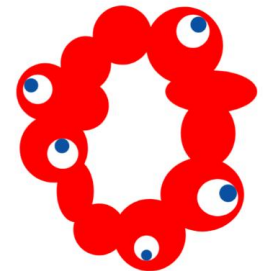




Business opportunities & Challenges for Japanese Companies in Bangladesh

April 22, 2025

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JETRO Dhaka

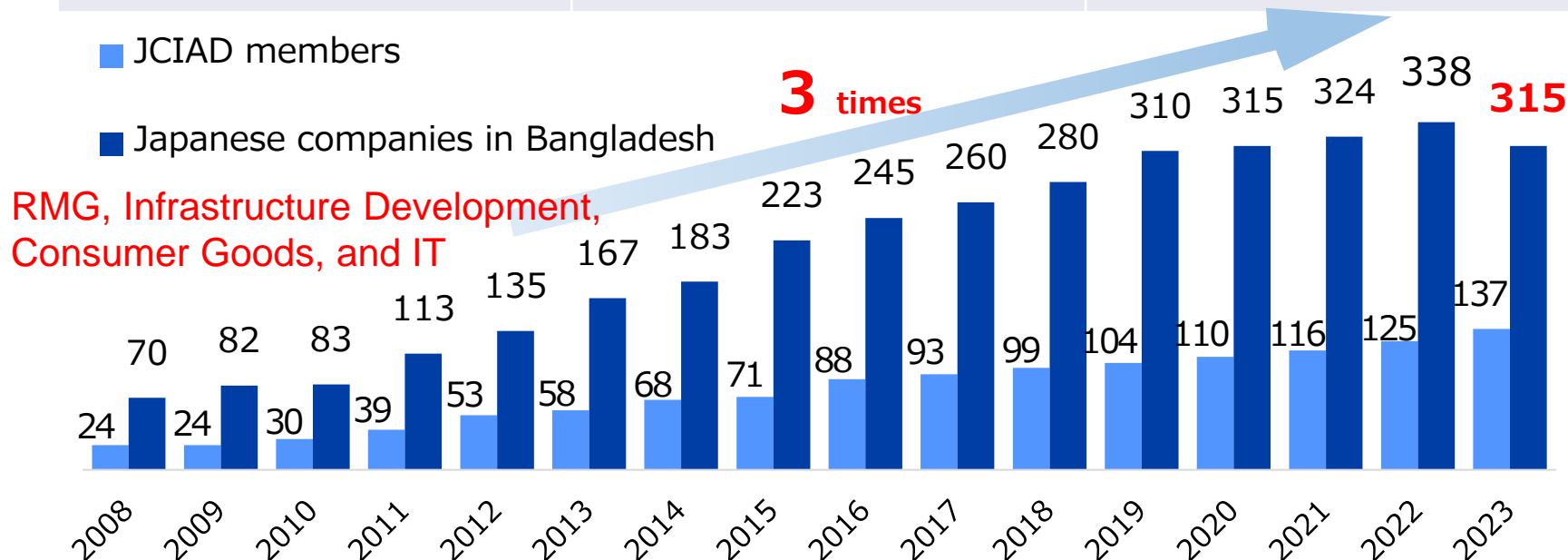


OSAKA, KANSAI, JAPAN

EXPO
2025

1 | Japanese companies' presence in Asian countries

Country/Region	Number of Japanese companies	Japanese SMEs ratio in total companies
China	15,000	40-60%
ASEAN	13,000	40-60%
India	1,439	15-20%
Bangladesh	315	40-60%



2 | Major Japanese companies in Bangladesh

Manufacturing



Trading



Construction



Textile & Apparel



Logistics



Energy & Infrastructure



Health care & Service



IT



3 | 日本との貿易関係

- 日本への輸出品は約8割が衣料品関係（LDC向けGSP対象で無税）。ダッカ日本商工会の調査（2023年）によると、**無税特恵が撤廃されると33%の在バ日本企業が減産もしくは他国に移転する**と回答
- 輸入品は内需の拡大に伴い、建設関係、機械関係、繊維業関係が多い
- 今後の**二国間EPA**を契機とし、貿易関係向上や投資促進が期待される

