

CASE STUDY

November-December 2025

Total marks: 100

Time allowed: 4:30 hours.

Instructions:

1. Check that your question paper contains all the exhibits as mentioned in page 3. The consecutive page numbering may be found under the base line at the foot of each page.
2. Use the answer script provided by the Institute. Write your name, roll no., registration no. and name of the subject on the upper portion of the cover page of the answer script.
3. Candidates are asked not to write any particulars of identification in any other place of the answer script and additional pages if taken.
4. Questions must be answered in English.
5. The answer should be referenced to the relevant workings.
6. Answer script and additional page(s) taken to write answer, used or unused, must not be removed or taken away from the Examination Hall.

Requirements & Marks Allocation:

You are Shohanur Rahman, Director at S. Hussain & Co., Chartered Accountants (SHC). You report to Mr. Shahid Hussain FCA, Managing Partner at SHC, who have forwarded you an email (**Exhibit-1**) sent by Mr. Ishaq Chowdhury, CEO of Bijoy Plastic Industries Ltd. (Bijoy). Mr. Chowdhury on his email requested advice on several matters and shared relevant information for consideration. Mr. Hussain assigned you for this assignment and asked you to prepare a draft report for the board of Bijoy Plastic Industries Ltd. covering all the requirements stated in Mrs. Chowdhury's email. In addition to email from Mr. Ishaq Chowdhury, he also shared a business article and few news clips (**Exhibit-7** and **Exhibit-8**) which he considers useful and wants you to consider in preparation of the report.

Requirements:

You are required to prepare a draft report for the board of Bijoy which should comprise the following elements:

- ❖ An executive summary
- ❖ Your responses to the detailed requirements (a), (b) and (c) set out in Exhibit-1.
- ❖ State clearly of any assumptions used in preparing the report.

Marks Allocation:

All of allocated marks in the Case Study are awarded for the demonstration of professional skills, allocated broadly as follows:

Requirements	Professional Skills					Total
	Assimilating and using information	Structuring problems and solutions	Applying judgment	Conclusions and making recommendations	Integrative & multidisciplinary skills	
Executive Summary	4	4	2	3	2	15
Requirement (a) (i)	3	4	3	3	2	15
(ii)	3	3	2	2	0	10
Requirement (b) (i)	4	4	2	2	2	14
(ii)	3	3	2	2	2	12
(iii)	3	3	3	3	2	14
Requirement (c) (i)	3	2	3	2	0	10
(ii)	2	2	3	3	0	10
Total	25	25	20	20	10	100

In planning your report, you should be aware that not attempting one of the requirements, including an executive summary, will have a significantly detrimental effect on your chances of success. In addition, as indicated above, all skills areas will be assessed under each element of your report.

You should be clear that marks are awarded for demonstrating your professional skills, not for reproducing facts from the case. To be successful, you will need to:

- Demonstrate your knowledge of the case material and make use of your analysis.
- Carry out relevant analysis of the problems and structure of your proposed solutions.
- Apply your judgment based on the analysis that you have carried out.
- Draw conclusions from your analysis and judgment in developing practical commercial recommendations.
- Ethical issues may cover the following topic-
 - Lack of professional independence or objectivity
 - Conflict of interest among stakeholders
 - Doubtful accounting or commercial practice or market competition or Market proximity
 - Inappropriate pressure to achieve a reported result.
 - Compliance of local laws and regulations
- Integrative & multidisciplinary skills may cover the following areas-
 - Depletion and wastage of natural resources and its impact on environment and climate change.
 - Impact on pollution, on the public health and productivity and on the national health budget.
 - Social impacts, e.g., social unrest for allowing use of alcohol, bar, etc.
 - Economic impacts, e.g., on employment generation and improvement in connectivity using ICT.

LIST OF EXHIBITS

Exhibit	Description	Page reference
1	E-mail from Mr. Ishaq Chowdhury, CEO, Bijoy to Mr. Shahid Hussain FCA, Managing Partner of SHC, requesting an advisory report addressed to the Bijoy's Board of Directors.	4
2	A brief note on Bijoy Plastic Industries Ltd. and its operation.	5 – 9
3	Summary and Extracts of Financial Statements of the Bijoy Plastic Industries Ltd.	10 – 11
4	A brief note on Plastic Sector of Bangladesh.	12 – 13
5	E-mail from Head of Financial Reporting on accounting & compliance issues.	14
6	E-mail from Chief Financial Officer (CFO) regarding strategic investment options and financing alternatives.	15 – 16
7	Article on “Environmental, Health and Ethical Issues on Plastic Sector”	17
8	News clips and articles about Bijoy and Plastic Sector	18

List of persons in the Case and their Roles

SL.	Names	Roles
1	Shohanur Rahman (You)	Director at S. Hussain & Co.
2	Shahid Hussain FCA	Managing Partner at S. Hussain & Co.
3	Mahmudul Hasan	Founder & Chairman of Bijoy Plastic Industries Ltd.
4	Tahmina Khatun	Director
5	Fahim Hasan	Director
6	Naeema Hasan	Director
7	Ishaq Chowdhury	Chief Executive Officer (CEO)
8	Rashedul Karim	Chief Revenue Officer (CRO)
9	Sajed Rahman FCA	Chief Financial Officer (CFO)
10	Moinul Huda	Chief Operating Officer (COO)
11	Tanvir Chowdhury FCA	Head of Financial Reporting
12	Adv. Farhana Mirza	Head of Legal & Compliance

E-MAIL

From : Mr. Ishaq Chowdhury, Chief Executive Officer, Bijoy Plastic Industries Ltd.
To : Mr. Shahid Hussain FCA, Managing Partner, S. Hussain & Co.
Subject : Appointment for advisory engagement and request for advisory report on several matters.
Date : 20 December 2025

Dear Mr. Hussain,

Congratulations! It is my pleasure to inform you that board of Bijoy Plastic Industries Ltd. (Bijoy) have reappointed you for advisory services with following scope of work but not limited to:

- Assessing and analyzing business operations and performance for formulating business strategies.
- Evaluating strategic options and viability of financing investment opportunities considering past performance & prospects of the company and related business issues.
- Assisting us in raising funds through initial public offering (IPO) of shares, issuance of Bond and perform necessary evaluation of investment options, Risk Management, Governance, Due Diligence, Restructuring, etc.
- Reviewing and advising on various Accounting, Tax, financial and internal control related issues of the company.
- Supporting various regulatory and secretarial matters as and when solicited.
- Modelling a range of scenarios to help evaluate the viability of proposed initiatives.

We have prepared a draft of financial statements of Bijoy Plastic Industries Ltd. for 30 June 2025 which is currently being reviewed by the Board of directors. The board has requested you to review the draft before it is finalized. The board also requested your input on two strategic options which board is currently evaluating. We need your analysis and advice on our financial positions and strategic alternatives as early as possible as final decisions will be taken in our forthcoming board meeting. I have attached with this email a brief background of Bijoy including its business operation (**Exhibit 2**). I have also attached the extracts of our latest draft financial statements (**Exhibit 3**) and a recent article published in a business magazine regarding Plastic Sector of Bangladesh (**Exhibit 4**). In addition, you will receive emails from our Head of Financial reporting (**Exhibit 5**) and Chief Financial Officer (**Exhibit 6**) regarding accounting & compliance issues and prospective investment options. We expect you to consider other relevant information available (**Exhibits 7 & 8**) while drawing your conclusion and sharing recommendations to us on the requirements stated below.

