PROJECTS PROFILE

KASHEM NAGAR
MEAT & MARINE PROCESSING
INDUSTRIES LTD.

Kashem Nagar Meat & Marine Processing Industries Ltd.







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INVESTMENT OPPORTUNITY

Kashem Nagar Meat & Marine Processing Industries Ltd. proposes to develop an integrated meat and marine processing complex on a planned 60-acre site in Bangladesh.

The proposed project will focus on four dedicated meat processing categories: beef, dumba, sheep, and goat meat, alongside marine and seafood processing, cold storage, value-added products, packaging, and distribution infrastructure.

Key Investment Highlights

Key Highlight	Project Details
Project Name	Kashem Nagar Meat & Marine Processing Industries Ltd.
Project Area	60 Acres
Total Project Cost	€4.250 Billion
Foreign Investor Participation	8 Foreign Investors joining as Directors
Promoter Ownership	M. A. Kashem — 55% Mst. Sabina Yusmin — 15% Mat. Ranu Khatun — 15% Mst. Sadia Afreen — 15%
Meat Processing	Beef, Dumba, Sheep & Goat Meat
Marine Processing	Fish & Seafood Products
Core Infrastructure	Processing, Freezing, Cold Storage & Packaging
Investment Structure	Proposed Foreign Equity Partnership / Joint Venture
Target Markets	Domestic Market & Eligible Export Markets

Strategic Investment Proposition

The project offers a proposed platform for foreign investors to participate in an integrated food-processing business with diversified product lines, modern processing facilities and cold-chain capabilities. Strategic partnerships can support technology transfer, operational efficiency, quality assurance and long-term market expansion.

Long-Term Vision

To establish a modern, quality-focused meat and marine processing hub in Bangladesh, connecting responsible sourcing, value-added production and international market opportunities.



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Project at a Glance

Projects Over View

A proposed 60-acre development

The proposed project integrates beef, dumba, sheep, and goat meat processing with marine and seafood operations, cold-chain infrastructure, hygienic packaging, and value-added production.
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60
ACRES
Planned Development Area

€4.250 B
PROJECT COST
Proposed Total Investment

8 PERSON
FOREIGN INVESTORS
Joining as Directors

PROJECT PARTICULARS

Particulars	Details
Project Name	Kashem Nagar Meat & Marine Processing Industries Ltd.
Company Address	Murol Bazar, Adamdighi, Bogura-5800, Bangladesh
Business Sector	Meat, marine and seafood processing
Meat Processing	eef, Dumba, Sheep & Goat Meat
Marine Processing	Fish and seafood products
Core Infrastructure	Processing, freezing, cold storage, packaging and logistics
Investment Structure	Proposed foreign equity partnership / joint venture

PROMOTER SHAREHOLDING

M. A. Kashem	55%
Mst. Sabina Yusmin	15%
Mat. Ranu Khatun	15%
Mst. Sadia Afreen	15%

TOTAL PROMOTER OWNERSHIP 100%

BUSINESS & INVESTMENT FOCUS

01 **Meat processing**
Beef, dumba, sheep, and goat meat processing lines.

02 **Marine & seafood**
Fish and seafood handling and processing

03 **Cold-chain systems**
Chilling, freezing and temperature-controlled storage

04 **Value addition**
Hygienic packaging and distribution readiness

PROJECT DEVELOPMENT CONCEPT

The proposed complex is planned as a coordinated processing platform connecting raw-material sourcing, meat and seafood production, cold storage, packaging and distribution. A phased development approach can align infrastructure, technology and investment with validated market demand and operational requirements.

QUALITY-FOCUSED | VALUE-ADDED PROCESSING | DOMESTIC + EXPORT MARKETS

Executive Summary





Meat Processing
Beef · Dumba · Sheep · Goat



Marine & Seafood
Processing · Freezing · Packaging



Cold-Chain Infrastructure

Project Vision

Kashem Nagar Meat & Marine Processing Industries Ltd. is a proposed integrated food-processing venture in Bangladesh, designed to connect livestock and seafood sourcing with hygienic processing, temperature-controlled storage, packaging and distribution. Its business concept is to add value to raw materials through organised processing and develop products suited to the requirements of domestic and qualified international buyers.

Integrated Processing Operations

The proposed Meat Processing Division will cover four distinct categories: Beef, Dumba, Sheep Meat, and Goat Meat. The Marine & Seafood Division will focus on selected fish and seafood products. Planned supporting facilities include chilling and freezing systems, cold storage, hygienic packaging, warehousing, and logistics. Final product lines and processing capacities will be determined through technical and market feasibility studies.

International Market Context

Global industry outlooks provide a relevant backdrop for the proposed development. OECD–FAO projects global meat consumption to increase by 47.9 million tonnes over the decade to 2034. FAO reported that international trade in aquatic animal products reached approximately US$184 billion in 2024. These figures indicate the scale of the wider industries; demand for the company’s specific products will require separate market validation.

Business Model & Growth Direction

Global industry outlooks provide a relevant backdrop for the proposed development. OECD–FAO projects global meat consumption to increase by 47.9 million tonnes over the decade to 2034. FAO reported that international trade in aquatic animal products reached approximately US$184 billion in 2024. These figures indicate the scale of the wider industries; demand for the company’s specific products will require separate market validation.

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PROJECT BACKGROUND & DEVELOPMENT CONCEPT



MEAT PROCESSING



MARINE PROCESSING

01. Origin of the Project

Kashem Nagar Meat & Marine Processing Industries Ltd. is a proposed industrial development conceived to integrate meat and marine food processing, preservation and distribution within one coordinated facility in Bangladesh.

02. Project Objectives

To develop hygienic processing facilities, improve product handling, support cold-chain operations and produce value-added meat and seafood products for domestic distribution and potential export markets.

03. Business Development Rationale

The project aims to explore opportunities in organised food processing, packaging and temperature-controlled storage. Its commercial feasibility will depend on reliable sourcing, market demand, operating costs and regulatory compliance.

04. Meat & Marine Processing Concept

The proposed meat division covers four distinct categories: Beef, Dumba, Sheep Meat and Goat Meat. The marine division will focus on selected fish and seafood products, including suitable chilled, frozen and packaged formats.

05. Integrated Processing Approach

The planned operating model links raw-material receiving, processing, chilling, freezing, cold storage, hygienic packaging, warehousing and distribution to support coordinated product handling.

