Publications	**15**	14,100	225,550
Interest Income	**16**	4,396,562	1,918,563
Other Income	**17**	10,428,621	3,691,004
Donation for Flood Victims		-	3,800,000
Donation for Gaza Victims		-	26,080,000
Income from Rent		7,136,775	7,027,938
Sponsorship for ICCB Bangladesh Events	21	5,204,490	6,800,000
Total		**46,548,908**	**72,027,177**
Expenditure			
Office & Administrative Expenses	**18**	15,018,429	13,916,940
Workshop/Seminar Expenses	**19**	8,142,930	7,228,065
Contribution to ICC HQs		165,888	526,939
Entertainment/ Lunch/Dinner		1,343,694	968,015
ICC Publications Exp.		1,240,300	890,000
Payment for flood victims		-	3,245,073
Payment For GAZA Crisis		-	30,175,000
National Business Dialogue		-	2,509,631
CDCS and CSDG Exam		1,437,921	2,731,330
Other Expenses	20	17,309,991	2,914,153
Audit Fees		115,000	115,000
Expenses for ICCB Bangladesh Events		1,482,533	-
Depreciation		11,636,215	12,312,757
Total		**57,892,901**	**77,532,904**
Excess/(Deficit) of Income over expenditure		**(11,343,993)**	**(5,505,727)**

The annexed notes form an integral part of these financial statements.

Secretary General
ICC Bangladesh

President
ICC Bangladesh

Signed as per our annexed report of even date.

Md. Iqbal Hossain FCA
Senior Partner, Enrolment No.: 596
Zoha Zaman Kabir Rashid & Co.
Chartered Accountants

Dhaka
Date: 18 June 2026

ICC Bangladesh

INTERNATIONAL CHAMBER OF COMMERCE - BANGLADESH

Statement of Cash Flows

For the year ended December 31, 2025

Particulars	Amount in Taka	
	2025	2024
A. Cash Flow From Operating Activities		
Cash Collection from Members and others	**44,994,014**	**11,841,267**
Revenue Receipts	22,517,956	2,318,030
Sale of Publications	14,100	225,550
Interest Income	4,396,562	2,148,563
Income from Rent	7,136,775	3,902,120
Deposits and Advances	500,000	(444,000)
Other Income	10,428,621	3,691,004
Cash Payment to Suppliers and others	**30,609,041**	**5,889,953**
Revenue Payments	27,226,827	4,064,583
Office, Administrative & other Expenses	15,018,429	14,138,127
Depreciation	(11,636,215)	(12,312,757)
Net Cash Provided by Operating Activities	**14,384,973**	**5,951,314**
B. Cash Flow From Investing Activities		
Investment	(24,100,904)	-
Fixed Assets Addition	(25,100)	(39,775)
Net Cash used by Investing Activities	**(24,126,004)**	**(39,775)**
C. Cash Flow From Financing Activities	-	-
Net Cash Flow From Financing Activities	-	-
Net Increase/(Decrease) in Cash & Cash Equivalents(A+B+C)	**(9,741,031)**	**5,911,539**
Cash & Bank Balances at the beginning of the Year	13,620,042	7,708,503
Cash & Bank Balances at end of the year	**3,879,010**	**13,620,042**

The annexed notes form an integral part of these financial statements.

Secretary General
ICC Bangladesh

President
ICC Bangladesh

Signed as per our annexed report of even date.

Md. Iqbal Hossain FCA
Senior Partner, Enrolment No.: 596
Zoha Zaman Kabir Rashid & Co.
Chartered Accountants

Dhaka
Date: 18 June 2026

INTERNATIONAL CHAMBER OF COMMERCE - BANGLADESH

Notes to the Financial Statements

For the year ended 31 December, 2025

1.00 Background and Objectives

The Bangladesh National Committee of the International Chamber of Commerce-Bangladesh (ICC-B) established in 1994 having its affiliation from the International Chamber of Commerce, Paris which established in 1919 to run the chamber with specific rules & regulations. ICC Bangladesh is comprised of major Chambers of Commerce & Business Associations including FBCCI, DCCI, CCCI, MCCI, FICCI, BAB, BIA, BGMEA, BKMEA, BTMA & LFMEAB and Banks, Insurance Companies, Law Firms, Non- Banking Financial Institutions, National & Multinational Companies.