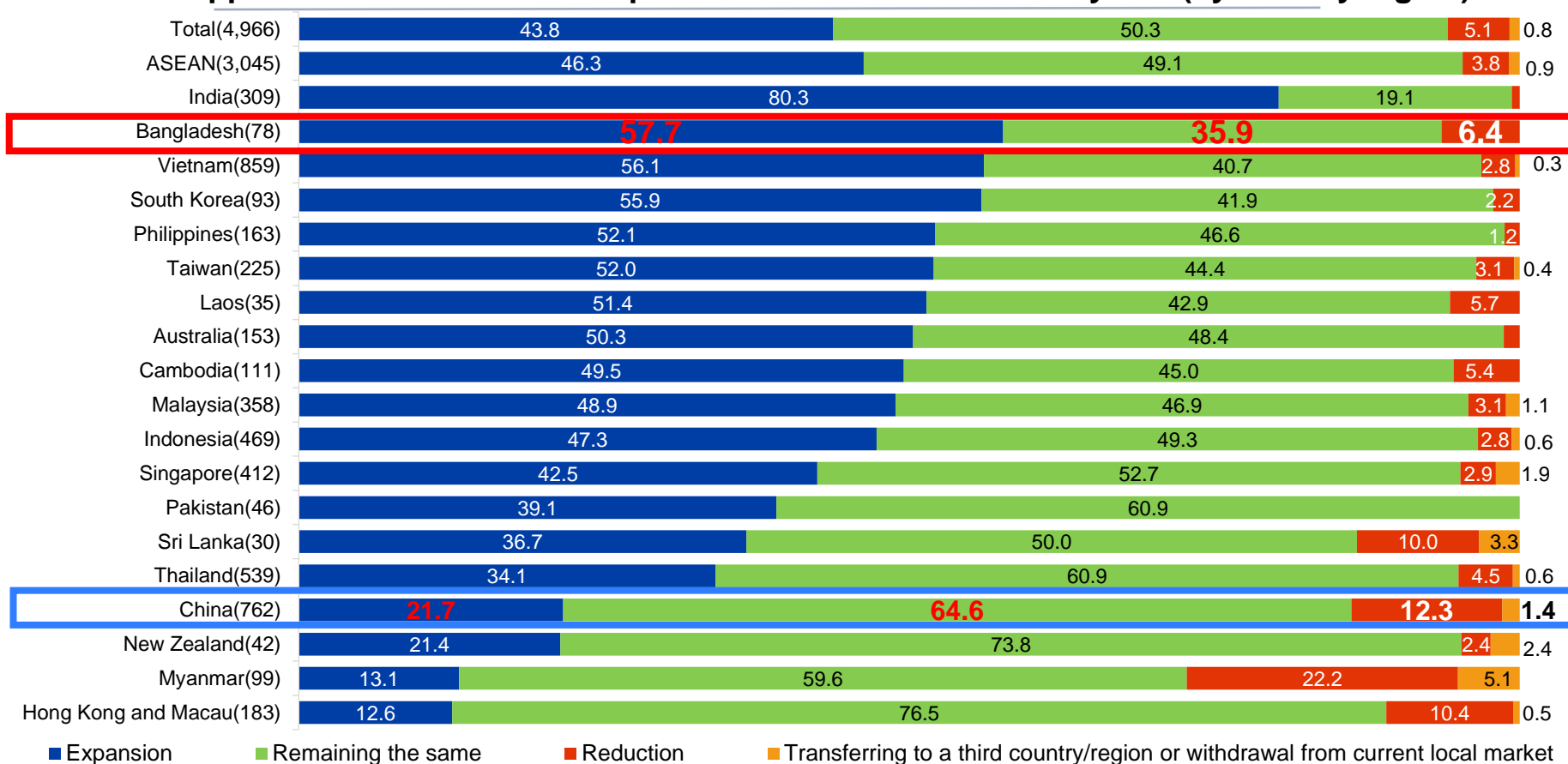
（単位）100万ドル、%

輸出				輸入			
品目	FY2023/24			品目	FY2023/24		
	金額	シェア	前年度比		金額	シェア	前年度比
衣料品	1,086	82.7	△ 5.8	鉄鋼製品	509	28.1	△ 2.6
履物・同部品	36	2.7	△ 49.0	船舶	401	22.1	5.0
皮革製品	60	4.6	△ 6.4	輸送機器・同部品	294	16.3	6.6
生地・織物	33	2.5	△ 21.7	機械・同部品	188	10.4	△ 4.4
家具、寝具、マットレス	17	1.3	3.3	人造繊維（ステープルファイバー、フィラメント）	59	3.2	51.2
電気機械器具	11	0.8	△ 29.9	プラスチック製品	54	3.0	108.1
海産品	9	0.7	△ 20.3	医療機器・同部品	51	2.8	△ 12.0
合計（その他含む）	1,313	100.0	△ 9.4	合計（その他含む）	1,810	100.0	△ 10.8

4 | Intention to expand business is still high in Bangladesh after political change

- Regarding the direction of business development in the next 1-2 years, 43.8% of companies signaled they intended to expand in the region. China is the lowest ever in expansion (21.7%).
- In Bangladesh, 57.7% answered expansion of the business activities, which is the second highest.**

Approach to future business plans/activities in the next 1-2 years (by country/region) (%)

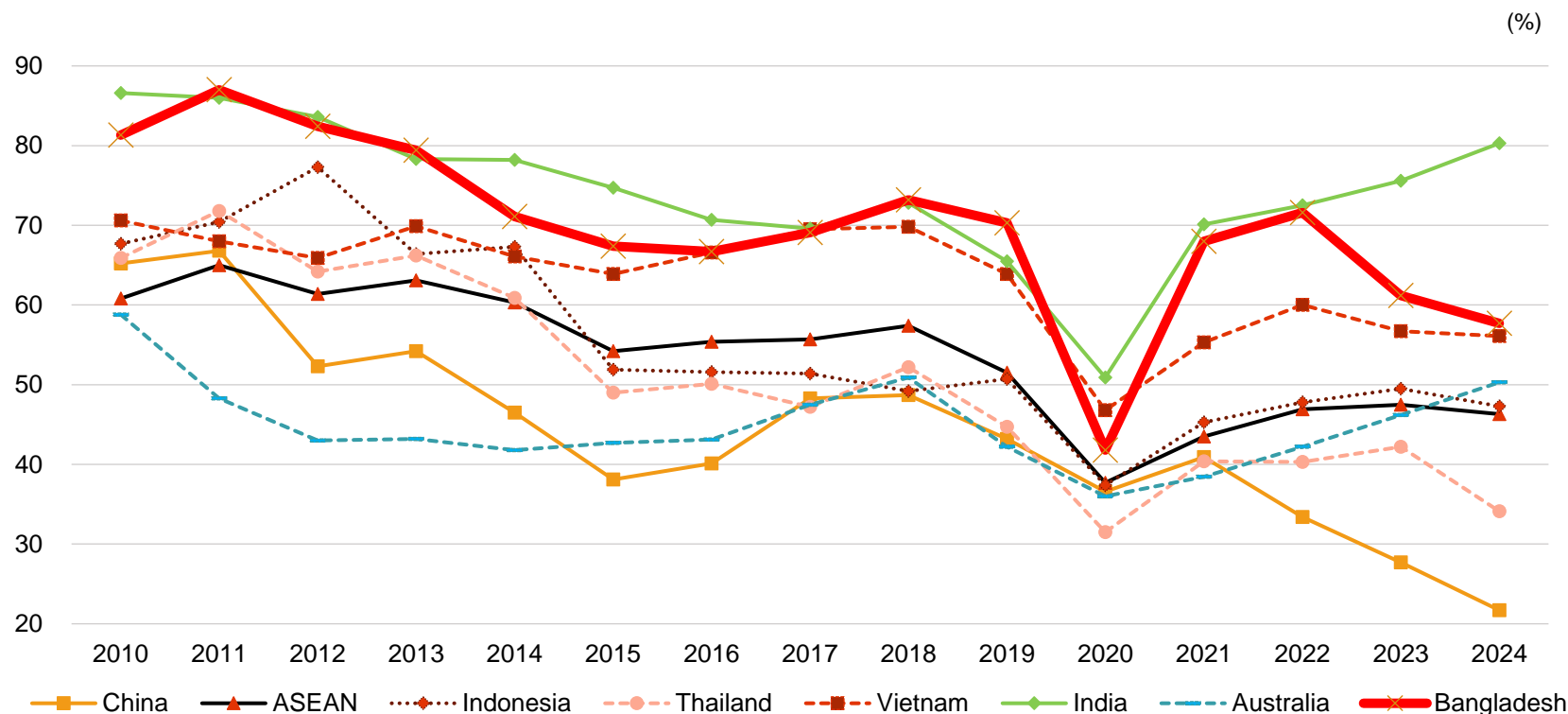


(Note) China's record low refers to the period since the FY2007 survey, from which both manufacturing and non-manufacturing companies are included. Copyright © 2023 JETRO. All rights reserved.

5 | Expansion intentions remain high in Bangladesh and India, while they decreased in China and Thailand

- The percentage of companies intending to expand in Bangladesh has been always in the top of the regions for last 15 years as well as India.