06. Development Philosophy

The development approach prioritises food safety, operational efficiency, responsible sourcing, appropriate technology, waste management and compliance with applicable standards.

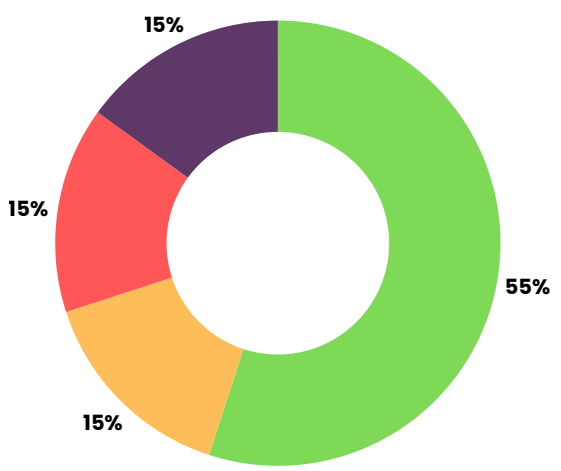
07. Strategic Importance of the Project

The project is intended to add value to meat and seafood products through organised processing and preservation. Global market context is significant: OECD–FAO projects a 47.9-million-tonne increase in meat consumption over the decade to 2034, while FAO reported US$184 billion in global trade in aquatic animal products in 2024. These figures indicate industry scale, not guaranteed demand for this project.

PROMOTERS & SHAREHOLDING

The proposed ownership structure identifies four promoters whose combined shareholding represents 100% of the promoter ownership allocation. Their respective interests are outlined below.

OWNERSHIP DISTRIBUTION



01	M. A. Kashem
02	Mst. Sabina Yusmin
03	Mst. Ranu Khatun
03	Mst. Sadia Afreen

BOARD & GOVERNANCE

8 Foreign Investors

Proposed participation as Directors

The project plan envisages participation by eight foreign investors as directors. Their formal appointments, responsibilities, voting rights and any equity participation will be established through the relevant corporate documents and agreements.

PROPOSED GOVERNANCE PRIORITIES

Strategic Direction

Long-term objectives and major business decisions.

Financial Oversight

Investment planning, budgets and financial reporting.

Accountability

Clear responsibilities for directors and management.

Compliance & Risk

Applicable corporate, operational and food-safety requirements.

LEADERSHIP, GOVERNANCE & MANAGEMENT

01. Board Structure

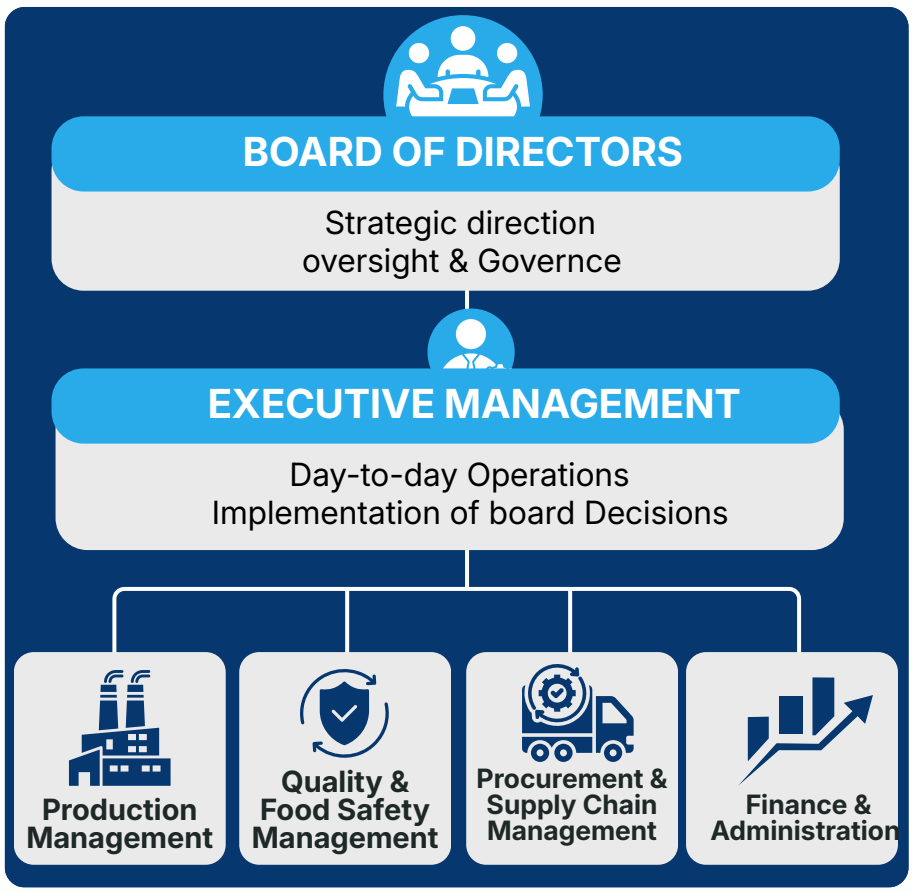
The Board of Directors is intended to provide strategic direction, oversee major decisions and monitor the company's overall performance. Final board composition and appointments will be confirmed through formal corporate documentation.

02. Management Framework

Day-to-day operations are planned to be coordinated by an executive management team reporting to the Board. Department heads will be responsible for operational performance, resource management and implementation of approved policies.

03. Key Management Positions

The proposed organisational structure may include a Managing Director or Chief Executive Officer, Head of Production, Head of Quality & Food Safety, Head of Procurement & Supply Chain, and Head of Finance & Administration. Appointments will depend on the final operating plan.



04 PRODUCTION MANAGEMENT



- Oversee processing schedules, workforce coordination and equipment utilisation.
- Maintain hygiene procedures and operational efficiency.
- Monitor output across meat and marine processing divisions.

05 QUALITY & FOOD SAFETY MANAGEMENT



- Oversee hygiene controls and temperature monitoring.
- Ensure product inspection, traceability and documentation.
- Comply with applicable regulatory requirements and Bangladesh food safety standards.

06 PROCUREMENT & SUPPLY CHAIN MANAGEMENT



- Coordinate supplier selection and raw-material procurement.
- Conduct receiving inspections and maintain inventory control.
- Manage cold-chain handling, warehousing and distribution planning.