The main objectives of the Chamber are to promote International trade, Services and Investment, while eliminating obstacles and distortions to international commerce and also to promote a Market Economy system based on the principles of free and fair competition among the Business enterprises.

2.00 Summary of Significant Accounting Policies

2.01 Basis of Preparation of the Financial Statements

a) Basis of Accounting

ICC-B prepares its financial statements on going concern basis, under the historical cost convention, in accordance with Chamber's Policies that follows the accrual basis of accounting or a modified form thereof for key income and expenditure items and assets and liability items. Given the objective, nature and diversity in activities, ICC-B has not fully complied with International Financial Reporting Standards (IFRS).

b) **Revenue Recognition**

Income has been recognized on an accrual basis in accordance with the applicable accounting framework, whereby revenue is recorded when it is earned and realizable, regardless of the timing of cash receipt. Similarly, all expenditures have been accounted for on an accrual basis, when the related obligations are incurred, irrespective of the timing of payment. Management has confirmed that the recognition of income and expenses is consistent with prior periods and no material deviations have been observed during the year.

c) **Property, Plant & Equipment**

Items of property, plant and equipment are measured at cost including revaluation less depreciation less loss, if any.

Cost includes expenditure that is directly attributable to the acquisition of asset. The cost of self constructed asset includes the cost of material and direct labour, any ether costs directly attributable to bringing the assets to a working condition for their intended use, and the costs of dismantling and removing the items and restoring the site on which they are located.

When parts of an items of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

d) **Depreciation**

Property, plant and equipment's are stated at their cost less accumulated depreciation in accordance with IAS 16" Property, Plant and Equipment" Full year's depreciation is charged on additions. No depreciation is charged on retirement, irrespective of date of addition or retirement respectively. Depreciation on all other property, plant and equipment's are computed using the reducing balance method.

The annual depreciation rates applicable to the principal categories are

Particular	Rate
Office Building (5466 sft) at Gulshan	5%
Office Space (2996.80 sft) at Eskaton	5%
Office Space (7756.54 sft) at Eskaton	5%
PABX/Telephone	10%
Books & Publications	10%
Office Equipments	15%
Crockeries	10%
Furniture	10%
Interiors & Fittings	10%

e) Statement of Cash Flows

Statement of Cash Flows is prepared in accordance with "IAS 7:Statement of Cash Flows". As per the said standard and rules, the Company required to prepare Statement of Cash Flows following direct method. However, the Company calculates the cash flows (receipts and payments) by adjusting the previous year's closing balances and current year's closing balances (revenue, expenses, acquisition of assets and settlement of liabilities) with the balances during the year (if there is any).

2.02 Reporting Period

These Financial Statements cover one year period from 1 January 2025 to 31 December 2025.

2.03 Foreign Currency Transaction

Transactions in foreign currencies are translated into Bangladeshi taka in accordance with IAS-21 "The Effects of Changes in Foreign Exchange Rate." Foreign Currencies are converted into taka at the rates ruling on the transaction dates. Monetary assets and liabilities are converted at the rates prevailing at the balance sheet date, non-monitory assets and liabilities are reported using the exchange rate at the date of transaction. Exchange currency difference if any in the comprehensive income.

2.04 Statement of Income and Expenditure

The Statement of Profit or Loss and Other Comprehensive Income has been presented as the Statement of Income and Expenditure, considering the non-trading nature of the entity. This presentation better reflects the nature of its activities, where the focus is on surplus or deficit rather than profit generation.

2.05 General

Figures appearing in the financial statements have been rounded off to the nearest Taka and previous year's figures and account titles have been re-arranged, wherever considered necessary for the purpose of comparison.

	Amount in Taka	
	2025	2024
3.00 Property, Plant and Equipment		
Original Cost	314,203,943	314,164,168
Add: Addition during the year	25,100	39,775
	314,229,043	**314,203,943**
Less: Disposal during the year	-	-
	314,229,043	**314,203,943**
Less: Accumulated Depreciation	(104,124,531)	(92,488,315)
Written Down Value	**210,104,512**	**221,715,628**

Details of Property, Plant & Equipment are stated in Annexure - 1

3.01 a) Office Building at Gulshan

ICCB has acquired by purchase of New office space of 5,466 square feet including its proportionate share of land on the 5th floor of the 13- storied building (including basement and 3 car parking) of RANGS FC SQUARE, Plot No#6/A, Road No#32,Block-CWS (A),Gulshan Commercial Area, Dhaka- 1212 through 2(two) different deeds registered, all dated 04-10-2017 for Tk.142,195,536 in aggregate.