We expect a **draft report** along with your workings (where applicable) addressing to the board. Your report should include an **Executive Summary** and cover:

- (a) (i) Analyze the financial statements in **Exhibit-3** considering the reporting & compliance issues from **Exhibit-5** as well as non-financial information from other exhibits.
(ii) Perform a SWOT analysis on Bijoy Plastic Industries Ltd. and its business and operations.
- (b) (i) Analyze the investment options using NPV method and recommend to the board with justifications the option to be selected considering compatibility with Bijoy's missions & vision statement.
(ii) Evaluate whether bank borrowing would be a viable financing option.
(iii) Determine the maximum share premium that will be acceptable to BSEC and the number of shares to be issued in IPO. Comment whether it exceeds Bijoy's acceptable ownership threshold.
- (c) (i) Comment on the ethical issues involving Bijoy's existing and planned business, and its stakeholders.
(ii) Assess Human, Social, Economic and Environmental sustainability in Bijoy's business operations.

I look forward to receiving your draft report on or before 27 December 2025.

Yours sincerely,
Ishaq Chowdhury
Chief Executive Officer
Bijoy Plastic Industries Ltd.

A brief note on Bijoy Plastic Industries Ltd. and its business operations.

About Bijoy Plastic Industries Ltd.

Bijoy Plastic Industries Ltd. (Bijoy) is a growing plastic manufacturing company in Bangladesh, dedicated to providing durable, affordable, and high-quality plastic solutions for households, builders, and industrial users. Company was founded by Engineer Mahmudul Hasan in 2004 when Bangladesh’s construction and consumer-goods market was expanding rapidly. Founder of the company envisioned a modern manufacturing business built on reliability, technological advancement, and customer-focused innovation. What began as a modest production unit has steadily grown into a diversified plastics manufacturer, supplying a broad range of building materials and household products across the country. Through continuous investment in new machinery, skilled manpower, and quality assurance processes, Bijoy has earned a reputation for dependable products and consistent service.

Today, Bijoy Plastic Industries Ltd. operates from its flagship manufacturing complex in Cumilla, strengthened by both its own distribution channels and a network of trusted third-party partners nationwide. The company is actively expanding its presence in northern, southern, and other underserved regions to ensure wider market reach. With an unwavering commitment to ethical business practices, consistent quality, and continuous improvement, Bijoy has earned its place as a respected and reliable name in Bangladesh’s plastic manufacturing industry.

Services and Specialties

Bijoy offers a comprehensive range of products across following three major segments:

- **Pipes & Fittings:**

Pipes & Fittings category represents the products used for conveying fluids (water, gas, sewage, industrial liquids) through a network of pipes, along with the accessories required to connect, control, and support those pipelines. These products include High-strength PVC, HDPE, and PP pipes designed for water supply, irrigation, drainage, and electrical conduit applications. The company also manufactures a range of fittings engineered for long-term performance in both residential and commercial installations.

- **Plumbing & Building Products:**

Products of this category are designed to support modern plumbing systems and general construction requirements with durability and ease of installation. Bijoy manufactures a wide selection of construction-related plastic solutions including water tanks, pipe accessories, junction boxes, rods, panels, and other utility components used in building projects.

- **Household Products:**

Household products are everyday plastic essentials for home and office use, including chairs, tables, storage boxes, baskets, kitchenware, stools, containers, and cleaning accessories. These products are designed for practicality, comfort, and long-lasting everyday use. This is comparatively newest product lines and contributes least to revenue.

Board of Directors and Key Management Personnel

Bijoy has a team of experienced leaders to drive it to success:

Name	Position	Role Description
Mahmudul Hasan	Chairman & Major shareholder	Founder of the company; own 55% Share
Tahmina Khatun	Director	Wife of Mr. Mahmudul Hasan; own 25% Share
Fahim Hasan	Director	Son of Mr. Mahmudul Hasan; own 10% Share
Naeema Hasan	Director	Daughter of Mr. Mahmudul Hasan; own 10% Share
Ishaq Chowdhury	Chief Executive Officer (CEO)	Leads overall operations and strategy.
Rashedul Karim	Chief Revenue Officer (CRO)	Oversee sales, marketing, and revenue growth.
Sajed Rahman FCA	Chief Financial Officer (CFO)	Manages finance, budgeting, and compliance.
Moinul Huda	Chief Operating Officer (COO)	Manages daily operations and production.
Tanvir Chowdhury FCA	Head of Financial Reporting	Handle financial statements and reporting.
Adv. Farhana Mirza	Head of Legal & Compliance	Oversee legal affairs and regulatory compliance.

Mission & Vision

Bijoy has been built on a simple but powerful belief that everyday people, builders, and communities deserve products they can trust. Guided by this belief, Bijoy's mission is *to create durable, affordable, and reliable plastic solutions that make life easier for families and support the nation's construction and development efforts*. The company strives to pair modern manufacturing technology with honest, responsible business practices so that every product leaving its factory carries the assurance of quality and care.

Bijoy's vision is *to become the most innovative plastic manufacturer and one of the most recognized brands across the globe*. It also aims to introduce new and innovative product lines, and continuously raise industry standards in quality, service, and sustainability. The company hopes to be more than a manufacturer; it aims to be a trusted partner in building homes, supporting infrastructure, and improving daily life for people in every region of Bangladesh.

Target Customers

Bijoy serves a diverse and growing customer base, including:

- Households seeking durable, practical, and affordable plastic products for everyday use.
- Builders & contractors relying on high-quality pipes, fittings, and plumbing solutions for construction and infrastructure projects.
- Industrial clients require robust plastic systems for water, gas, sewage, and other specialized applications.
- Retailers and distributors who depend on consistent, reliable products to serve local markets nationwide.
- Clients in northern, southern, and underserved regions seeking accessible and dependable plastic solutions.
- Small businesses, offices, and interior designers use versatile plastics for functional and aesthetic needs.

Bijoy's customers value durability, affordability, reliability, and innovation. With continuous investment in technology, expanded distribution, and new product lines, Bijoy is solidifying its role as a trusted partner for households, businesses, and industries across Bangladesh.

Business Model

Customer Segments

Bijoy serves a broad and evolving customer base that spans households, construction stakeholders, industrial operators, and institutional buyers. Each segment has distinct needs, usage patterns, and purchasing behaviors, and Bijoy's diversified product portfolio is designed to meet these demands with precision and reliability.

- **Builders and Construction Contractors (B2B)**

A major portion of Bijoy's revenue is derived from the construction and infrastructure sector. Builders, plumbers, and real estate developers rely on the company's PVC, HDPE, and PP pipes, fittings, plumbing accessories, and electrical conduits for residential, commercial, and industrial projects. This segment demands high-performance materials capable of withstanding pressure, climate variations, and long-term wear. Bijoy's products are engineered to meet these criteria, making the company a trusted supplier for water distribution, sanitation systems, drainage networks, and building installations. The rise in construction activities across Bangladesh further strengthens this segment's importance.