07 FINANCE & ADMINISTRATION



- Manage budgeting, accounting, and cash-flow monitoring.
- Maintain expenditure controls and human resources records.
- Prepare management reports supported by appropriate internal controls.

08 CORPORATE GOVERNANCE



- Emphasise clear responsibilities and documented decision-making.
- Maintain conflict-of-interest controls.
- Ensure regulatory compliance and transparent financial records.

09 Investor Reporting & Accountability Framework



- Provide regular updates on financial performance.
- Report project milestones and operational progress.
- Disclose major risks and significant management decisions.
- Establish reporting frequency and formats through the company's governance arrangements.

VISION, MISSION & CORE VALUES



VISION

To develop a trusted, integrated meat and marine food-processing platform recognised for product quality, food safety, operational excellence and responsible growth.

MISSION

To connect responsible sourcing with hygienic processing, cold-chain management, value-added production and reliable distribution for domestic and potential international markets.



Core Values

- **Quality**
- **Integrity**
- **Food Safety**
- **Accountability**
- **Sustainability**

STRATEGIC OBJECTIVES

SHORT-TERM OBJECTIVES

- Conduct technical, financial and market feasibility assessments.
- Identify reliable raw-material suppliers and potential customers.
- Establish development priorities and regulatory requirements.

MEDIUM-TERM OBJECTIVES

- Develop planned processing, cold-storage and packaging facilities.
- Establish supplier, distributor and customer relationships.
- Implement appropriate quality-control and traceability systems.

LONG-TERM OBJECTIVES

- Expand operations in line with verified market demand.
- Diversify product offerings and strengthen market presence.
- Develop commercially viable partnerships in eligible international markets.

PRODUCTION



Plan efficient processing operations with consistent product quality, hygienic handling, appropriate equipment utilisation and effective cold-chain management.

MARKET



Build relationships with wholesalers, retailers, food-service operators and institutional buyers through dependable supply and competitive products.

EXPORT



Assess suitable export markets and meet applicable product, certification, traceability and destination-country requirements before entering each market.

SUSTAINABILITY



Promote responsible resource use, effective waste and wastewater management, energy efficiency, worker safety and continuous operational improvement.

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60-ACRE LAND & MASTER DEVELOPMENT PLAN

Conceptual Land Utilisation & Industrial Development Framework



60 Acre Land

01. Land Overview

The proposed project is planned over a 60-acre site at Murol Bazar, Adamdighi, Bogura, Bangladesh. The site is intended to accommodate integrated meat and marine processing facilities, supporting infrastructure, and future development areas.

02. Land Utilisation & Master Plan

The conceptual master plan aims to organise the land into dedicated operational, storage, logistics, administrative, utility and environmental zones. Final land allocation and facility positioning will be determined through site surveys, engineering studies and regulatory approvals.

03. Proposed Functional Zones

Processing Zones

- Meat Processing Zone – Beef, Dumba, sheep, and Goat Meat processing.
- Marine Processing Zone – Fish and seafood processing.
- Cold Storage & Freezing Zone – Temperature-controlled product preservation.

Support & Logistics Zones

- Warehouse & Logistics Zone – Raw-material and finished-product storage.
- Packaging & Dispatch Zone – Product packaging, loading and shipment preparation.
- Utility & Service Zone – Power, water, refrigeration and wastewater management.
- Administration Zone – Offices and management facilities.

04. Site Infrastructure & Circulation

Internal roads and circulation routes are planned to connect the processing, storage, administrative and dispatch areas. Separate movement arrangements for raw materials, finished products, employees, visitors and service vehicles will be considered in the detailed site design.

05. Green Space & Future Expansion

The master plan will consider landscaped areas, open spaces, environmental buffers and provision for future industrial expansion. Reserved development areas will help accommodate additional facilities as operational requirements grow.

06. Phase-wise Development Concept

Phase 1: Site surveys, planning, approvals and initial infrastructure development.
Phase 2: Development of principal processing facilities and cold-chain infrastructure.
Phase 3: Supporting warehouses, packaging, administration, and logistics facilities.
Phase 4: Future capacity expansion and additional facilities, subject to feasibility and market demand.

PROJECT LOCATION ACCESSIBILITY & LOGISTICS CONNECTIVITY

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01. Exact Project Location

The proposed project is located at Murol Bazar, Adamdighi, Bogura-5800, Bangladesh. Exact plot boundaries, GPS coordinates and site access points will be confirmed through a detailed land survey.

02. Road Connectivity

Bogura is connected to the N5 National Highway, which runs through the Dhaka–Paturia–Kashinathpur–Bogra–Rangpur–Banglabandha corridor. The precise access route between the project site and the national highway remains subject to site verification.

03. Regional Connectivity

The location offers a potential road connection to Bogura and surrounding northern and north-western markets. Bogura district also has rail connectivity, although the nearest suitable station and freight-handling arrangements for the project require confirmation.

04. Raw Material Sourcing Access

The project plans to assess livestock farms, fish suppliers, wholesale markets and qualified raw-material sources in Bogura and neighbouring districts. Supplier capacity, seasonal availability, quality and transport conditions will guide procurement planning.

05. Domestic Market Access

Potential target markets include Bogura, nearby regional centres, Dhaka and other major domestic markets. Distribution priorities will depend on customer demand, product requirements and delivery economics.

06. Cold-Chain Logistics Access

Planned on-site chilling, freezing and cold-storage facilities will support temperature-controlled handling. Refrigerated vehicles, third-party logistics providers and reefer-container services will be assessed during operational planning.

07. Port Connectivity

Chattogram Port and Mongla Port may be assessed as potential seaport gateways for eligible export shipments. Final route selection will depend on shipping schedules, freight cost, customs procedures and refrigerated-container availability.

08. Airport Connectivity

Saidpur Airport provides domestic passenger connectivity with Dhaka. However, air-cargo services must be independently verified. CAAB's published aeronautical information lists no cargo-handling facilities at Bogura Airport.

09. Transportation Advantages

The wider road and regional rail networks may provide options for transporting raw materials, finished products and personnel. Actual travel times, freight costs, access conditions and cold-chain capacity must be assessed before operational commitments are made.

10. Location Map

The project location map should identify the verified site, local access roads, N5 National Highway connections, relevant railway facilities, regional markets and potential port and airport gateways.