b) Office Building at Eskaton

ICCB has acquired by purchase of New office space of 2,996.80 square feet Type #P, Level # 8 and two car park of the building named "UNIQUE HEIGHTS" situated at 117, Kazi Nazrul Islam Avenue, Eskaton, Ramna, Dhaka-1000. dated 03-06-2018 for Tk. 41,258,400 in aggregate.

c) Office Building at Eskaton

ICCB has acquired by purchase of New office space of 7,756.54 square feet Type #PQRS, at Level # 14 and 05 nos car parking of the building named "UNIQUE HEIGHTS" situated at 117, Kazi Nazrul Islam Avenue, Eskaton, Ramna, Dhaka- 1000. dated 10-10-2018 for Tk.113,687,000 in aggregate.

		Amount in Taka	
		2025	2024
4.00	**Equity Contribution to BIAC**		
	Opening Balance	7,757,771	7,757,771
	Contribution during the year	-	-
	Closing Balance	**7,757,771**	**7,757,771**

The amount represents the equity contribution to BIAC established in 2004 by the three Chambers namely ICCB, DCCI & MCCI under The Companies Act 1994 as a non-profit institution under Sec.28 of The Companies Act.1994.

5.00	**Equity Contribution to BFTI**		
	Equity Contribution to BFTI	2,000,000	2,000,000
	Closing Balance	**2,000,000**	**2,000,000**

The amount represents the equity contribution to BFTI established in 2006 by the Govt. agencies and eight Chambers & Associations namely ICCB, FBCCI, DCCI, MCCI, CCCI, BGMEA, BTMA & BCI under the joint stock companies act 1994 as a non-profit organization under Sec.28 of The Companies Act.1994.

6.00	**Accounts Receivable**		
	Subscription Receivable (Note: 6.01)	605,000	50,000
	Receivable against others (Note: 6.02)	11,757,015	10,257,123
	Closing Balance	**12,362,015**	**10,307,123**
6.01	**Subscription Receivable**		
	A. Hossain & Associates	40,000	-
	Financial Excellence Limited	-	25,000
	Fida M Kamal & Associates	40,000	-
	Akhter Imam & Associates	40,000	-
	Alliance Laws	40,000	-
	Alpha Tobacco Manufacturing Co. Ltd.	40,000	-
	ASM Chemical Industris Limited	40,000	-
	FBCCI	60,000	-
	First Security Islami Bank PLC	40,000	-
	Maksons Spinning Mills	40,000	-
	Margub Kabir & Associate	40,000	-
	Social Islami Bank PLC	40,000	-
	Standard Charterd Bank	40,000	-
	Star Particle Board Mills Ltd.	40,000	-
	Uttara Finance & Investment Ltd.	65,000	25,000
		605,000	**50,000**
6.02	**Receivable against others**		
	ICCB Business Directory	300,000	350,000
	Rent Receivable	10,363,645	8,455,423
	Bills Receivable	264,000	517,000
	Sponsorship for National Business Dialogue	500,000	500,000
	Receivable From LIBF	92,340	434,700
	Receivable From ICC 14 WCC 2025	200,000	-
	Receivable From ICCB SG	37,030	-
	Closing Balance	**11,757,015**	**10,257,123**
7.00	**Deposits & Advances**		
	Advance Salary	20,000	520,000
	Closing Balance	**20,000**	**520,000**