- **Industrial and Utility Clients (B2B)**

Industrial buyers use Bijoy's polymer solutions for specialized applications such as fluid transport, irrigation, gas distribution, sewage management, and electrical protection. These clients include factories, agro-based operations, water authorities, utility service providers, and large industrial estates. This segment also includes government bodies, NGOs, and development agencies working on large-scale projects like water supply, sanitation, housing, agricultural programs, and community infrastructure development. Their purchasing decisions are influenced by technical specifications, compliance standards, consistency, and performance under demanding conditions. Bijoy's ability to deliver robust, high-strength polymer products supported by quality assurance makes it an ideal long-term partner for industries requiring dependable infrastructure components.

- **Household Consumers (B2C)**

Household buyers form an essential and growing segment for Bijoy, representing a potentially large and recurring market for everyday plastic essentials. These customers typically look for durable, affordable, and user-friendly products such as chairs, tables, storage solutions, kitchenware, and water tanks. Their purchasing decisions are

driven by practicality, longevity, and price sensitivity. Bijoy's wide presence across urban, semi-urban, and rural markets ensures that families can easily access reliable polymer products regardless of their location.

- **Independent Retailers and Distributors (B2B)**

In addition to Bijoy's own distribution channel, there are independent retailers and distributors who purchase a range of household, plumbing, and construction products in bulk to cater to retail customers demand from remote and underserved areas. Their priorities include consistent supply, competitive pricing, steady product quality, and a diverse product mix that appeals to end-users.

Revenue Streams

Bijoy's income comes from several key sources that reflect the core activities of a modern polymer and plastic manufacturing business:

- 1. Sales of Plastic Pipes and Fittings**

The company earns most of its revenue by selling PVC, uPVC, HDPE, and PPR pipes along with a wide range of fittings used in water supply, sanitation, construction, and industrial applications. These products are sold to dealers, contractors, retailers, and institutional buyers.

- 2. Water Tanks and Household Plastic Goods**

Bijoy generates steady revenue from household and utility products such as water tanks, containers, crates, buckets, and other consumer plastics. These items have strong year-round demand and help diversify income across different customer groups.

- 3. Industrial and Customized Products**

The company also earns from supplying custom-molded plastic components to agricultural projects, manufacturing industries, telecom providers, and infrastructure contractors. This includes items like cable ducts, packaging materials, and specialized plastic parts.

- 4. Corporate, Government & NGO Supply Contracts**

Long-term agreements with government bodies, NGOs, and development agencies contribute a stable revenue stream. These contracts typically cover bulk supplies for water projects, sanitation initiatives, housing schemes, and community infrastructure programs.

- 5. Dealer & Distributor Network Sales**

A strong distribution network generates recurring revenue through wholesale orders placed by dealers and regional distributors. These partners help maintain consistent sales volume across urban, semi-urban, and rural markets.

- 6. Export Sales**

A portion of revenue comes from exporting selected plastic products to regional markets where demand for affordable, durable polymer goods continues to grow.

Value Chain

Bijoy's value chain is built around a series of primary and support activities that enable the company to design, manufacture, and deliver high-quality polymer products to diverse customer segments across Bangladesh. The primary activities include Raw Material Processing & Production, Quality Assurance & Product Development, and Market Outreach & Customer Acquisition. These activities are supported by Procurement, Supply Chain & Distribution, Human Resource Management, Infrastructure & Plant Operations, Financial Management, and After-Sales Service. Together, these functions ensure operational efficiency, consistent product quality, and a reliable customer experience from factory to end user.

Primary Activities:

Raw Material Processing & Production (RMP):

This activity is the core source of revenue for Bijoy. Raw materials such as PVC, HDPE, PP, and PET are sourced, tested, and transformed into finished goods through extrusion, blow molding, injection molding, and roto-molding processes. The production lines generate revenue by manufacturing pipes, fittings, tanks, household plastics, industrial components, and customized molded items. Efficient batch control, machine calibration, and experienced operators help maintain high output levels, ensuring consistent supply for distributors, retailers, and institutional buyers. Reduced downtime and controlled waste also strengthen profitability across product categories.

Quality Assurance & Product Development (QAPD):

Quality assurance directly supports revenue generation by ensuring that all products meet BSTI and international performance standards. Reliable quality helps Bijoy secure repeat orders from dealers, large project contractors, and government procurement programs. Product development creates additional revenue opportunities by introducing new SKUs, improved designs, and specialized variants demanded by real estate developers, water and sanitation projects, and household consumers. Every upgraded product line, whether a more durable pipe or a redesigned tank, expands the company's revenue potential and competitive edge.

Market Outreach & Customer Acquisition (MOCA):

This activity directly drives revenue inflow by expanding Bijoy's market presence and securing new buyers. Dealer networks, distributor partnerships, and corporate and institutional sales channels are strengthened through field visits, promotional campaigns, trade fairs, and relationship-building activities. Revenue is generated through bulk orders from government bodies, NGOs, construction firms, agro-projects, and housing developers, while retail and semi-urban markets provide continuous day-to-day sales. Digital product catalogs, marketing materials, and brand visibility initiatives help maintain strong customer retention, ensuring stable recurring revenue throughout the year.

Support Activities:

Support activities are essential for ensuring the smooth operation and continued success of Bijoy. These activities provide the necessary infrastructure, resources, and services that enable Bijoy to deliver high-quality plastic products efficiently and reliably.

Procurement and Sourcing:

The procurement team ensures a consistent supply of polymers, resins, additives, colorants, packaging materials, and other critical inputs. Strategic sourcing from both local and international suppliers secures high-quality raw materials at competitive prices. Supplier performance is monitored through audits, quality inspections, and timely delivery schedules to minimize production disruptions. Bulk purchasing, long-term supply contracts, and inventory planning reduce costs and working capital pressure, while procurement coordinates closely with production to forecast material requirements based on demand trends, seasonal variations, and large-scale project orders.

Customer Experience and After-Sales Support:

Bijoy emphasizes strong customer service to build loyalty and retain clients. Sales support teams handle dealer and distributor inquiries, assist with product selection, provide technical guidance, and resolve complaints efficiently. After-sales support includes installation guidance for pipes, tanks, and fittings, warranty services, replacement of defective products, and maintenance recommendations for industrial clients. Digital platforms and hotlines enable quick responses to queries from retail, corporate, and institutional customers. Feedback mechanisms are regularly used to improve product design, delivery, and customer satisfaction.

Human Resources Management:

HR ensures that Bijoy maintains a skilled, motivated, and reliable workforce. Recruitment targets experienced operators, production supervisors, quality control staff, engineers, and administrative personnel. Continuous training programs focus on machine operation, safety compliance, quality standards, and customer service skills. Retention strategies include performance incentives, recognition awards, and structured career progression. Workforce planning ensures smooth production schedules and minimal downtime while balancing workloads across shifts.

Infrastructure and Facilities Administration:

Administration manages manufacturing facilities, warehouses, and logistics centers to ensure operational efficiency. Production floors are equipped with modern machinery, safety systems, and process control tools, while storage areas maintain proper environmental conditions for raw materials and finished products. Preventive and corrective maintenance programs minimize machine breakdowns, ensuring uninterrupted production. Facility management also covers energy efficiency initiatives, waste reduction, and compliance with environmental and industrial regulations.