The percentage of companies expecting to expand in the next 1-2 years (2010-2024)



(Note) Figures for Cambodia and Laos have been included in ASEAN average since 2010 and 2011, respectively.

6 | “Sales” remains the function with highest expansion intention

- Among companies in Bangladesh intending to expand their business in the next 1-2 years, the highest response was expanding their “sales” functions at 51.2%, followed by “new business development” at 37.2%, and “production (of high value-added products)” at 39.5%.

Functions to be expanded (multiple responses)

	Sales	New business development	Production (High value-added products)	Production (General-purpose products)	Customer Service	R&D	Regional headquarters	Others	(%)
Total (2,148)	68.2	28.4	27.9	20.7	19.0	8.6	3.7	6.1	
ASEAN(1,393)	67.3	26.8	27.3	21.3	17.8	6.7	3.3	6.5	
Vietnam(476)	62.2	26.5	27.1	25.4	16.6	5.3	0.6	5.5	
Indonesia(220)	71.4	27.3	27.7	26.4	16.8	8.2	2.7	8.6	
Thailand(182)	72.5	27.5	36.3	19.2	15.4	7.1	3.8	3.3	
Malaysia(174)	70.1	21.3	33.9	20.7	20.1	10.3	4.0	4.6	
Singapore(173)	74.6	28.3	18.5	5.8	17.3	5.8	9.8	10.4	
Philippines(84)	65.5	26.2	17.9	22.6	15.5	7.1	6.0	9.5	
Cambodia(54)	50.0	31.5	20.4	16.7	35.2	5.6	1.9	11.1	
Laos(18)	55.6	44.4	27.8	33.3	27.8	5.6	0.0	0.0	
Myanmar(12)	75.0	33.3	16.7	25.0	16.7	0.0	0.0	0.0	
India(246)	70.3	25.2	32.5	28.0	27.6	11.8	5.7	4.9	
Bangladesh(43)	51.2	37.2	39.5	25.6	18.6	11.6	2.3	14.0	
Pakistan(18)	77.8	38.9	44.4	11.1	38.9	22.2	0.0	5.6	
Sri Lanka(11)	63.6	54.5	9.1	0.0	9.1	0.0	0.0	18.2	
Australia(76)	72.4	44.7	11.8	11.8	19.7	5.3	3.9	2.6	
New Zealand(9)	88.9	44.4	0.0	11.1	11.1	11.1	0.0	0.0	
China (164)	67.7	27.4	38.4	22.0	14.6	18.9	5.5	4.3	
Taiwan(114)	73.7	32.5	21.9	11.4	17.5	8.8	2.6	7.9	
South Korea(51)	66.7	33.3	23.5	11.8	19.6	13.7	2.0	0.0	
Hong Kong and Macau(23)	82.6	34.8	17.4	4.3	26.1	0.0	8.7	4.3	

(Note) Red highlights are darkened to match the percentage height.

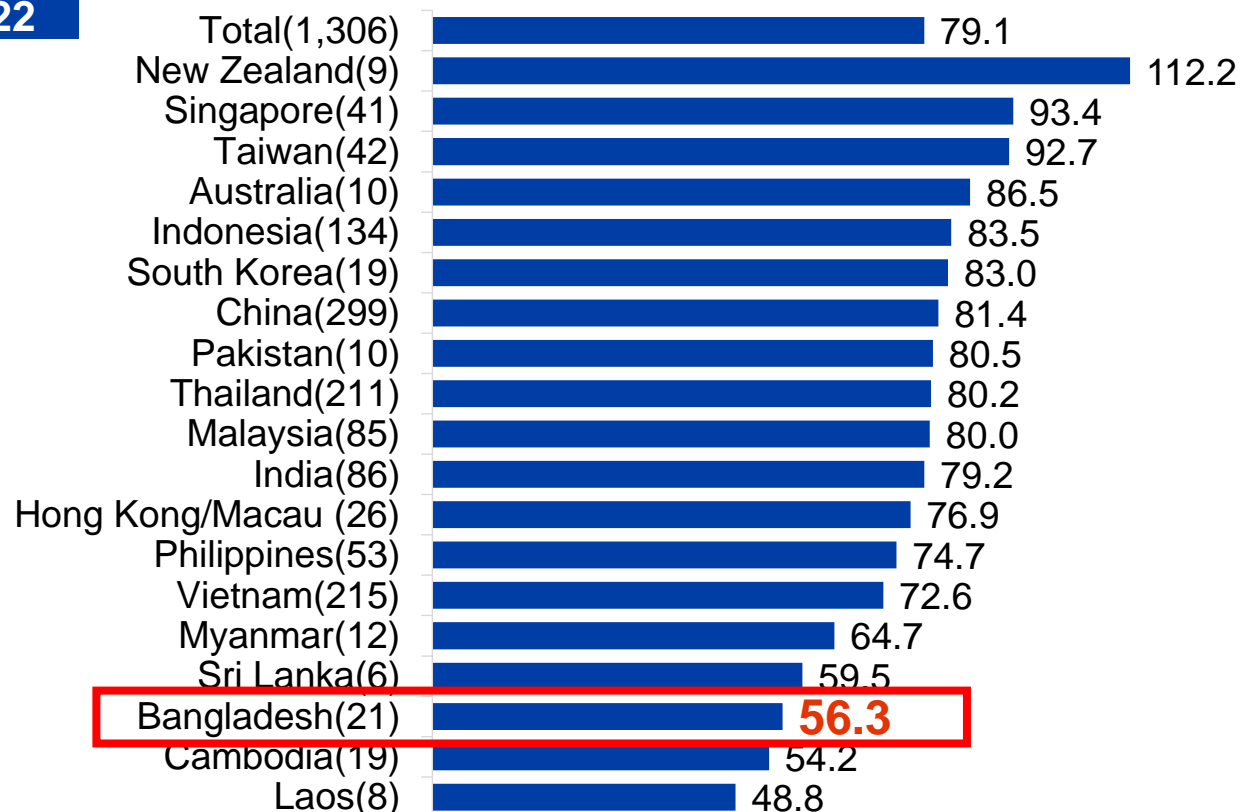
7 | Production cost in Bangladesh is below 60% of Japan

- When the production cost in Japan is set at 100, the local production cost averaged 79.1%. New Zealand exceeded production cost in Japan, and Singapore and Taiwan exceeded 90%.
- On the other hand, Laos was less than half of the cost in Japan. Sri Lanka, Bangladesh and Cambodia were also below 60%.