		Amount in Taka	
		2025	2024
8.00	**FDRs with Accrued Interest**		
	FDR Opening Balance	35,334,615	33,449,623
	Add: Addition during the year	21,300,000	-
	Add: Interest Income	3,149,546	1,885,003
	Add: Accrued Interest during the year	2,385,645	585,557
		62,169,806	**35,920,183**
	Less: TDS & Charges	1,164,424	585,568
		61,005,382	**35,334,615**
	Less: Encashment during the year	1,569,864	-
	Closing Balance	**59,435,518**	**35,334,615**
9.00	**Cash & Bank Balances**		
	Cash in Hand	271	143
	Cash at Banks (Note: 9.01)	3,878,739	13,619,899
	Closing Balance	**3,879,010**	**13,620,042**
9.01	**Cash at Banks**		
	Mutual Trust Bank PLC (15372)	3,050,973	8,098,846
	National Bank PLC (62897)	261,161	4,310,519
	Mutual Trust Bank PLC (00803)	566,605	1,210,534
	Closing Balance	**3,878,739**	**13,619,899**
10.00	**Capital Fund**		
	Opening Balance	282,369,386	287,875,112
	Excess/(Deficit) of Income over expenditure	(11,343,993)	(5,505,727)
	Less: Income transfer to special reserve	-	-
	Closing Balance	**271,025,392**	**282,369,386**
11.00	**Special Reserve**		
	Opening Balance	4,254,107	4,254,107
	Add: Addition During the year	-	-
	Closing Balance	**4,254,107**	**4,254,107**
	The special reserve account has been made to meet various future contingencies.		
12.00	**Accounts Payable**		
	Advance Rent	505,650	739,975
	Audit Fees	115,000	230,000
	Advance Received for sale of office space	19,800,000	-
	Closing Balance	**20,420,650**	**969,975**
13.00	**Subscriptions**		
	Organizational Members	720,000	440,000
	Corporate Members	5,020,000	2,940,000
	Admission & Membership Fee	240,000	530,000
	Total	**5,980,000**	**3,910,000**
14.00	**Registration Fees for Workshop/Seminar**		
	Reg. Fees for Workshop (BD)	4,131,360	12,990,121
	Registration fee for ICC Academy Supply Chain	7,800,000	-
	Reg Fee ICC Global Trade UAE 2024	-	2,854,001
	Total	**11,931,360**	**15,844,122**
15.00	**Sale of Publications**		
	Sales of Incoterms	5,800	3,000
	Sale of ISBP Book	7,100	222,550
	Sale of URBPO	1,200	-
	Total	**14,100**	**225,550**

		Amount in Taka	
		2025	2024
16.00	**Interest Income:**		
	Interest on STD	25,795	33,560
	Interest on FDR	4,370,767	1,885,003
	Total	**4,396,562**	**1,918,563**
17.00	**Other Income**		
	Commission from LIBF	168,426	434,700
	Sale of ICCB Business Directory	1,500	-
	Advertisements	1,510,000	256,304
	Donation Received From Board members	6,000,000	3,000,000
	ICCs 14 WCC Australia 2025	2,298,695	-
	Contribution for ICCB SG Travel to Aboard	450,000	-
	Total	**10,428,621**	**3,691,004**
18.00	**Office & Administrative Expenses**		
	Salary	11,033,107	10,945,015
	Conveyance, Courier , Postage & Stamp	141,388	111,980
	Newspaper & Periodicals	39,879	34,600
	Photocopy, Photography, Printing & Stationery	801,066	529,500
	Telephone & Internet Bill	117,262	109,042
	Office Maintenance	363,997	257,316
	Office Entertainment	88,719	70,893
	Service Charge	2,095,575	1,644,364
	Travel Expense	337,436	214,230
	Total	**15,018,429**	**13,916,940**
19.00	**Workshop /Seminar Expenses**		
	Workshops Expenses (BD)	2,652,521	5,008,494
	Payment for ICC Academy Supply Chain	5,490,409	-
	ICC Global Trade UAE Conference	-	2,219,571
	Total	**8,142,930**	**7,228,065**
20.00	**Other Expenses**		
	Municipality Tax / DCC Tax	2,575,957	250,877
	Bank Charges	40,567	43,078
	Fees & Charges	11,931	9,720
	Contribution to BFTI	-	15,000
	Loss made against Receivables	-	1,060,000
	Advertisements	538,600	58,223
	Crest/Gift	-	199,000
	Consultancy Expenses	380,000	-
	Miscellaneous Expenses	83,167	30,755
	Airport Protocol	10,000	-
	Audio Visual	-	330,000
	Fresh Flower	6,000	9,500
	ICCB 30th Anniversary	-	908,000
	Payment to Army Welfare Fund	10,000,000	-
	Reg Fee ICC 14th World Chambers Congress Melbourne	2,271,166	-
	Royalty to ICC HQ for ICC Publications	187,942	-
	Service Charge-Hansa Mgt (Uniqe Heights)	1,204,661	-
	Total	**17,309,991**	**2,914,153**
21.00	**Sponsorship for ICCB Bangladesh Events**		
	Sponsors 2025	2,904,490	-
	Sponsorship for National Business Dialouge 2024		6,800,000
	Sponsorship for Seminar on LDC 14 Aug 2025	800,000	-
	Contribution for press briefing on LDC 24 Aug 2025	1,500,000	-
	Total	**5,204,490**	**6,800,000**