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MEAT & MARINE PROCESSING INDUSTRY OVERVIEW

01. Meat Processing Industry Overview

The global meat-processing industry is evolving through improved processing technology, hygienic handling, product standardisation, cold-chain systems and value-added production. For this project, the proposed meat portfolio is organised into four distinct commercial categories: Beef, Dumba, Sheep Meat and Goat Meat.

02. Marine Processing Industry Overview

The global marine and seafood processing industry plays an important role in food supply and international trade. The proposed division will focus on selected fish and seafood products, including chilled, frozen, hygienically processed and packaged products. FAO reports that global aquatic animal production reached 195 million tonnes in 2024, with international trade valued at approximately US$184 billion.

03. Food Processing Industry Environment

Bangladesh has an established livestock and fisheries production base. Official figures for FY2024–25 report meat production of 8.954 million metric tonnes and total fish production of 5.111 million metric tonnes. BIDA identifies agro-processing, cold-chain infrastructure, modern packaging and logistics as important investment opportunities.

04. Domestic Market Opportunity

Potential domestic customer segments include wholesalers, retailers, supermarkets, hotels, restaurants, food-service operators and institutional buyers. Chilled, frozen, portion-controlled and hygienically packaged products may serve different consumer and business requirements, subject to market demand, pricing and distribution feasibility.

05. Export-Oriented Processing Opportunity

The project may explore international markets for eligible meat and seafood products. Export development will require compliance with applicable food-safety, veterinary, sanitary, traceability, certification, and destination-country regulations. Target markets will be selected based on product eligibility, buyer demand, logistics costs and regulatory approvals.

06. Industry Development Trends

Major industry trends include:

- Modern and automated processing technologies.
- Advanced freezing and cold-chain systems.
- Value-added and consumer-ready packaged products.
- Digital traceability and quality assurance.
- Responsible sourcing and resource-efficient production.

07. Sector Growth Potential

OECD–FAO projects global meat consumption to increase by 47.9 million tonnes over the decade to 2034. Beef consumption is projected to grow by approximately 13% and sheep-meat consumption by 16%. These forecasts provide broader market context for the relevant meat categories, but do not guarantee demand for the project's individual products.

08. Strategic Relevance of the Project

The proposed development aims to integrate livestock and seafood sourcing with modern processing, freezing, cold storage, hygienic packaging and distribution. By combining four distinct meat product categories with marine and seafood operations, the project seeks to build a diversified food-processing platform for domestic markets and potential eligible export destinations.



RAW MATERIAL SUPPLY & SOURCING STRATEGY

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01. LOCAL SOURCING POTENTIAL

6,442	47	9,145 MT	50	3,065 MT
Fish Ponds Adamdighi Upazila	Private Fish-Seed Farms Aquaculture resources	Annual Fish Production Local production	Livestock Farms Local livestock base	Annual Fish Demand Local demand

02. BANGLADESH FISH PRODUCTION REPORT

National Fish Production vs. Marine Fish Production

TOTAL FISH PRODUCTION

49.14 Lakh MT 2022–23	50.18 Lakh MT 2023–24	51.11 Lakh MT 2024–25

Overall production increased by 4.01%

MARINE FISH PRODUCTION

6.79 Lakh MT 2022–23	6.29 Lakh MT 2023–24	5.68 Lakh MT 2024–25

Marine production declined by 16.35%

KEY INDUSTRY INSIGHT

National fish production has increased, while marine-source fish production has declined. The project therefore proposes a diversified sourcing approach combining local freshwater aquaculture with marine seafood suppliers.

03. MEAT RAW MATERIAL SOURCING

Category	Proposed Sourcing Channels
Beef	Cattle farms and authorised livestock markets
Dumba	Specialised livestock suppliers
Sheep Meat	Sheep farms and qualified traders
Goat Meat	Goat farms and approved suppliers

04. FRESHWATER & MARINE RAW MATERIAL SOURCING

FRESHWATER FISH

- Local fish ponds
- Aquaculture producers
- Fish farmers and wholesale markets
- Relevant fish-seed production network

MARINE FISH & SEAFOOD

- Coastal fish landing centres
- Marine fishing suppliers
- Seafood wholesalers and traders
- Qualified coastal collection channels

05. SUPPLIER NETWORK

Aquaculture Producers | **Seafood Suppliers** | **Wholesale Traders** | **Collection Agents & Distribution Partners**

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RAW MATERIAL SUPPLY & SOURCING STRATEGY

06. PROCUREMENT MODEL

Four Proposed Procurement Channels

- Direct farm procurement
- Approved wholesale market purchasing
- Supplier agreements
- Organised collection arrangements

07. RAW MATERIAL QUALITY CONTROL

MEAT QUALITY CHECKS

- Animal health and veterinary documentation
- Hygiene and product condition
- Supplier and batch traceability

FISH & SEAFOOD QUALITY CHECKS

- Freshness and species identification
- Temperature and physical condition
- Hygiene and batch documentation

08. COLLECTION, RECEIVING & TRANSPORTATION

RAW MATERIAL COLLECTION & RECEIVING FLOW

- Supplier Identification
- Collection & Weighing
- Quality Inspection
- Receiving & Batch Recording
- Chilling / Freezing / Processing

TRANSPORTATION SYSTEM

- Hygienic livestock transportation.
- Insulated or refrigerated vehicles for meat and seafood.
- Product-specific temperature management.
- Separate handling to minimise cross-contamination.

09. SEASONAL SUPPLY & CONTINUITY STRATEGY



Seasonal Planning

Monitor livestock, aquaculture and fishing cycles.



Multiple Suppliers

Develop alternative sourcing relationships.



Cold Storage

Plan appropriate chilled and frozen inventory.



Supply Monitoring

Review supplier reliability and inventory levels.



PROPOSED INTEGRATED PROCESSING COMPLEX

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A proposed integrated facility combining meat and marine processing, in-house slaughtering, hygienic packaging, cold storage, warehousing and logistics within the planned 60-acre project site.