Financial Management:

The finance team supports operational sustainability and strategic growth. Cost monitoring, budgeting, and forecasting guide investment in machinery, technology upgrades, and new product development. Revenue tracking across B2C and B2B segments ensures profitability, while pricing strategies, payment collection, and credit management optimize cash flow. Financial compliance includes taxation, regulatory reporting, and audit readiness, supporting long-term stability and shareholders' confidence.

Financial reporting & Auditing

Bijoy is a Public Interest Entity (PIE) based on financial threshold set by the Financial Reporting Council (FRC) of Bangladesh. It prepares its financial statement in accordance with IFRS Accounting Standards. Its accounting department has prepared a draft financial statement (**EXHIBIT - 3**) for recently ended financial year for sharing with its Auditor. Bijoy has appointed Shibli Sadiq Anam & Co., Chartered Accountants (SSAC) in last AGM, replacing Hossain Billal & Co. (HBC) based on its significantly lower quotation by incoming auditor. SSAC has accepted the engagement without sending professional clearance to previous auditor. Previous auditors raised formal complaints to Bijoy that they were interested and qualified for reappointment, but they were removed without following the proper legal procedures.

Investing & financing strategy

Bijoy strategically invests in expanding production capacity, modernizing manufacturing processes, and diversifying its product portfolio to meet growing demand in pipes, fittings, tanks, and household plastics. Key investment priorities include upgrading production equipment, adopting automation and digital monitoring systems, and enhancing quality control laboratories. Research and development initiatives drive innovation, enabling the company to introduce new product lines and specialized variants for industrial, household, and institutional clients, strengthening its competitive advantage and revenue potential.

Financing is managed through a mix of retained earnings, bank loans, and equipment leasing arrangements with machinery suppliers. For major expansion projects such as establishing high-capacity production lines, setting up regional distribution hubs, or investing in advanced manufacturing technologies, Bijoy considers syndicated loans, strategic partnerships, and potential equity financing. Future long-term funding options may include private investors or an Initial Public Offering (IPO) to support national expansion plans. Financial discipline is maintained through rigorous cost-benefit analysis, a prudent debt-equity strategy, and formal Board approval for all significant investments, ensuring sustainable growth while safeguarding operational and financial stability.

Health & Safety policy

Bijoy is committed to ensuring a safe and healthy environment for employees, visitors, contractors, and customers, fully aligned with national regulations and international safety standards. All staff undergo comprehensive training on personal protective equipment (PPE) usage, machine operation safety, chemical handling, and emergency response procedures, reinforced through regular refresher sessions. Manufacturing areas, warehouses, and offices are maintained under strict safety and hygiene protocols ensuring products are safe for consumers and for intended use. Production machinery is regularly inspected, calibrated, and serviced to prevent accidents, while fire drills and emergency preparedness exercises are conducted quarterly. First-aid stations clearly marked emergency exits, and firefighting equipment is strategically placed across all facilities. Chemical storage and handling follow rigorous safety guidelines, and industrial waste is safely managed through certified disposal vendors. Bijoy promotes a proactive safety culture by continuously updating procedures, monitoring compliance.

Corporate Social Responsibility

Bijoy is dedicated to creating meaningful social and environmental impact through a variety of initiatives. The company supports community development projects such as improving access to clean water, sanitation, and hygiene facilities in rural and underserved areas. Educational and vocational training programs empower local youth with practical skills, helping them secure employment and improve livelihoods. Environmental responsibility is promoted through plastic recycling drives, sustainable manufacturing practices, and awareness campaigns on responsible consumption. Employee welfare is a key focus, with programs providing fair compensation, safety and technical training, and opportunities for professional growth. In times of natural disasters or emergencies, Bijoy provides relief support, including essential supplies, water, and construction materials, helping communities recover quickly. Followings are the impact metrics from its CSR activities:

- Over 2,500 members of communities near to its factory benefited from clean water and sanitation initiatives.
- More than 1,500 youths received plumbing training. Over 80% of them secured employment locally and globally.
- Thousands of kilograms of plastic waste were recycled annually through recycling campaigns.
- 95% of staff trained in safety, technical skills, and professional development
- Relief support was provided to over 3,000 families during floods and emergencies in 2024.

Bijoy integrates CSR into its core operations, reinforcing its commitment to social development, environmental sustainability, and employee welfare while strengthening its reputation as a responsible corporate citizen.

Summary and Extracts of Draft Financial Statements of Bijoy Plastic Industries Ltd.**Statement of Financial Position**

As of 30 June 2025

	30-Jun-25	30-Jun-24
	BDT	BDT
Assets		
Non-Current Assets		
Property, Plant & Equipment	2,596,777,232	2,673,491,864
FDR Investment	59,871,968	50,687,854
Capital Work-in-Progress (CWIP)	-	4,726,103
	2,656,649,200	2,728,905,821
Current Assets		
Inventories	822,129,116	836,849,063
Trade & Other Receivables	765,999,003	859,250,940
Advance, Deposits & Pre-payments	284,061,339	306,820,000
Advance Income Tax	446,983,533	383,028,220
Cash & Cash Equivalents	31,228,989	92,997,722
	2,350,401,980	2,478,945,945
Total Assets	5,007,051,180	5,207,851,766
Equity & Liabilities		
Shareholders' Equity		
Share Capital	648,703,427	648,703,427
Revaluation Reserve	307,681,772	307,681,772
Retained Earnings	385,113,346	429,514,560
	1,341,498,545	1,385,899,759
Non-Current Liabilities		
Long-term Loan (Non-Current Maturity)	1,082,617,387	1,185,891,736
Deferred Tax Liability	49,280,709	49,280,709
	1,131,898,096	1,235,172,445
Current Liabilities		
Long-term Loan (Current Maturity)	483,320,380	198,605,064
Short-term Loan	1,410,419,360	1,819,147,914
Bank Overdraft	348,030,605	330,611,243
Accounts Payable	85,544,388	87,055,346
Provision for Expenses	204,443,619	144,863,334
WPPF & Welfare Fund	1,896,187	6,496,661
	2,533,654,539	2,586,779,562
Total Liabilities	3,665,552,635	3,821,952,007
Total Equity & Liabilities	5,007,051,180	5,207,851,766

Statement of Changes in Equity

As of 30 June 2025

Amounts in BDT

Particulars	Share Capital	Revaluation Reserve	Retained Earnings	Total
Balance as of July 01, 2023	648,703,427	307,681,772	388,134,295	1,344,519,494
Dividend Paid	-	-	(61,504,094)	(61,504,094)
Profit Earned during the year	-	-	102,884,359	102,884,359
Balance as of June 30, 2024	648,703,427	307,681,772	429,514,560	1,385,899,759
Dividend Paid	-	-	(47,512,368)	(47,512,368)
Profit Earned during the year	-	-	3,111,154	3,111,154
Balance as of June 30, 2025	648,703,427	307,681,772	385,113,346	1,341,498,545