**Local manufacturing costs (by country/region)
with Japanese manufacturing costs as 100**

(%)

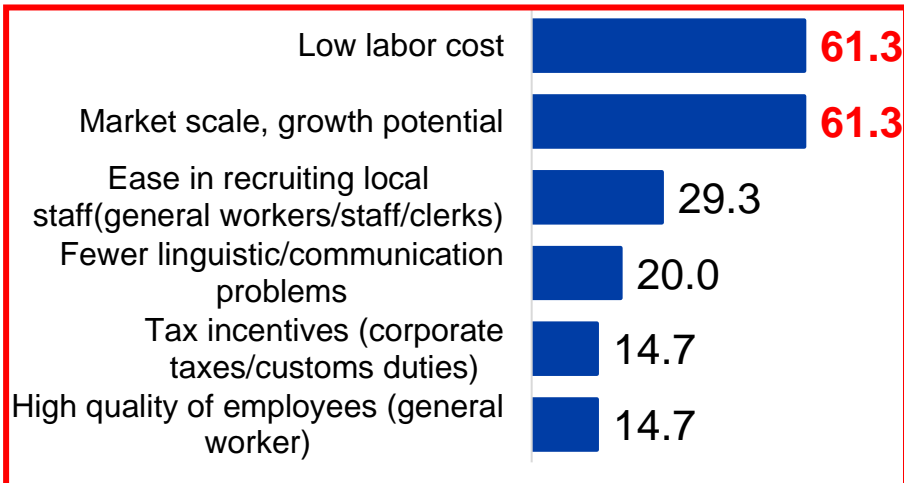
2022



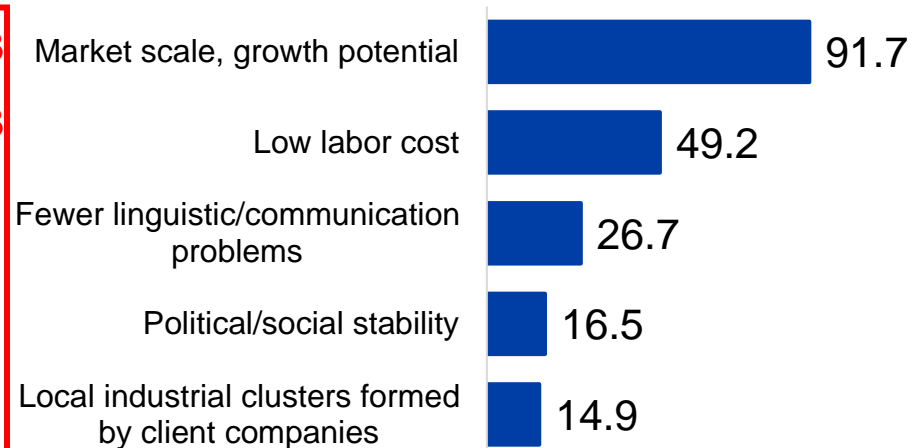
8 | Top 5 advantages of the investment environment

(multiple responses)

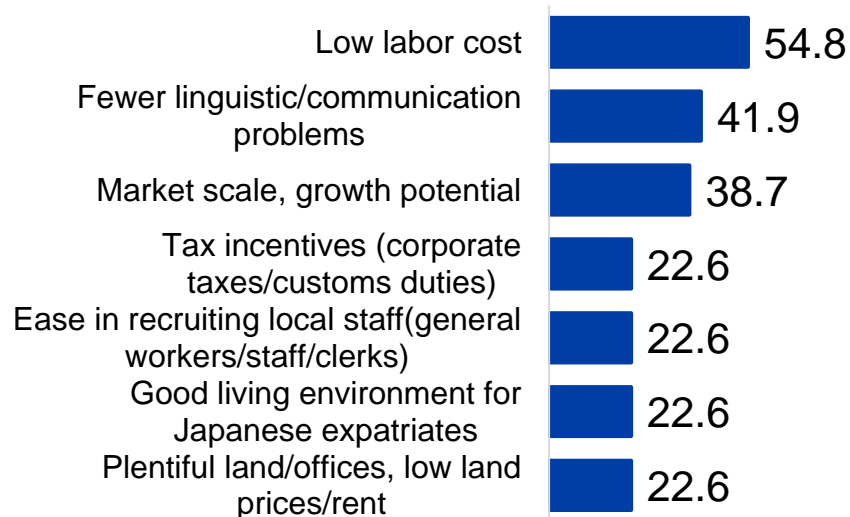
Bangladesh(75)



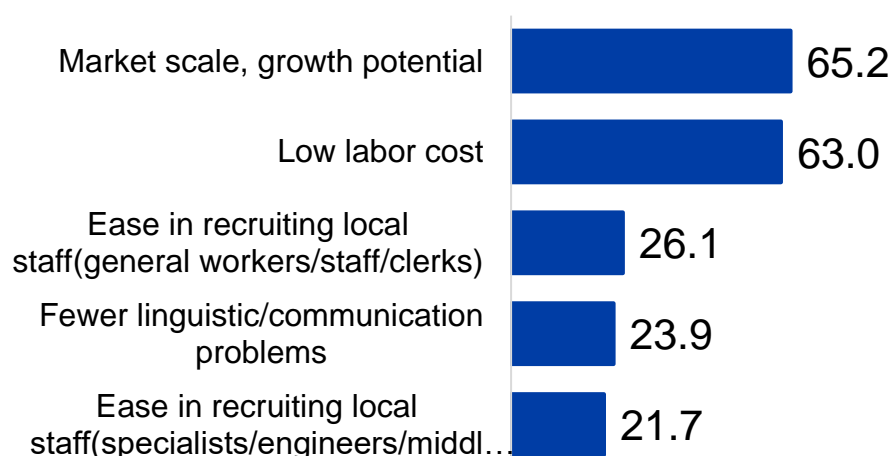
India(303)



Sri Lanka(31)



Pakistan(46)



(Note 1) The number of valid responses is shown in parentheses following country/region name.

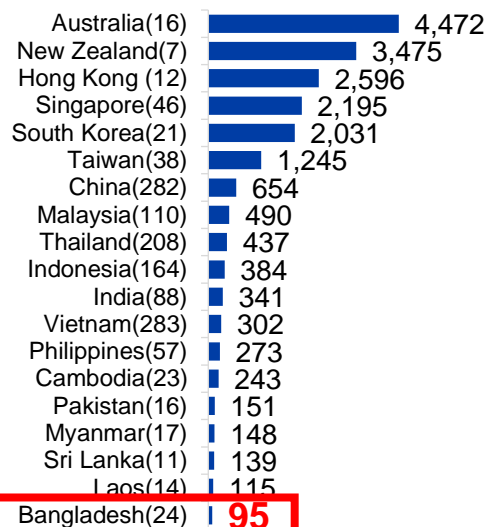
(Note 2) China and Hong Kong and Macau are not included in the survey.