INTERNATIONAL CHAMBER OF COMMERCE - BANGLADESH

Property, Plant and Equipment Schedule

As at December 31, 2025

Annexure-1

Sl. No.	Particulars	Cost				Depreciation					Written Down Value As 31 December 2025
		As at 01 January 2025	Addition during the year	Disposal during the year	As at 31 December 2025	Rate (%)	As at 01 January 2025	Disposals/ Adjustments	Charged during the year	As at 31 December 2025	
1	Office Building (5466 sft) at Gulshan	142,195,536	-	-	142,195,536	5	44,094,971	-	4,905,028	48,999,999	93,195,537
	Office Space (2996.80 sft) at Eskaton	41,258,400	-	-	41,258,400	5	11,681,670	-	1,478,837	13,160,507	28,097,894
	Office Space (7756.54 sft) at Eskaton	113,687,000	-	-	113,687,000	5	30,014,033	-	4,183,648	34,197,682	79,489,318
2	PABX/Telephone	193,000	-	-	193,000	10	85,822	-	10,718	96,540	96,460
3	Books & Publications	338,168	-	-	338,168	10	318,525	-	1,964	320,489	17,679
4	Office Equipments	1,300,500	25,100	-	1,325,600	15	704,005	-	91,815	795,820	529,780
5	Crockeries	163,698	-	-	163,698	10	124,337	-	3,936	128,273	35,425
6	Furniture	6,494,010	-	-	6,494,010	10	2,522,459	-	397,155	2,919,614	3,574,396
7	Interiors & Fittings	8,573,631	-	-	8,573,631	10	2,942,494	-	563,114	3,505,608	5,068,023
Total Taka		**314,203,943**	**25,100**	-	**314,229,043**		**92,488,315**	-	**11,636,215**	**104,124,531**	**210,104,512**
Balance 2024		**314,164,168**	**39,775**	-	**314,203,943**		**80,175,557**	-	**12,312,757**	**92,488,315**	**221,715,628**

INTERNATIONAL CHAMBER OF COMMERCE - BANGLADESH

Fixed Deposit Schedule

For the year ended 31 December 2025

Annexure-2

Sl No.	Accounts No.	Opening Date	Principal	Opening Balance	Interest Rate	Interest Income Received	AIT	Charge	Encashment	Interest Receivable	Days	Total Interest Income	Closing Balance
1	011200002114	06/09/2021	5,000,000	6,125,073	11.25%	536,560	197,213	5,000	-	159,825	116	494,172	6,619,246
2	010200002277	04/10/2021	5,000,000	6,139,711	11.25%	548,858	199,193	5,000	-	122,464	88	467,129	6,606,840
3	011200002185	23/02/2022	10,000,000	11,544,475	12.00%	993,744	348,401	20,000	-	862,918	312	1,488,261	13,032,736
4	011200002186	23/02/2022	10,000,000	11,525,355	12.00%	979,304	348,401	20,000	-	862,918	312	1,473,821	12,999,176
5	412200000001	14/10/2025	19,800,000	-	11.00%	-	-	-	-	377,520	78	377,520	20,177,520
6	041200002553	28/04/2025	1,500,000	-	12.00%	91,080	18,216	3,000	1,569,864	-	180	69,864	-
	Total:		**51,300,000**	**35,334,615**		**3,149,546**	**1,111,424**	**53,000**	**1,569,864**	**2,385,645**	**1,086**	**4,370,767**	**59,435,518**

ICC Bangladesh Team



Ataur Rahman
Secretary General



Ajay Bihari Saha
General Manager



Syeda Shahnewaz Lotika
Deputy General Manager



Engr. Md. Shakayet Hossain
Manager



Mojibul Hoque
Accounts Officer



Shirin Akther
Receptionist-cum Office Assistant



Md. Shah Alam
Office Assistant

ICC Bangladesh Executive Board



Mahbubur Rahman
President
Chairman & CEO, ETBL Holdings



A. K. Azad
Vice-President
Managing Director, Ha-Meem Group



Naser Ezaz Bijoy
Vice-President
CEO, Standard Chartered Bank



Abdul Hai Sarker
Chairman, Purbani Group



Aftab ul Islam
Chairman, IOE (Bangladesh)