Statement of Profit or Loss and Other Comprehensive Income

For the year ended on 30 June 2025

Particulars	Notes	30-Jun-25	30-Jun-24
Revenue	1	3,481,259,201	4,508,144,334
Less: Cost of Goods Sold	2	(2,993,606,845)	(3,845,787,954)
Gross Profit		487,652,356	662,356,380
Administrative Expenses		(105,519,908)	(129,311,291)
Selling and Distribution Expenses		(96,401,294)	(96,817,976)
Profit from Operations		285,731,154	436,227,113
Other Income		12,007,259	4,890,055
Foreign Exchange Loss		(23,508,697)	(52,402,544)
Financial Expenses		(234,409,785)	(252,284,739)
Profit before WPPF and Taxation		39,819,931	136,429,885
Less: Workers Profit Participation Fund		(1,896,187)	(6,496,660)
Profit before Taxation		37,923,744	129,933,225
Less: Provision for Tax		(34,812,590)	(27,048,866)
Net Profit after Tax		3,111,154	102,884,359
Other Comprehensive Income for the year		-	-
Total Comprehensive Income for the year		3,111,154	102,884,359

Extracts of Notes to the financial statements

	30-Jun-25	30-Jun-24
Note 1: Revenue		
Pipes & Fittings	2,193,193,297	2,614,723,714
Plumbing & building products	939,939,984	1,352,443,300
Household Products	348,125,920	540,977,320
	3,481,259,201	4,508,144,334
Note 2: Cost of Revenue		
Pipes & Fittings	2,017,691,014	2,411,693,626
Plumbing & building products	688,529,574	996,059,080
Household Products	287,386,257	438,419,827
	2,993,606,845	3,845,787,954

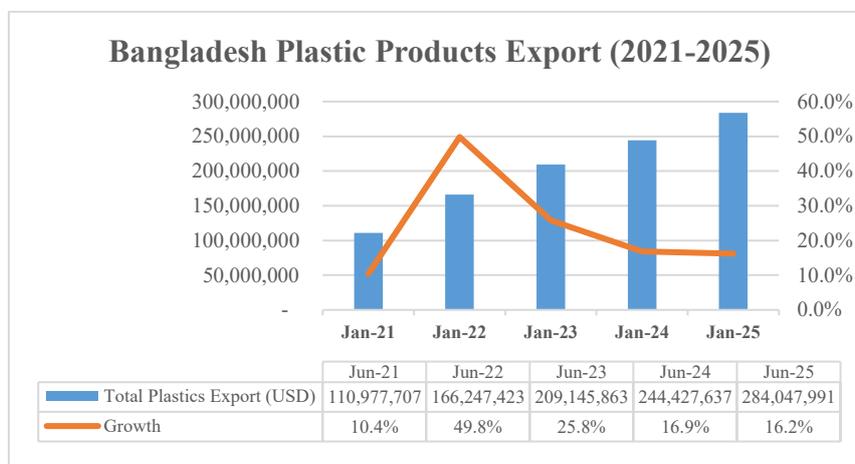
5 Year Financial Summary

Figures in BDT

Highlighted Area	2025	2024	2023	2022	2021
Revenue	3,481,259,201	4,508,144,334	4,015,664,572	3,140,559,960	2,782,084,684
Gross Profit	487,652,356	662,356,380	705,799,742	544,415,582	448,103,023
Net Profit for the year	3,111,154	102,884,359	94,606,559	132,137,529	113,063,003
Shareholders' Equity & Reserves	1,341,498,545	1,385,899,759	1,344,519,494	1,295,079,246	1,220,403,332
Total Assets	5,007,051,180	5,207,851,766	4,576,081,362	3,990,681,519	3,744,679,964
Total Current Assets	2,350,401,980	2,478,945,945	2,324,815,804	2,290,953,057	2,356,288,325
Total Current Liabilities	2,533,654,539	2,586,779,562	2,120,987,373	1,913,717,791	1,572,957,312
Total Non-Current Liabilities	1,131,898,096	1,235,172,445	1,110,574,495	781,884,482	951,319,320
Dividend	47,512,368	61,504,094	45,166,311	57,461,615	11,973,341

A brief note on Plastic sector of Bangladesh.

The plastic manufacturing sector in Bangladesh has undergone a dramatic transformation over the past five decades, evolving from a small, fragmented, and largely informal cluster of workshops into a rapidly expanding industrial ecosystem that now serves both domestic and international markets. Today, it stands as one of the fastest-growing components of the country’s manufacturing base, driven by economic development, rising consumption, technological adoption, and the expanding needs of sectors such as garments, packaging, construction, agriculture, and consumer goods.



The plastic industry was extremely limited in scale during Bangladesh’s independence in 1971. Small cottage-type units, mostly operating in Dhaka and Narayanganj, produced basic household items. The country lacked modern machinery, molds, trained technicians, and access to polymer raw materials. Nearly all specialized or engineering-grade plastic goods had to be imported, and the sector remained heavily dependent on manually operated equipment. As industrialization slowly progressed, demand for affordable consumer goods and packaging created space for small manufacturers to grow, but chronic capital shortages, limited technology, and absence of organized clusters kept productivity low.

The sector marked its early phase of organized industrial participation during late 1980s to 1990s particularly in urban and semi-urban areas of Dhaka, Chattogram, Bogura, and Khulna. Many small & medium sized polymer factories began expanding their product portfolios to include packaging materials, household utilities, and PVC pipes. By the early 2000s, the sector experienced a major acceleration fueled by rising domestic consumption, the rapid expansion of the ready-made garments (RMG) industry, the spread of modern injection and blow-molding technologies and growing foreign investment in machinery. During this period, Bangladesh also saw its first wave of export-oriented plastic producers supplying hangers, packaging films, household goods, and accessories to markets in Europe, North America, and Asia. By the 2010s, the industry had evolved into a complex landscape of more than 5,000–6,000 manufacturing facilities producing over 2,500 types of plastic products and supporting a broad network of downstream industries.

The plastic sector in Bangladesh today is valued at approximately USD 6–7 billion, encompassing both domestic and export markets. Domestic consumption alone accounts for around USD 3 billion and continues to grow at an annual rate exceeding 20%. The sector employs an estimated 1.2–1.5 million people, making it one of the largest employment generators after the apparel industry. Production capacity has surpassed 3 million metric tons annually, with polymer consumption steadily rising in response to growing demand from FMCG packaging, construction materials, agriculture, electronics, furniture, and RMG accessories.

Exports have also expanded significantly. Direct export earnings reached over USD 203 million during July–February of FY 2024–25, reflecting more than 21% year-on-year growth. Including indirect exports, the sector’s total export contribution exceeds USD 1 billion. Bangladesh currently holds about 0.5–0.6% of the global plastics

market, with ambitions to increase this share to at least 3% by 2030 as producers move toward higher-value products, improved compliance, and advanced polymer engineering.

Bangladesh is experiencing a rapid industrial transition, which continues to stimulate demand for plastic-based solutions. The construction sector's expansion is driving higher usage of PVC pipes, fittings, water tanks, and insulation materials. Agriculture increasingly depends on poly sheets, irrigation pipes, crates, and greenhouse films. The booming FMCG and pharmaceuticals sectors rely heavily on plastic packaging, while the RMG and footwear industries require accessories such as hangers, buttons, packaging films, clips, tags, and molded components. With per-capita plastic consumption rising above 9 kg nationally, the industry is poised for further growth.

Bangladesh's plastic industry is significantly dependent on imported raw materials such as virgin polymers, master batches, additives, and high-precision molds. Global price volatility and currency depreciation often strain manufacturers' cost structures. While domestic recycling is growing, only about 36% of plastic waste is formally recycled, and most of this is processed by informal and non-compliant units producing lower-grade granules. The lack of modern waste-sorting systems, industrial-scale recycling facilities, and circular-economic integration remains a major barrier to sustainability.