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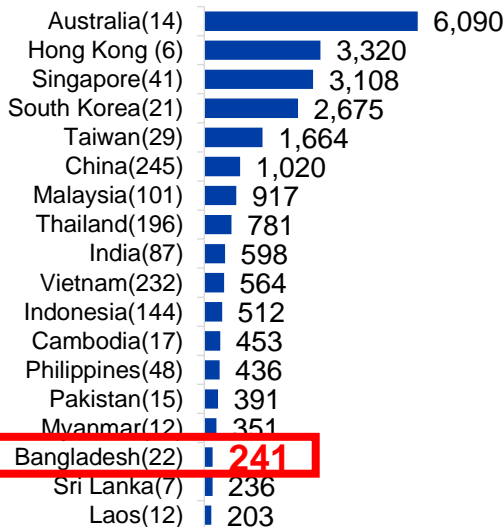
9 | Monthly Base salary (mean)

(U.S. dollars)

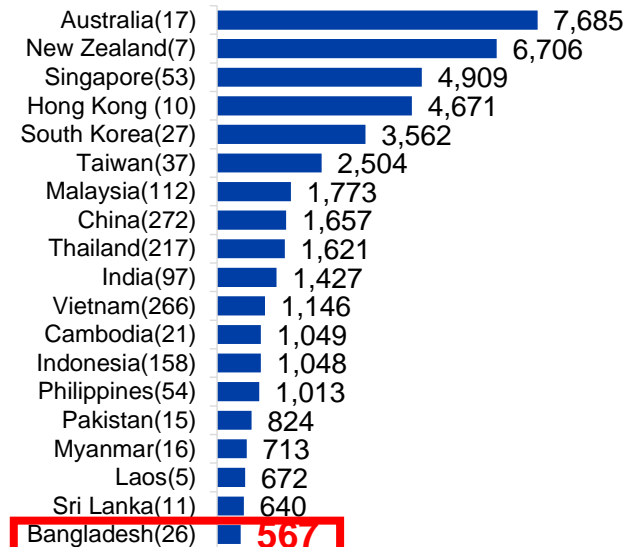
Manufacturing, Worker



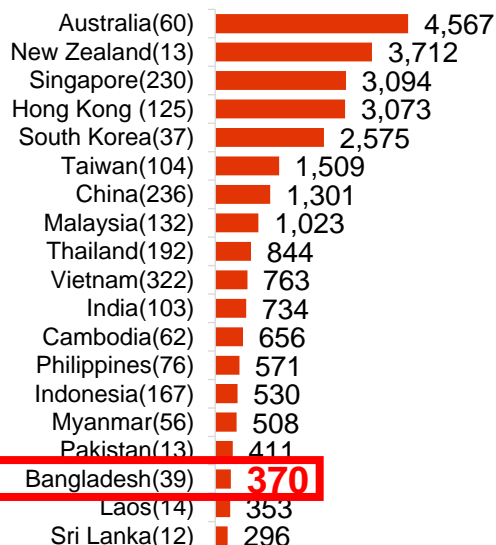
Manufacturing, Engineer



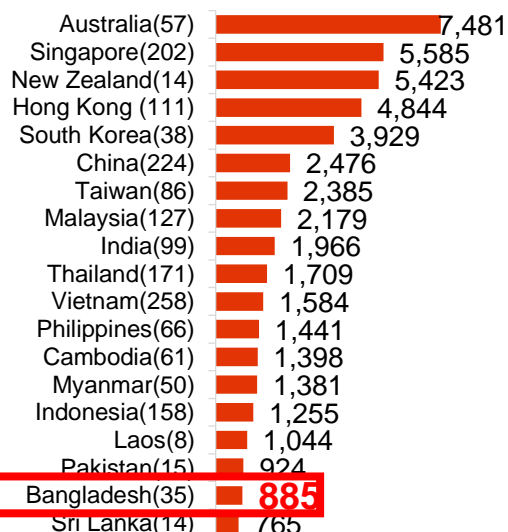
Manufacturing, Manager



Non-manufacturing, Staff member



Non-manufacturing, Manager



- Base salary: salary excluding benefits, as of August 2024.
- Worker: Regular general workers with 3 years of work experience, not including contract based and probationary workers.
- Engineer: Regular employees who are core technicians, graduates of a vocational college or university, and have 5 years of experience.
- Manager (manufacturing): Regular employees who are section managers in charge of sales, university graduates, and who have 10 years of work experience.
- Staff member: Regular general workers with 3 years of work experience, not including dispatched and probationary workers.
- Manager (non-manufacturing): Regular employees who are section managers in charge of sales, university graduates, and who have 10 years of work experience.

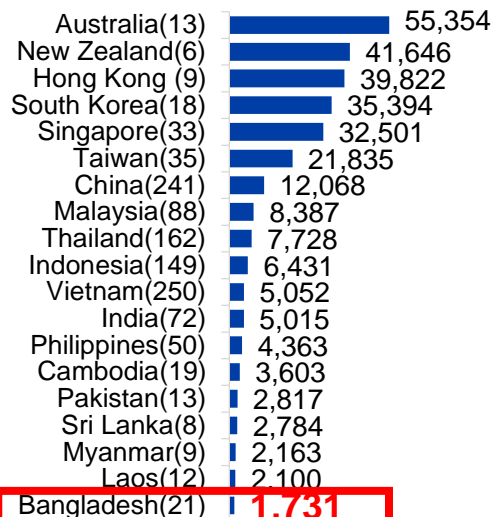
(Note) Cambodia responded in U.S. dollars; Myanmar responded either in its own currency or in U.S. dollars. In other countries/regions, answers are in local currency. The mean of wages in local currency for each occupation were converted to U.S. dollars at the average exchange rate in August 2024 (as announced by the central bank of each country/region; as announced by the Foreign Exchange Administration of China).

(Note) Countries/regions with at least 5 valid responses.