01. Overall Project Facilities

- Separate meat and marine processing operations
- Integrated production and cold-chain infrastructure
- Supporting utilities, administration and logistics facilities

02. Raw Material Receiving Area

- Dedicated receiving area for live livestock
- Separate receiving area for freshwater fish, marine fish and seafood
- Initial inspection, weighing and record keeping

03. Primary Processing Area

- Initial inspection and sorting
- Grading, washing and preparation
- Separate handling arrangements for meat and marine products

04. In-House Slaughterhouse & Meat Processing

Proposed Meat Categories:

- Beef
- Dumba
- Sheep Meat
- Goat Meat

Processing Flow

- Ante-mortem Veterinary Inspection
- Hygienic Slaughter
- Dressing & Evisceration
- Post-mortem Inspection
- Carcass Chilling
- Dressing & Evisceration

05. Marine Processing Facility

Proposed Meat Categories:

- Freshwater Fish
- Marine Fish
- Other Seafood

Processing Flow

- Receiving
- Washing
- Gutting
- Chilling
- Grading
- Cleaning
- Filleting
- Freezing

06. Value-Added Processing Facility



- Portion-controlled meat and seafood products
- Prepared and processed product lines
- Product development based on market demand and feasibility

07. Packaging Facility



- Product weighing and portioning
- Hygienic sealing and packaging
- Labelling, batch coding and traceability

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PROPOSED INTEGRATED PROCESSING COMPLEX

08. Cold-Chain Facility



- Chilled product holding
- Frozen product storage
- Temperature-controlled handling and preservation

09. Warehouse



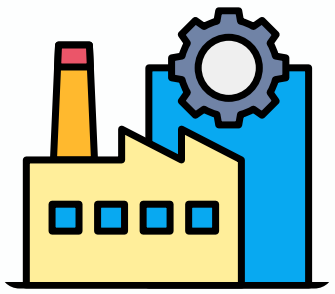
- Raw and packaging material storage
- Finished product storage
- Organized inventory and product segregation

10. Dispatch & Logistics Area



- Order preparation and dispatch
- Loading and unloading facilities
- Refrigerated transportation arrangements

11. Supporting Infrastructure



- Electricity and backup power
- Potable water and refrigeration systems
- Drainage and wastewater treatment
- Solid waste and by-product management
- Fire protection and security
- Internal roads, administration and staff facilities





MEAT & MARINE PROCESSING OPERATIONS

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The proposed meat processing operation will follow a structured sequence of raw material receiving, hygienic handling, processing, temperature-controlled preservation, packaging and finished goods storage. The process will cover the planned meat categories: Beef, Dumba, Sheep Meat and Goat Meat.

Meat Processing



Raw Material Receiving



Hygienic Handling



Primary Processing



Cutting



Deboning



Trimming



Grading



Chilling



Further Processing (Where Applicable)



Freezing



Packaging



Finished Goods Storage

Marine Fish Processing



Raw Material Receiving



Sorting



Washing & Cleaning



Grading



Cutting



Filleting (Where Applicable)



Marine / Seafood Processing



Chilling



Freezing



Packaging



Finished Goods Storage

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PROPOSED MEAT & MARINE PRODUCT PORTFOLIO

A. MEAT PRODUCT PORTFOLIO

Core Meat Categories

- Beef
- Dumba
- Sheep Meat
- Goat Meat

Proposed Product Range

Product Category	Indicative Products
Fresh / Chilled	Whole or half carcass, bone-in and boneless cuts
Frozen	Frozen bone-in cuts, boneless cuts and portioned meat
Processed	Minced meat, meat cubes, strips and selected prepared products
Value-Added	Marinated, seasoned and prepared meat portions
Ready-to-Cook (Where Applicable)	Selected kebab, grill and other ready-to-cook preparations

Product Formats

- Whole / Half Carcass
- Bone-in Cuts
- Boneless Cuts
- Chops
- Steaks
- Cubes
- Strips
- Minced Meat

Indicative Pack Sizes

- Retail Packs
- Family Packs
- Food-Service Packs
- Bulk Packs

B. MARINE PRODUCT PORTFOLIO

Core Fish Categories

- Sea Fish
- Freshwater Fish

Proposed Product Range

Product Category	Indicative Products
Fresh / Chilled	Whole fish, cleaned fish and chilled fish
Frozen	Frozen whole fish, steaks, fillets and portions
Processed Marine Products	Cleaned, gutted, cut and filleted fish, where applicable
Value-Added	Marinated, seasoned and selected prepared fish products

Product Formats

- Whole Fish
- Cleaned Fish
- Fish Steaks
- Fillets
- Steaks
- Cut Portions
- Bulk Fish Packs

Indicative Pack Sizes

- Retail Packs
- Family Packs
- Food-Service Packs
- Bulk Packs

C. TARGET CUSTOMER SEGMENTS

- Retailers and Supermarkets
- Hotels, Restaurants and Catering Businesses
- Food Processing Companies
- Wholesalers and Distributors
- Institutional and Commercial Buyers
- Potential Export Buyers

The final commercial product range, product specifications, SKU selection, pack weights and packaging configurations will be determined based on market demand, raw material availability, customer requirements, processing feasibility and applicable regulatory standards.

VALUE-ADDED PRODUCTS & PRODUCT DEVELOPMENT

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Product Development Focus

The project aims to develop a diversified range of value-added products from four meat categories—Beef, Dumba, Sheep Meat and Goat Meat—and two fish categories—Sea Fish and Freshwater Fish.

Product Development Focus

- **Value Addition & Innovation**
- **product Diversification**
- **Market Development**
- **Domestic & Export Opportunity**

Value-Added Meat Products

- Marinated and seasoned meat cuts
- Minced and portion-controlled meat
- Prepared meat cubes and strips
- Selected sausages, patties and kebab products



Value-Added Marine Products

- Marinated and seasoned fish
- Boneless fish fillets and portions
- Prepared fish steaks and cuts
- Selected fish-based processed products



Ready-to-Cook & Consumer-Ready Products

Development of convenient products designed for household and food-service customers, including pre-portioned, seasoned and ready-to-cook meat and fish products, where applicable.

Product Innovation & Quality Development

- New product concepts and formulation
- Processing and packaging development
- Product quality and shelf-life assessment
- Hygienic production and product consistency
- Customer preference and market research

Product Diversification & Market Development

The project will explore different product formats, recipes, portion sizes and packaging options to serve retail, wholesale, restaurant, food-service and institutional markets.

Export-Oriented Product Development

Selected meat and marine products may be developed for potential international markets, subject to destination-country requirements, food safety standards, traceability and applicable regulatory approvals.