Regulation of the plastic industry involves multiple bodies, including the Bangladesh Standards and Testing Institution (BSTI), the Department of Environment (DoE), and the Ministry of Industries. Licensing, environmental compliance, and quality standards are mandated but inconsistently enforced, allowing substandard products and environmentally harmful practices to persist. Fragmented oversight, outdated regulatory frameworks, and overlapping jurisdictions frequently create operational bottlenecks for manufacturers.

Recent government initiatives and policies are creating opportunities for modernization. Government has introduced National Plastic Industry Development Policy 2020 to support the relocation of scattered factories into organized clusters with better utilities, safety standards, and waste-management infrastructure including setting up specialized plastic industrial zones and new economic zones. The National Action Plan for plastic waste management envisions formalizing recycling networks, strengthening compliance, and encouraging circular-economy practices. Policies promoting backward linkage industries, investment incentives for modern machinery, and the development of sector-specific technical training institutions can support long-term competitiveness. Public-private partnership opportunities also exist for large-scale recycling plants, research centers, and logistics infrastructure.

The plastic sector in Bangladesh is positioned for robust expansion, offering significant opportunities in both domestic and international markets. Attracting foreign direct investment can accelerate the transition toward higher-value products such as engineering plastics, automotive components, medical-grade plastics, and advanced packaging solutions. The growing export potential, supported by trade agreements and rising global demand for cost-efficient alternatives, is creating space for Bangladeshi manufacturers to diversify their product range and target new markets. Investment in modern recycling technologies, biodegradable materials, and environmentally responsible packaging offers strong commercial potential as global buyers shift toward sustainable products.

Despite its promise, the industry faces meaningful challenges that require strategic attention. Environmental risks, including poor waste-management practices and micro-plastic pollution, pose long-term threats to public health and global market acceptance. Heavy dependence on imported raw materials increases vulnerability to external shocks. Skill shortages persist in high-precision molding, polymer engineering, and industrial design, limiting the sector's movement into advanced manufacturing. Infrastructure deficits, including unreliable energy supply and limited cold-chain logistics for certain specialty plastics, can hinder efficiency. Additionally, stricter global standards on sustainability, traceability, and compliance could make it difficult for smaller factories to survive.

Bangladesh's plastic sector has the potential to become a regional manufacturing hub if strategic reforms and investments are executed effectively. Expanding skilled workforce development, increasing recycling capacity, promoting technological upgrading, and strengthening regulatory enforcement will be crucial. A shift toward export-oriented, high-value plastic manufacturing, supported by better access to finance, modern industrial clusters, and sustainable production practices, could enable the sector to compete globally with countries such as China, Vietnam, and India.

E-mail on Reporting and Compliance issues

From : Tanvir Chowdhury FCA, Head of Financial Reporting
To : Mr. Shahid Hussain FCA, Managing Partner, S. Hussain & Co.
Subject : Accounting, reporting and compliance issues.
Date : 21 December 2025

Dear Mr. Hussain

We have prepared the draft financial statements (EXHIBIT-3) of Bijoy Plastic Industries Ltd. for the year ended on 30 June 2025. As mentioned in the email to you from our Chief Executive Officer, Board of Directors has requested you review the draft before finalization. In addition, I am sharing a few matters that are yet to be incorporated in the draft. We are requesting you to assist us on making appropriate adjustments to the financial statements in accordance with IFRSs and consider them in your analysis in the report.

Loss of Invested Defined Benefit Planned Asset:

Bijoy has a defined benefit plan for its employees. To meet the plan obligations, Bijoy maintains a plan asset which includes investment in Govt. Savings Certificate, Treasury Bond and FDR in various banks. These investments generate return on Benefit Plan Assets which helps Bijoy to match interest expenses on plan liabilities. To receive higher returns on FDR, Bijoy invested 1,000,000 of plan assets for 6 months in Great Bank Limited (GBL) which offered 13% interest, 2% higher than other banks. However, on maturity, GBL failed to repay the principal and interest due to liquidity crisis. As a result, Bangladesh Bank has taken initiative to repay GBL customers from the insurance against customers' deposit. However, maximum payment per customer will be limited to BDT 200,000 only.

Factory revaluation surplus:

Bijoy Factory building was revalued in 2021 and recognized a revaluation surplus of BDT 307,681,772. At the time of revaluation, remaining useful life of the factory was determined at 20 years. Bijoy depreciates the factory using straight line method. Revaluation surplus balance remained unchanged since 2021 and has not considered for deferred taxation. At present 30% tax rate is applicable for Bijoy.

Fire on Bijoy's delivery truck:

In August 2024, a group of angry protesters set fire to one of Bijoy's delivery trucks, mistaking it of Delta Plastic Limited, which owner was actively involved in local politics. Because of the fire, the truck with the loaded products have completely damaged which caused total loss of BDT 7,500,000. However, we had insurance coverage for our delivery vehicles and loaded goods. Insurance company has paid us compensation of BDT 7,000,000 which has been netted off with the loss reported within operating expenses.

Environmental Contamination Liability:

At the end of financial year, due to sudden burst of pipeline, plastic waste and chemicals were leaked which contaminated nearby land and lake used for irrigation. The incident immediately was published in news media and social media which drew attention of Department of Environment (DoE). DoE has instructed Bijoy to clean up the land and the lake within 45 days otherwise its Environment Clearance certificate will be revoked. Bijoy estimates that clean-up cost to be BDT 5,000,000 and started the cleaning process on 01 July 2025.

Consignment Sales Arrangement:

To ensure products reach the country, Bijoy entered into a consignment agreement with Alpha Trading who would sales Bijoy's products at 10% commission in remote locations where strong distribution channels are absent. During the year Bijoy delivered goods of BDT 2,500,000 to Alpha and recognized revenue. At the year end, Alpha sold only 50% of the inventory.

Recognition of Assets:

During the year Bijoy completed expansion of its existing product facility and recognized them as property, plant & equipment by transferring from construction work-in-progress. Before completion of the project, Bijoy incurred interest expense of BDT 1,700,000 related to loan taken for the construction work. This finance cost was charged as expense as construction was halted for two months at the beginning of the year. During the halted period, BDT 350,000 was accrued as interest.

E-Mail on Strategic investment options and financing alternatives

From : Sajed Rahman FCA, Chief Financial Officer
To : Mr. Shahid Hussain FCA, Managing Partner, S. Hussain & Co.
Subject : Strategic investment options and financing alternatives.
Date : 22 December 2025

Dear Mr. Hussain

Our board members have requested your input on the investing and financing decisions that are currently being discussed. At present our board is considering two investment options which are mutually exclusive. For analysis purposes, the board disregards any tax effect unless explicitly mentioned. It is also assumed that all cash flows, other than initial cash outflow, accrue at the year end. For appraising the investment options, board requires the discount rate be determined applying Capital Asset Pricing Model (CAPM). For investment, the Board considers coupon rate of 10-year government bond as risk free rate. As of 30 June 2025, relevant information was as below:

Coupon rate of 10-year government bond: 10.3%	Market Return : 12.7%	Current Market beta: 1.54
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Option 1: Starting plastic furniture business

The board believes it is an appropriate time to introduce a dedicated plastic furniture segment, leveraging existing expertise in polymer processing, design, factory-based production, and nationwide distribution. It plans to produce plastic furniture for household and business use including chairs, tables, stools, cabinets, shelves, office chairs and desks, restaurant and café furniture, school benches, hospital waiting chairs, and event furniture etc. Demand for plastic furniture is rising in both local and global markets, while wooden furniture has become increasingly expensive and environmentally unsustainable due to deforestation concerns. Plastic furniture can be produced efficiently in diverse shapes and designs within a controlled factory environment and can be manufactured using recycled materials, ensuring long-term raw material availability.