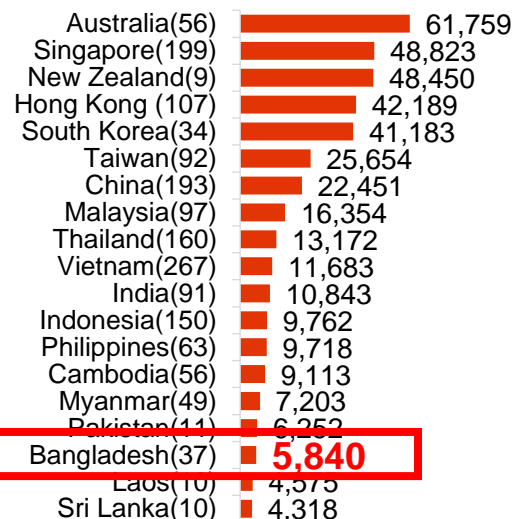
10 | Annual salary (mean)

(Unit: US\$)

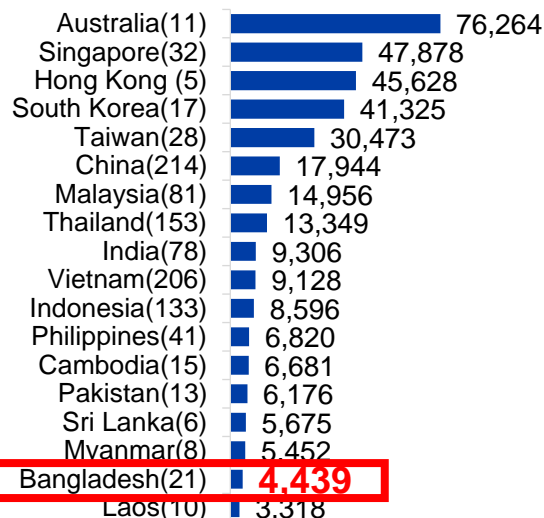
Manufacturing, Worker



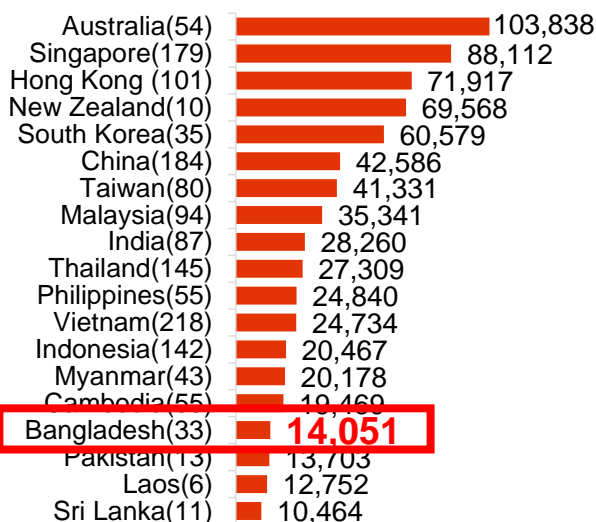
Non-manufacturing, Staff member



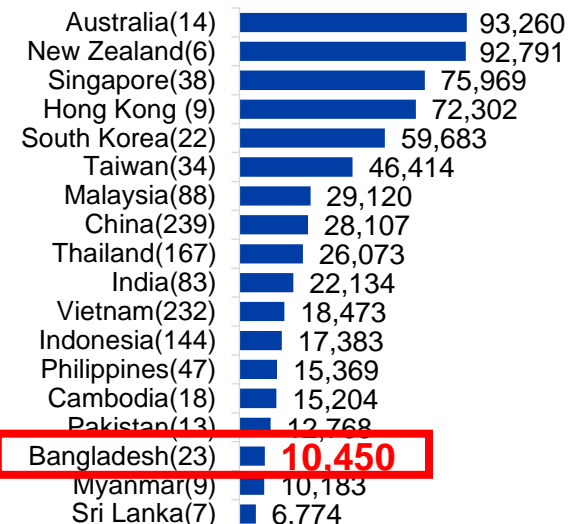
Manufacturing, Engineer



Non-manufacturing, Manager



Manufacturing, Manager



- Annual salary (annual amount of real obligation fees): Total liability for an employee (the total of annual base salary, benefits, social security, overtime allowances, and bonuses, excluding severance benefits, as of FY2024).
- See page 56 for definitions of worker, engineer, manager (manufacturing), staff member and manager (non-manufacturing):

(Note) See page 56 for currency units and U.S. dollar conversion rates at the time of response.

(Note) Countries/regions with at least 5 valid responses.