Future Product Expansion

The product portfolio may gradually expand through new processed products, convenient food formats, improved packaging and additional product categories, according to market demand and operational feasibility.

Final Packeging Products



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PRODUCTION CAPACITY & CAPACITY PLANNING

Proposed Production Capacity

The proposed 60-acre project will incorporate dedicated meat and marine processing facilities, designed to support integrated production, hygienic handling, value-added processing and temperature-controlled storage.

MEAT PROCESSING

20 MT

Finished Output / Day

- Beef
- Dumba
- Goat
- Sheep

MARINE PROCESSING

15 MT

Finished Output / Day

- Sea Fish
- Crab & Shell

COMBINED PROPOSED DAILY PRODUCTION

35 MT / DAY

Indicative finished-product capacity

Production Output Projection

Planning basis: 25 operating days per month and 300 operating days annually.

Production Division	Daily	Monthly	Annual
Meat	20 MT	500 MT	6,000 MT
Marine	15 MT	375 MT	4,500 MT
Total	**35 MT**	**875 MT**	**10,500 MT**

Capacity Utilization Strategy

Production will increase progressively as the facility becomes operational, supplier networks develop and market demand grows.

- **Initial Operation** — 40%
- **Operational Growth** — 55%
- **Production Optimization** — 70%
- **Stabilized Operation** — 80%

Phase-Wise Capacity Expansion

Phase 1

Initial Development
17.5 MT / Day
Meat 10 MT + Marine 7.5 MT

Phase 2

Full Planned Development
35 MT / Day
Meat 20 MT + Marine 15 MT

Future Production Development

The long-term production strategy will focus on improving processing efficiency, strengthening raw material supply networks, expanding product diversification, optimizing machinery utilization and developing domestic and eligible international markets.

PROCESSING TECHNOLOGY & PRODUCTION FLOW

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Overall Production Flow

- Raw Material Receiving & Inspection
- Primary & Product Processing
- Chilling / Freezing
- Packaging & Traceability
- Finished Goods Storage & Dispatch

Processing & Cold-Chain Technology


Chilling


Freezing



Packaging

Traceability & Quality Control

- Supplier and raw material identification
- Batch-wise production records
- Processing and inspection checkpoints
- Temperature and cold-storage monitoring
- Packaging, inventory and dispatch records

Automation & Technology Sourcing

Proposed use of suitable automated and semi-automated machinery for slaughtering, cutting, fish processing, refrigeration, freezing, packaging and inventory management. Equipment may be sourced from established international manufacturers following technical and commercial evaluation.











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MASTER PLANT & MACHINERY REQUIREMENT LIST

Livestock Receiving & Slaughterhouse Equipment


Livestock Unloading Ramp


Livestock Receiving Platform


Livestock Weighing Scale


Livestock Holding Pens / Lairage


Drinking Water Troughs

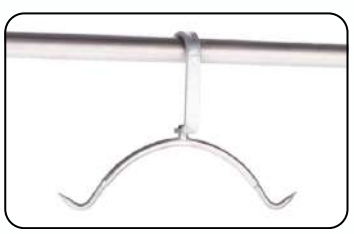

Livestock Sorting Gates


Livestock Handling Raceways


Livestock Restraining / Stunning Box


Species-Appropriate Stunning Equipment, where applicable


Animal Hoists & Lifting Systems


Shackles, Gambrels & Spreader Frames


Bleeding Rails & Conveyors


Blood Collection Trough


Stainless-Steel Blood Collection Tank

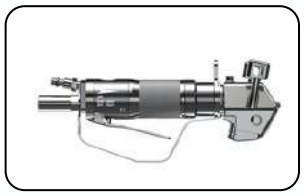

Blood Transfer Pump

Meat Dressing & Carcass Processing Equipment


Overhead Carcass Rail System

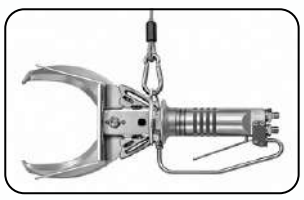

Hydraulic Dressing Platforms


Hide / Skin Pulling Machine


Pneumatic Skinning Knives


Leg & Hoof Removal Equipment


Horn Removal Equipment, where applicable


Head Removal Equipment


Brisket Opening Saw


Carcass Splitting Saw


Evisceration Platforms

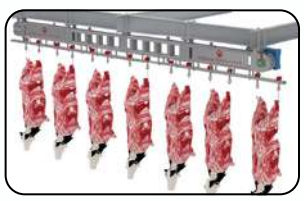

Viscera Inspection Tables


Offal Inspection Rails & Trays


Carcass Washing Cabinet / Spray System


Carcass Trimming Tools


Carcass Weighing System


Carcass Rail Transfer System


Post-Mortem Inspection Workstations


Spinal Cord Removal Tools, where required

MASTER PLANT & MACHINERY REQUIREMENT LIST

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Meat Cutting, Deboning & Further Processing Equipment


Carcass Quartering Saw


Meat Cutting Band Saw


Meat Cutting Tables


Meat Deboning Workstations


Meat Trimming Equipment


Meat Slicing Machine


Meat Dicing Machine


Meat Portioning Machine


Meat Mincing / Grinding Machine


Bone Collection & Separation Equipment


Meat Mixing Machine


Industrial Bowl Cutter


Vacuum Meat Tumbler


Meat Marinating Machine


Meat Injection Machine, where applicable


Sausage Filling & Linking Machine


Meat Patty / Burger Forming Machine


Meatball / Kebab Forming Equipment


Meat Emulsifying Machine, where applicable


Meat Portioning & Weighing System

Marine / Fish Receiving & Primary Processing Equipment


Fish Receiving Platform


Fish Receiving Conveyor


Fish Weighing Scale


Fish Sampling & Inspection Station


Food-Grade Fish Receiving Crates


Fish Transfer Pump, where required


Fish Sorting & Grading Machine


Fish Washing Machine


Fish Drum / Brush Washer, where suitable


Automatic Fish Scaling Machine


Fish Heading Machine


Fish Gutting / Eviscerating Machine



Fish Splitting Machine


Fish Cutting & Portioning Machine


Fish Filleting Machine


Fish Trimming Conveyor


Fish Candling / Inspection Table


Fish Steak Cutting Saw

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MASTER PLANT & MACHINERY REQUIREMENT LIST