To set up the factory, the board has estimated an initial capital requirement of BDT 800,000,000 furniture-specific molds, injection molding machines, finishing equipment, testing facilities, and working capital. It also estimates that it will require additional investment of BDT 100,000,000 in 2nd year for branding and setting up showroom. Bijoy has conducted market research which indicates a probable revenue of BDT 300,000,000 in first year, which will grow 15% annually for the next two years and 11% in the subsequent two years. Direct expenses are expected to remain constant at 42%. Operating expenses are expected to be 30% of revenue in 1st year but increase by 8% annually till 5th year. Free cash flow is expected to increase to 4% after 5th year.

Option 2: Modernize existing facility to circular-economic integration:

To become a socially responsible business, the board is considering transforming Bijoy into a modern production facility with circular-economic integration. A circular economy is an economic system designed to minimize waste and make the most efficient use of resources by keeping materials, products, and components in use for as long as possible. Instead of the traditional “take, make, use, and dispose” model, a circular economy focuses on reducing resource extraction, reusing products, repairing and remanufacturing materials, and recycling waste back into production. Through circular-economic integration, Bijoy plans collecting used plastic products, processing them into recycled raw materials, and using them again to manufacture new products, which reduces environmental impact, conserves natural resources, and supports long-term sustainability. The board is also interested to enjoy government announced 50% tax exemption on the profit generated from circular-economic integrated factories.

Our finance team assessed that around BDT 1,200,000,000 will be required to upgrade our existing facility and transform it with latest equipment and install recycling machines. It is expected that facility will have annual recycling capacity of 50,000 tons. However, in the 1st year, it is expected to recycle only 20,000 tons of plastic as reusable as raw materials but will have volume growth at 25% in first two years and then at 20% for subsequent years till it reaches 90% of annual capacity. Average value of recycled material benefit is BDT 18,500 per ton. Finance team also assumes that direct cost (collecting & processing) will be 55% and operating cost will be 20% of the annual benefit value respectively. Cash flow after 5th year is likely to grow at 3% perpetually. This project estimates to produce recycled raw materials which would meet 20% of Bijoy’s current annual demand.

Financing options:

To finance the most favorable investment options, Bijoy's board is considering following financing alternatives:

Sustainability-linked Bank borrowing:

Bijoy's preferred financing option is debt financing. Its bank has agreed to provide a sustainability-linked 5-year term loan up to BDT 1,200,000,000. Annual interest of this term loan would be 12% subject to achieving sustainability performance targets of minimum 15% recycled material used in annual production. If it fails to meet the sustainability performance target, interest rate for that year will jump to 14%. The loan will be secured against the assets of the project being financed. Bijoy plans to repay 1/5th of the principal payment at the end of each year. In case of payment default in any year, Bank will charge 2% penalty on the defaulted amount.

Issue of shares in IPO:

Another financing option is raising funds by issuing a maximum 20% share in IPO. Board is expecting to raise fund with 600% premium subject to approval of Bangladesh Securities & Exchange Commission (BSEC). However, in current position, board is uncertain whether the expected premium is justifiable to get BSEC's approval. The board is also keen to know the maximum premium it can expect if 600% premium offer is not approved. BSEC have equal consideration for the NAV, EPS and sectoral PE ratio while approving the premium rate. Bijoy will determine the issue price by averaging the price determined using NAV, EPS and sectoral PE ratio. The market capitalization of all securities listed in DSE Ltd. as on November 2025 was BDT 6,850,939 million and the market P/E Ratio for all listed securities is 17.85, whereas sectoral Market Capitalization was Tk. 218,882 million and the sector's Price earnings (P/E) ratio was 25.8. The market price and EPSs of other comparable companies in the sector were as follows:

SL.	Company Name	Face Value (BDT)	Latest NAV (BDT)	3-month average market price (BDT)	Latest EPS (BDT)
1	Sunrise Polymer Industries PLC	10	25.93	17.6	0.53
2	Green Tech Plastics PLC	10	90.52	63.2	10.1
3	Kido Toys Ltd.	10	52.43	17.3	1.77
4	Nova Manufacturing PLC	10	134.53	342.1	2.15
5	Plastic Planet PLC	10	50.9	28.5	2.49

Bijoy's board is planning to utilize the entire IPO proceed, net of issue cost, for financing the selected investment option. It is estimated that issue cost will be 3% of the IPO proceeds. During the initial 5 years, no new bank loan can be obtained without the consent of new shareholders and the BSEC. If additional funds are required for expansion or selection of new projects, funds must be raised through right share at face value during this period.

DSE Listing Rules require that the listed company shall follow the BSEC code of corporate governance which includes submission of quarterly financial statements and induction of independent directors higher of two or 1/5th of the board. Further, the board needs to introduce different committees, including an audit committee headed by an independent director. All directors, including the independent director, shall be entitled to receive BDT 10,000 for each board and committee meeting attended. Usually, board and audit committee meetings are mandatory before submission of quarterly and annual financial statements.

For your reference, the following Present Value Interest Factor table has been attached which you may use.

Year / Rate	1	2	3	4	5	6	7	8	9	10
10%	0.9091	0.8264	0.7513	0.6830	0.6209	0.5645	0.5132	0.4665	0.4241	0.3855
11%	0.9009	0.8116	0.7312	0.6587	0.5935	0.5346	0.4817	0.4339	0.3909	0.3522
12%	0.8929	0.7972	0.7118	0.6355	0.5674	0.5066	0.4523	0.4039	0.3606	0.3220
13%	0.8850	0.7831	0.6931	0.6133	0.5428	0.4803	0.4251	0.3762	0.3329	0.2946
14%	0.8772	0.7695	0.6750	0.5921	0.5194	0.4556	0.3996	0.3506	0.3075	0.2697
15%	0.8696	0.7561	0.6575	0.5718	0.4972	0.4323	0.3759	0.3269	0.2843	0.2472
16%	0.8621	0.7432	0.6407	0.5523	0.4761	0.4104	0.3538	0.3050	0.2630	0.2267
17%	0.8547	0.7305	0.6244	0.5337	0.4561	0.3898	0.3332	0.2848	0.2434	0.2080
18%	0.8475	0.7182	0.6086	0.5158	0.4371	0.3704	0.3139	0.2660	0.2255	0.1911
19%	0.8403	0.7062	0.5934	0.4987	0.4190	0.3521	0.2959	0.2487	0.2090	0.1756
20%	0.8333	0.6944	0.5787	0.4823	0.4019	0.3349	0.2791	0.2326	0.1938	0.1615

Article on “Environmental, Health and Ethical issues of Plastic industry in Bangladesh”

Over the past few decades, rising consumer demand, export expansion, and the availability of affordable polymer raw materials have fueled rapid development. Plastic goods now reach every corner of daily life starting from household essentials and packaging to construction and industrial components. However, this growth has brought along serious environmental, health, and ethical concerns that demand thoughtful attention.