11 | Year-on-Year salary increase rate

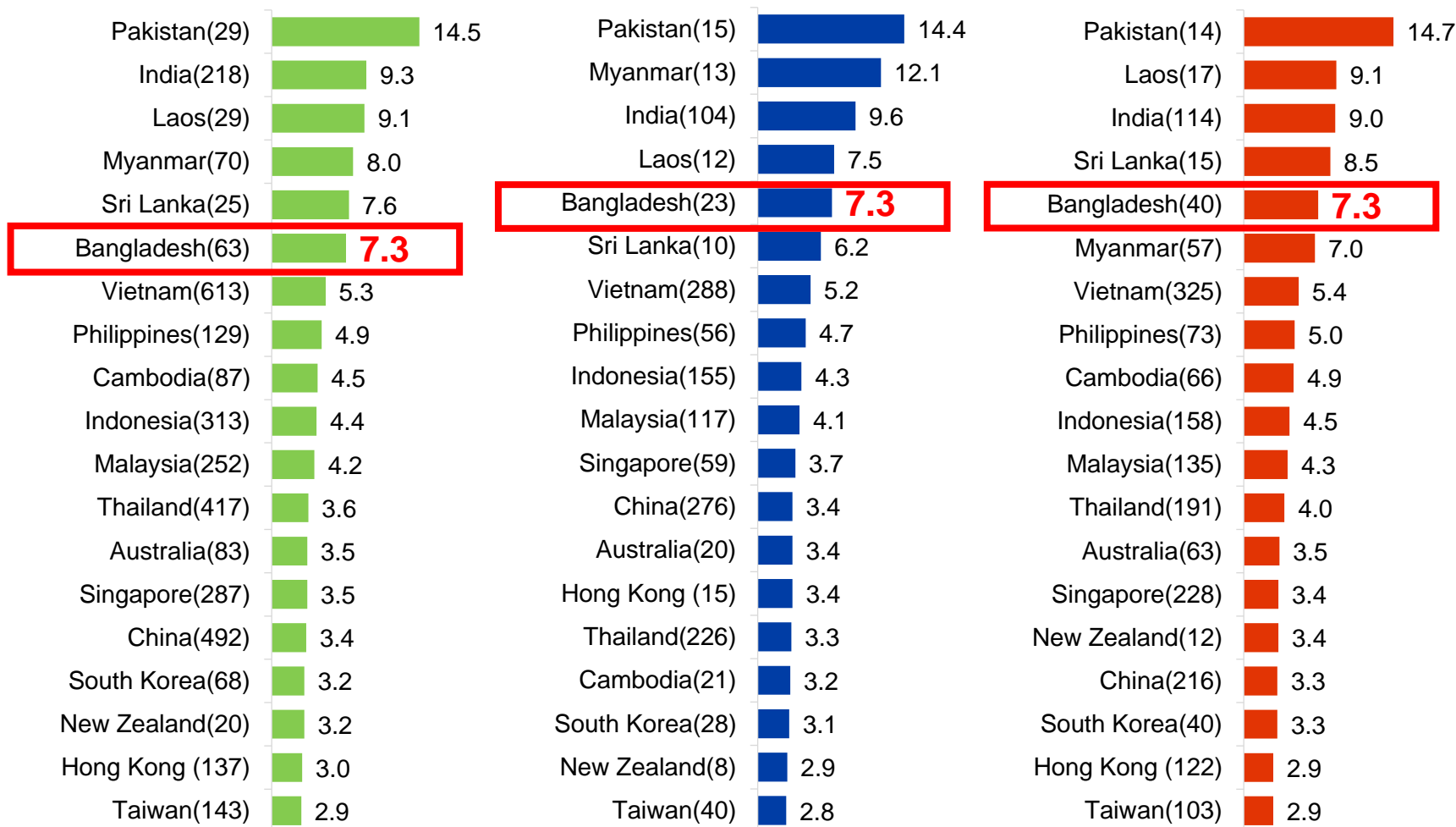
2024 → 2025

Total

Manufacturing

Non-manufacturing

(%)



(Note 1) Countries/regions with at least 5 valid responses.

(Note 2) Salary increase rate is the rate of increase in base salary (nominal), excluding salaries that are dependent on individual abilities such as job performance pay and performance pay. Average for all occupations.

12 | Areas of collaboration between two nations

<Opportunities>

- New driving force of the Economy
- Leapfrog with tech

- Domestic Market
- Industrial Upgradation
- Employment Creation
- Engine of Economic growth

- Fundamental of Nation
- Sustainability
- Investment

ICT & Startup

Manufacturing

Energy

<Way Forward>

- Mutual Understanding & Technical exchange
- Better Regulation

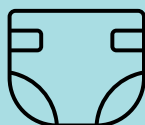
- Import Substitution
- Business Climate & Proper Incentive
- Policy Consistency
- Level Playing Field
- Technical Transfer

- Feasibility
- Finance Scheme
- Support from the Government

13 | Potential Sectors for Japanese companies

Domestic Market Oriented

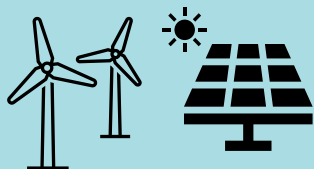
FMCG



Automotive and Parts



Renewable Energy



Food Processing



Medical, Education and Services



Export-Oriented

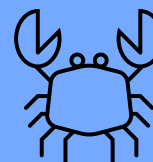
Man-Made Fiber



Textile Chemicals



Food Processing



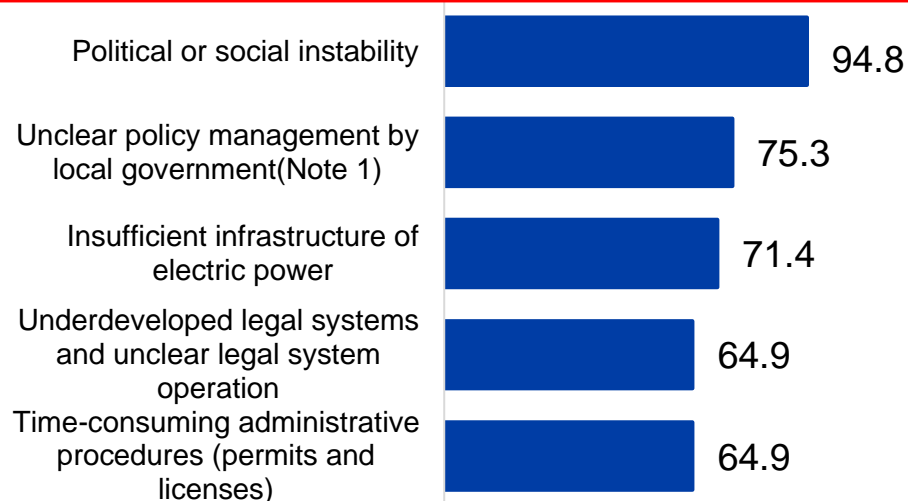
IT & ITES



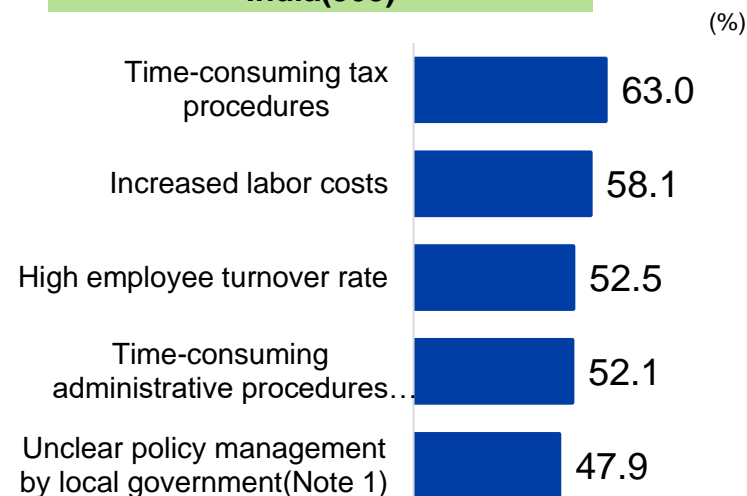
14 | Top 5 risks in the investment environment

(multiple responses)

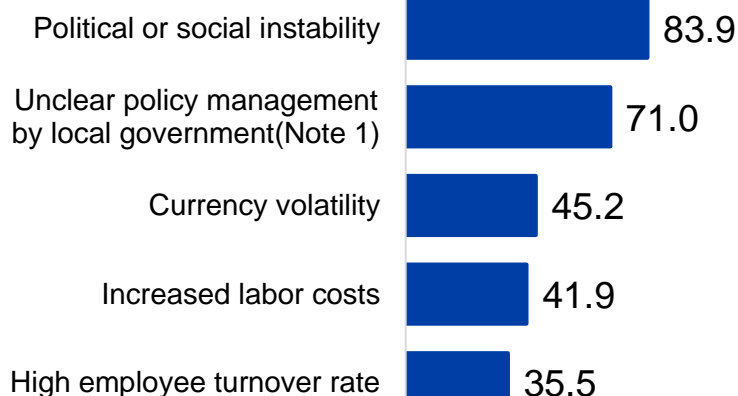
Bangladesh(77)