Value-Added Meat & Marine Processing Equipment


Industrial Marinating Mixer


Vacuum Mixing System


Meat / Fish Forming Machine



Kebab Forming & Portioning Machine


Fish Patty / Fish Cake Forming Machine


Batter Application Machine


Breading / Coating Machine


Ingredient Dosing & Mixing Equipment


Industrial Frying System, if cooked products are planned


Product Cooling Conveyor, where needed

Chilling, Freezing & Cold-Chain Equipment


Meat Carcass Chilling System


Meat Chilling Room


Marine Fish Chilling Room


Raw Material Chilled Storage Room


Finished Product Chilled Storage Room


Industrial Refrigeration Plant

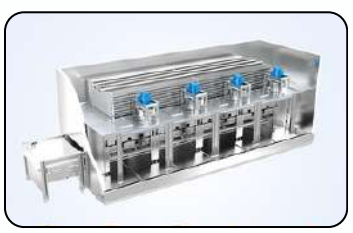

Refrigeration Compressors


Condensers & Evaporators


Refrigeration Pumps & Control Systems


Blast Freezer


Plate Freezer


Tunnel Freezer, where required


Spiral / IQF Freezer, where required


Frozen Product Storage Room


Controlled Thawing Room, where required



Flake Ice Making Machine


Ice Storage Bin / Ice Distribution System


Slurry Ice / Chilled Water System, where required


Fish Glazing Machine, for glazed frozen products


Digital Temperature Monitoring System

MASTER PLANT & MACHINERY REQUIREMENT LIST

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Packaging, Inspection & Labelling Equipment


Industrial Vacuum Packaging Machine



Continuous Belt Vacuum Packaging Machine


Thermoforming Packaging Machine


Tray Sealing Machine


Modified Atmosphere Packaging (MAP) System, if required


Heat Sealing Machine


Shrink Wrapping Machine


Automatic Weighing & Filling Machine


Checkweigher


Metal Detector


X-Ray Inspection System, where required


Label Printing & Applying Machine


Date & Batch Coding Machine



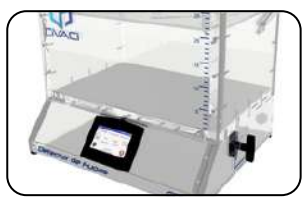
Barcode / QR Code Printing System


Carton Erecting Machine



Carton Sealing Machine


Strapping Machine


Packaging Seal / Leak Testing Equipment

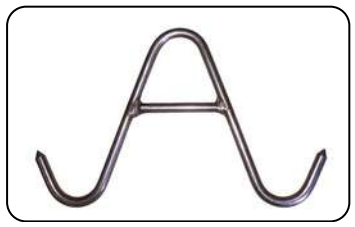
Material Handling & Warehouse Equipment


Stainless-Steel Processing Tables


Food-Grade Trolleys


Food-Grade Bins & Containers


Plastic Fish Crates


Meat Carcass Hooks & Gambrels


Overhead Rail & Transfer Systems


Stainless-Steel Conveyors


Mobile Processing Racks


Pallet Trucks



Electric Pallet Trucks


Forklifts


Warehouse Storage Racks


Industrial Platform Weighing Scales


Loading Dock Equipment


Refrigerated Delivery Trucks / Reefer Vehicles

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MASTER PLANT & MACHINERY REQUIREMENT LIST

Laboratory & Quality Control Equipment


Microbiological Incubator


Laboratory Autoclave


Laminar Flow Cabinet / Biosafety Cabinet


Laboratory Microscope


Colony Counter


Analytical Balance


Laboratory Refrigerator / Freezer


pH Meter


Digital Temperature Probe



Temperature Data Logger



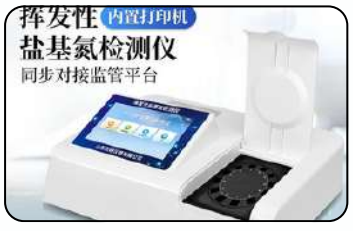
Moisture Analyzer



Water Activity Meter, where required


Water Quality Testing Kit


ATP Hygiene Monitoring System



Histamine / TVB-N Testing Equipment or Kits, as relevant to fish species

Hygiene, Sanitation & Cleaning Equipment

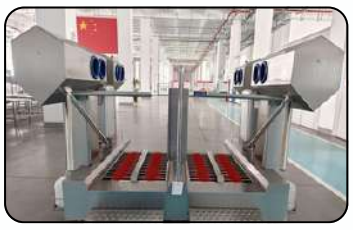


Knife Sterilization Units


Knife Sharpening Machines


Handwashing Stations


Boot Washing Machines


Boot Sanitizing Stations


Protective Equipment Washing Facilities


High-Pressure Cleaning Machines


Industrial Foam Cleaning System


Stainless-Steel Equipment Washing System



Crate / Tote Washing Machine


Tray & Container Washing Machine


Cleaning Chemical Dosing System


CIP System, for applicable processing circuits


Floor Scrubbing Machine


Sanitation Equipment Storage System

MASTER PLANT & MACHINERY REQUIREMENT LIST

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Factory Utilities & Environmental Equipment


Potable Water Treatment Plant


Industrial Water Storage Tanks


Water Pumps & Distribution Systems


Industrial Boiler


Hot Water Generation System


Steam Distribution System, where required


Industrial Air Compressor


Air Dryer & Filtration System


Backup Generator


Electrical Transformer


Main Electrical Distribution Panel


Motor Control Centre (MCC)


Industrial HVAC / Air Handling Units


Industrial Ventilation System


Air Curtains


Dehumidification System, where required


Drainage & Waste Collection System

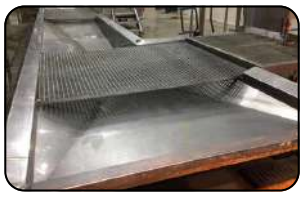

Wastewater Screening Equipment


Effluent Treatment Plant (ETP)


Dissolved Air Flotation (DAF) Unit, where required


Sludge Dewatering Equipment


Grease / Fat Trap System


Blood & Animal By-product Collection System


Refrigerated By-product Holding Equipment, where required


Solid Waste Collection & Compaction Equipment


Fire Detection & Alarm System


Fire Hydrant / Sprinkler System


Fire Extinguishing Equipment

Automation, Traceability & Maintenance Equipment


PLC-Based Production Control System


SCADA / Process Monitoring System


Production Line Sensors


Digital Weighing & Yield Recording System


Barcode / QR Code Scanners


RFID Tracking System, where required


ERP / Inventory Management Software


Warehouse Management System (WMS)