Anwar-Ul-Alam Chowdhury (Parvez)
Managing Director, Evince Group



Abdur Rahim Khan
Administrator, FBCCI



Kutubuddin Ahmed
Chairman, Envoy Group



Kamran T Rahman
President, MCCI



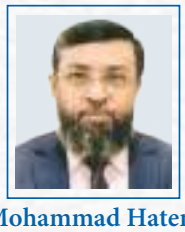
Mahmud Hasan Khan
President, BGMEA



Md. Fazlul Hoque
Managing Director, Plummy Fashions



Mir Nasir Hossain
Managing Director
M/S. Mir Akhter Hossain



Mohammad Hatem
President, BKMEA



Mohammed Amirul Haque
President, CCCI



Sayeed Ahmed, MP
President, BIA



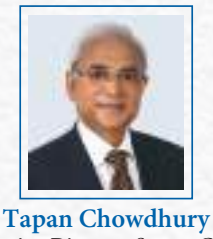
Simeen Rahman
CEO, Transcom Group



Showkat Aziz Russell
President, BTMA



Syed Nasim Manzur
President, LFMEAB



Tapan Chowdhury
Managing Director, Square Group



Taskeen Ahmed
President, DCCI

About International Chamber of Commerce (ICC)

ICC is the world business organization, a representative body that speaks with authority on behalf of enterprises from all sectors in every part of the world. It is the institutional representative of more than 45 million companies in over 170 countries with a mission to make business work for everyone, every day, everywhere.

The fundamental mission of ICC is to promote open international trade and investment across frontiers and help business/corporations to meet the challenges and opportunities of globalization. Its conviction that trade is a powerful force for peace and prosperity. The small group of far-sighted business leaders who founded ICC called themselves "the merchants of peace".

Through a unique mix of advocacy, solutions and standard setting, ICC promote international trade, responsible business conduct and a global approach to regulation, in addition to providing market-leading dispute resolution services. ICC members include many of the world's leading companies, SMEs, business associations and local chambers of commerce.

ICC represent business interests at the highest levels of intergovernmental decision-making, whether at the World Trade Organization, the United Nations or the G20 - ensuring the voice of business is heard. It is this capacity to bridge the public and private sectors that sets apart as a unique institution, responding to the needs of any stakeholder involved in international commerce.

In 2023, ICC played a central role in preserving global economic interconnectedness-while enabling cross-border business to thrive and drive sustainable development. In doing so, ICC has used it's unique institutional assets-including their network of national committees and the World Chambers Federation.

ICC's global operations are guided by a strategic framework encompassing five defining themes for the future of international business :

1. **Enabling global trade:** Champion and shaping multilateral and regional trade agreements-and associated policies-that meet the real-world needs of business in today's economy; Support the delivery of tailored projects and capacity building to open-up new opportunities for small businesses to grow through international commerce and deliver about data and analytics to inform the development of effective policies at national, regional and international levels.

2. **Promoting access to justice, integrity and respect for the rule of law:** Broaden access to trusted and impartial dispute avoidance and resolution solutions; Enhance the efficiency of ICC's arbitration and other alternative dispute resolution services, leveraging new digital tools and deliver effective tools, guidance and advocacy to promote integrity and responsibility in cross-border business and combat corruption.

3. **Accelerating sustainability and climate action:** Inform the design of effective and workable policies to meet global sustainability and climate goals-promoting greater harmonization of national measures to avoid unnecessary barriers to international trade and investment; develop, test and deploy standards and practical tools to enable business sustainability at scale and build international understanding of key policy barriers to the adoption of sustainable business practices globally.

4. **Shaping an open, trusted and interoperable digital economy:** Champion and facilitate the use of consistent international standards and tools-together with the adoption of legal reforms to accelerate the adoption of paperless trading; inform the development and implementation of international names and instruments to halt and reverse the growing trend of cyber-risks and cyber- crime and shape and inform global policy approaches to enable the free flow of data with trust.

5. **Strengthening multilateral cooperation:** Shape and contribute to an effective international response to major economic challenges and humanitarian crises; champion and pilot innovative structures to enhance the engagement of business in intergovernmental fora and provide business insights to guide the reform of key multilateral institutions.



ICC Bangladesh Secretariat at Rangs FC Square, Gulshan, Dhaka

ICC Bangladesh

International Chamber of Commerce
The world business organization

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