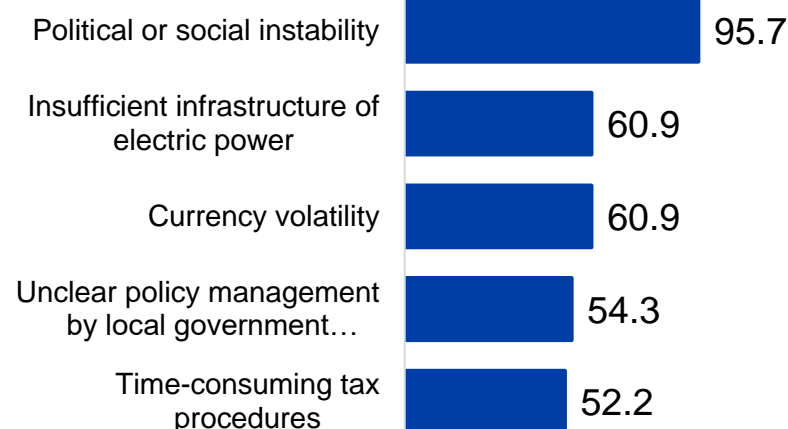
India(303)



Sri Lanka(31)



Pakistan(46)



(Note 1) Policy management refers to industrial policy, energy policy, foreign investment regulations, etc.

15 | 現地日系企業の操業状況と暫定政権の取組

- 現地の治安は早期に元通りとなり、事業活動も正常化。休業や撤退をする日本企業もなく、操業は従前どおり。ただ、一部労働者や政治デモには注意
- 暫定政権下において、投資環境、政府機関の統合、選挙制度などの抜本的な改革が進んでいる。暫定政権後初の海外訪問先として日本に来訪し、積極的な投資誘致を実施
- **「バングラデシュ経済特区」（BSEZ）**にて入居者の工場建設は進捗。Singerが生産開始。
- 賃金上昇（毎年9%以上、1月8日）、税制変更（VAT、SD引上げ、1月9日）による影響
- ビザ・ワークパミットに関する取り締まり強化
- 新規進出の相談についても再開。今後の選挙のタイムラインの提示と経済改革の内容がカギ

【ご相談の多い事例】

1. 【決済】 バングラデシュ輸入時における L C 決済遅延

⇒バングラデシュは L C が輸入決済における基本的な決済手段（EPZを除く）。しかしながら、L C が期限内に決済されない現象が発生。遅延の際には輸入者及び LC 開設銀行に対し、早期の支払いを要請する（場合によっては中央銀行に要請）

2. 【輸入通関】 輸入貨物の HSコードの不整合、申告価格への異議に関する通関手続の遅延

⇒税関に対して HSコードや申告価格の正当性を説明

3. 【駐在員関係】 駐在員ワークパミット取得時、全世界所得をバングラに送金するよう要請

⇒ダッカ日本商工会を中心に関係省庁（BIDA）に働きかけを実施

16 | Reform Proposal in Business Environment from JCIAD

- 1. Review of the complex tax system
- 2. Simplification, speed up, and transparency of administrative procedures (especially customs clearance, registration, etc.)
- 3. Simplification of criteria and procedures for expatriates for visa and work permit
- 4. Relaxation of financial and foreign exchange regulations
- 5. Ensuring policy consistency
- 6. Eliminating corruption
- 7. Restructuring, simplification, and functional improvement of government agencies

17 | Survey Result of Reform proposals

Sector	Share	Example
Taxation	18.7%	<ul style="list-style-type: none"> ▪ Realization of the National Single Window ▪ Realization of tax refunds and free imports ▪ Faster return of bank guarantees for temporary imports ▪ More transparency and speed in bond license applications ▪ Improvement of opaque tax procedures
Custom	11.9%	<ul style="list-style-type: none"> ▪ Simplifying, clarifying, speeding up, and making transparent customs procedures ▪ Improvements to import procedures for dangerous goods ▪ Improvements to the method of assessing taxable values
Visa and Work Permit	11.9%	<ul style="list-style-type: none"> ▪ Simplification of work permit and visa procedures ▪ Abolition of the requirement to post job advertisements in preparation for E visa recommendation applications ▪ Simplification of security clearance ▪ Abolition of maximum visa extension period ▪ Review of B visa stay period and taxation

18 | Survey Result of Reform proposals

Sector	Share	Example
Financial and Foreign Exchange Regulation	11.9%	<ul style="list-style-type: none"> ▪ Relaxation of overseas remittance regulations (royalty remittances, etc.) ▪ Faster overseas remittances (dividends, etc.) ▪ Reduced time required to open LC ▪ Improved LC settlement delays ▪ Relaxation and facilitation of overseas borrowing regulations
Regulatory Reform	8.5%	<ul style="list-style-type: none"> ▪ Removal of foreign investment restrictions (international logistics, etc.) ▪ Removal of retail price restrictions ▪ Elimination of regulatory differences between foreign companies in EPZs and local companies outside EPZs (e.g. minimum wage, wage increase restrictions)
Simplification of administrative procedure and approval	6.8%	<ul style="list-style-type: none"> ▪ Simplify, clarify, and put procedures at the Registry (RJSC) online ▪ Speed up approval procedures for changes to infrastructure projects ▪ Speed up licensing and permit procedures for infrastructure (electricity, water, gas)

19 | Survey Result of Reform proposals

Sector	Share	Example
Consistency in Policy	6.8%	<ul style="list-style-type: none"> ▪ Restoration of investment incentives in EZs ▪ Continuation of ODA projects ▪ Ensuring consistency of policies and laws (prerequisite for business expansion into Bangladesh)
Anti-Corruption	5.1%	<ul style="list-style-type: none"> ▪ Eliminating speed money ▪ Eliminating harassment by government agencies ▪ Ensuring transparency
EPA	3.4%	<ul style="list-style-type: none"> ▪ Conclusion of Japan-Bangladeshi EPA ▪ Realization of one-process rule for textile products
Others	10.2%	<ul style="list-style-type: none"> ▪ Promotion of government-led efforts to protect intellectual property ▪ Implementation of efforts to improve the country's ratings

ご清聴ありがとうございました

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【略歴】

- 2008年、ジェトロ入構。アジア経済研究所、ジェトロ・ダッカ事務所（1度目）、ジェトロ浜松、内閣府などを経て、2019年3月から2度目の駐在で現職。大阪出身。
- ダッカ日本商工会事務局長、日本バングラデシュ商工会議所（JBCCI）会頭（2019年7月～2021年3月）、理事（2021年3月～2022年10月）、共同事務局長（2024年11月～）
- 2025年大阪・関西万博エグゼクティブアドバイザー（2023年4月～）
- 著書に「知られざる工業国バングラデシュ」など、バングラデシュ経済に関するもの多数

■ ご注意

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