A major environmental challenge stems from plastic waste generation and disposal. Bangladesh produces hundreds of thousands of tons of plastic waste each year, much of which ends up in landfills, drains, rivers, and open fields because waste-segregation systems remain fragmented. Single-use plastics contribute significantly to urban pollution, clog drainage systems, and worsen flooding during the monsoon season. While around one-third of plastic waste is recycled through both formal and informal channels, the remaining portion enters the environment, harming soil quality, marine ecosystems, and public spaces. Plastic burning, often done informally to reduce waste volume, releases toxic fumes containing dioxins and harmful particulates. The industry’s environmental footprint is also shaped by energy-intensive manufacturing processes, heavy reliance on fossil-fuel-based electricity, and inadequate wastewater treatment systems. Although some modern factories are slowly adopting cleaner technologies, energy-efficient machinery, and better waste-management facilities, these practices are far from universal.

Health-related concerns in the plastic sector affect both workers and surrounding communities. Many small and medium-sized factories operate with limited ventilation, exposing workers to fumes from melting polymers, chemical additives, dyes, and solvents. Prolonged inhalation can lead to respiratory illnesses, skin irritation, headaches, and long-term health complications. Workers often perform tasks without proper protective equipment, increasing their vulnerability to burns, cuts, and hearing damage from constant machine noise. In some areas, poorly controlled factory emissions contribute to air-quality deterioration, affecting residents living nearby. The recycling sector, especially the informal segment, also faces hygiene and safety challenges as workers frequently handle contaminated or mixed waste without adequate training. Despite guidelines issued by government, consistent enforcement and regular safety inspections are still limited, particularly in smaller factories where resources & awareness remain low.

Plastic industry always revolved around issues like labor rights, transparency, and supply-chain governance. Many workers in small-scale units receive low wages, work long hours, and lack job security or social protection. Child labor continues to surface as a concern in some informal recycling hubs where monitoring is weak.

Some producers knowingly continue the production of banned single-use plastics due to low costs and weak enforcement. Inadequate disposal practices, illegal dumping, and non-compliance with environmental standards also raise serious questions about accountability. While a few large and export-oriented plastic manufacturers follow international compliance standards and maintain transparent practices, these examples represent a smaller segment of the overall industry.

In response to these challenges, the government has introduced several regulations such as the ban on plastic shopping bags in 2002, the National Plastic Industry Development Policy 2020, and various environmental guidelines encouraging waste reduction, recycling, and circular-economy practices. However, enforcement remains irregular. On a positive note, some leading companies and industry associations have begun investing in modern recycling plants, cleaner production methods, and community-focused initiatives. They support awareness campaigns, promote safer working environments, and aim to increase the share of recycled plastics in production. Still, such progress is gradual and not yet widespread.

For the plastic industry to progress responsibly, stronger implementation of environmental laws, improved workplace safety, and a commitment to ethical business practices are essential. As the industry continues to expand and integrate into global value chains, its long-term sustainability will depend on how effectively it balances economic ambition with environmental and social responsibility. A cleaner, safer, and more transparent plastic sector will not only protect public health and the environment but will also strengthen national competitiveness and build greater trust across society.

News clips and articles about Bijoy and Plastic Sector in Bangladesh**Plastic industry hit the most by Indian import curb thru land ports (20 May 2025 on TBS)**

Bangladesh's plastic industry is bearing the brunt of new import restrictions imposed by India. India has barred finished plastic and PVC goods from entering through land-ports and instead insists they enter only via seaports in Kolkata or Mumbai. This shift makes transit to India's northeastern states much more expensive and inefficient. As a result, many export deals have become unprofitable, threatening the viability of plastic exports to India.

Plastic goods export triples in 13 years (22 Jan 2024 on The Daily Star)

Plastic-goods exports from Bangladesh have tripled over the past 13 years, rising from US \$68.76 million in fiscal-year 2010-11 to US \$209.86 million in 2022-23. This growth is attributed to increasing local production of plastic items meeting global standards. As of 2024-25, Bangladesh ranks as the 12th largest exporter of plastic products globally. Bangladesh's plastic-toy makers are also pushing to grow exports. Plastic toy producers are now shipping to 88 countries after meeting around 80% of domestic toy demand.

Govt frames plastic industry policy to create jobs, market (02 Jan 2024 on The Financial Express)

The government of Bangladesh has unveiled the Plastic Industry Development Policy 2023, aiming to generate about 500,000 jobs and expand the plastic-goods market to US \$10 billion by 2028. It targets 15% annual growth in the plastic sector and raises its contribution to GDP to at least 2% by 2028.

Bangladesh aims to occupy 3% of global plastic market by 2030 (20 Feb 2023 on The Daily Star)

Bangladesh Plastic Goods Manufacturers and Exporters Association (BPGMEA) say Bangladesh aims to capture about 3 per cent of the global plastic-products market by 2030. The industry is growing roughly 20 per cent annually, and currently operates over 5,030 micro, small, medium and large plastic-manufacturing units. Growth is driven by rising production capacity, expanding export destinations and increasing global demand.

Bangladesh recycles only 36% plastic waste: experts (05 Jan 2023 on The Daily Star)

Plastic use has surged in recent years, driving up both waste and the burden on recycling systems. About 36 percent of Bangladesh's plastic waste is recycled, while the rest either goes to landfills or leaks into rivers, canals and soil. Poor waste-collection infrastructure and low public awareness are major barriers to improving recycling rates. The situation underscores an urgent need for stronger waste-management policies and greater investment in recycling infrastructure.

1,200 factories shut down in the plastic industry (19 Jun 2025 on News Site www.sunnews24x7)

Bangladesh's plastic industry has seen 1,200 factories shut down over the past year due to electricity and fuel shortages, leaving no scope for new investment. Once home to over 6,000 factories, the sector now struggles to maintain production, prompting calls for uninterrupted gas and electricity supply. Bangladesh Plastic Goods Manufacturers and Exporters Association (BPGMEA) has proposed reducing import duties on machinery, spare parts, and raw materials to 1 percent for export-oriented plastic units.

Plumbing Failures damages rare books and archival materials (02 Jul 2025 on National chronicles)

A major plumbing failure at the newly inaugurated Bangladesh National Library Tower flooded multiple floors and caused structural damage, endangering rare books and archival materials. The burst pipes were found to be substandard, though the manufacturer, Bijoy Plastic Industries Ltd., claimed they were counterfeit products supplied by the contractor. Authorities have launched an urgent investigation and plans to sue Bijoy for supply of substandard products if proven.

Mob set fire to Delta Pipes Ltd. factory (15 Aug 2024 on The Daily Business Today)

A violent mob set fire to Delta Pipes Ltd. factory for alleged involvement of the owner local politics. The blaze destroyed over 50% of the factory, including raw materials, machinery, and finished plastic products. Workers narrowly escaped without major injuries, but production has come to a complete halt. Firefighters battled the flames for hours before bringing them under control. The incident has sparked concern over industrial safety due to the growing political tensions affecting businesses in Bangladesh.

---The End---