Cold-Chain Monitoring Software


Maintenance Workshop Tools


Welding & Fabrication Equipment


Machinery Maintenance & Spare Parts Tools

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MASTER PLANT & MACHINERY REQUIREMENT LIST

SL No.	Machine & Equipment Name	Quantity	Price	Unit	Total Price
1	A. Livestock Receiving & Slaughterhouse Equipment (15 equipment types)	1	$291,000	package	$291,000
2	B. Meat Dressing & Carcass Processing Equipment (18 equipment types)	1	$520,250	package	$520,250
3	C. Meat Cutting, Deboning & Further Processing Equipment (20 equipment types)	1	$555,798	package	$555,798
4	D. Marine / Fish Receiving & Primary Processing Equipment (23 equipment types)	1	$452,466	package	$452,466
5	E. Value-Added Meat & Marine Processing Equipment (11 equipment types)	1	$194,005	package	$194,005
6	F. Chilling, Freezing & Cold-Chain Equipment (21 equipment types)	1	$2,088,450	package	$2,088,450
7	G. Packaging, Inspection & Labelling Equipment (19 equipment types)	1	$734,500	package	$734,500
8	H. Material Handling & Warehousing Equipment (15 equipment types)	1	$838,150	package	$838,150
9	I. Laboratory & Quality Control Equipment (16 equipment types)	1	$97,250	package	$97,250
10	J. Hygiene, Sanitation & Cleaning Equipment (15 equipment types)	1	$317,500	package	$317,500
11	K. Factory Utilities & Environmental Equipment (28 equipment types)	1	$2,596,750	package	$2,596,750
12	L. Automation, Traceability & Maintenance Equipment (12 equipment types)	1	$491,000	package	$491,000
	GRAND TOTAL — 213 equipment			**USD**	**$9,177,119**

FOOD SAFETY, QUALITY ASSURANCE & CERTIFICATIONS

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Food Safety Management & HACCP

- Good Manufacturing Practices (GMP) and Good Hygiene Practices (GHP).
- HACCP-based hazard identification and critical control points.
- Hygiene, sanitation and contamination prevention.
- Temperature monitoring and corrective action procedures.

International Standards & Halal Certification

Standard	Purpose
ISO 22000:2018	Food Safety Management
ISO 9001:2026	Quality Management
ISO/IEC 17025:2017	Laboratory Competence, where applicable
HACCP	Food Hazard Prevention
Halal Certification	Halal Sourcing, Slaughtering & Processing

Bangladesh Regulatory Compliance

- BFSA
- BSTI
- DLS
- DoF–FIQC

Product Traceability & Laboratory Testing

Source → Receive → Process → Test → Release

Quality Assurance & Inspection

- Incoming Inspection
- In-process Monitoring
- Temperature Verification
- Packaging Inspection
- Laboratory Testing
- Finished Product Release

FACTORY INFRASTRUCTURE, UTILITIES & ENGINEERING

01. Production Buildings & Facilities

The proposed 60-acre development will accommodate dedicated production and supporting facilities for integrated meat and marine processing operations.



Meat Processing Hall



Marine Processing Hall



Warehouse & Cold Storage



Packaging Facilities

02. Utilities & Engineering Infrastructure

Infrastructure	Proposed Arrangements
Power Supply	Industrial electricity connection and distribution system
Backup Power	Standby generators and emergency power
Water Supply	Potable and process-water treatment and distribution
Refrigeration	Industrial chilling, freezing and cold-storage systems
Drainage	Hygienic floor drainage and wastewater collection
Fire Safety	Fire detection, alarms and firefighting systems
ETP	Effluent Treatment Plant and wastewater treatment
Solid Waste	Organic waste collection, segregation and disposal

03. Project Implementation Roadmap

01 Site Development & Planning
Land survey, site preparation, engineering design and required approvals.

02 Construction & Infrastructure
Production buildings, processing halls, warehouses and utility installation.

03 Machinery Installation & Commissioning
Equipment installation, utility integration, testing and workforce training.

04 Trial & Commercial Production
Process validation, quality checks, operational readiness and phased production launch.

04. ESG & Sustainability



Water Management



Waste Management



Energy Efficiency



Environmental Care

PROCUREMENT, SUPPLY CHAIN, LOGISTICS & HUMAN RESOURCES

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Procurement & Contract Management

The proposed procurement function will manage the purchasing of essential operational materials and business services required for the processing facility. Key procurement categories will include packaging materials, production ingredients, processing consumables, spare parts, maintenance supplies and administrative requirements. A structured purchasing process will include purchase requisitions, technical specifications, quotation evaluation, approval procedures, purchase orders and contract administration to ensure cost efficiency and purchasing accountability.



Supply Chain Planning & Coordination

An integrated supply chain planning framework will connect customer demand forecasts, sales requirements, production schedules and purchasing plans. The system will coordinate material requirements, procurement timelines, supplier lead times and production priorities. Regular planning reviews will help identify potential supply disruptions, scheduling conflicts and operational requirements while maintaining coordination between procurement, production, finance and sales departments.



Logistics & Trade Coordination

The proposed logistics management function will coordinate domestic shipment execution and potential international export consignments. Key responsibilities will include freight coordination, carrier and freight-forwarder management, shipment scheduling, delivery planning and transportation cost assessment. Export-related administrative activities will include coordinating commercial invoices, packing lists, transport documents and customs documentation in accordance with applicable trade requirements and destination-country regulations.



Human Resources & Workforce Development

The project will require a structured human resource management system to support recruitment, workforce planning and employee development. Key functions will include departmental staffing, job descriptions, employee recruitment, selection, onboarding, performance evaluation and workforce administration. Continuous development programmes will focus on technical competencies, equipment operation, supervisory skills, operational management and employee communication. Fair employment practices, equal opportunities, non-discrimination and effective employee relations will remain important workforce priorities.



MARKET OPPORTUNITY, TARGET CUSTOMERS & COMPETITIVE POSITIONING

Kashem Nagar Meat & Marine Processing Industries Ltd. is proposed as an integrated meat and marine food-processing development targeting domestic commercial buyers and potential international markets. Its market development strategy will focus on understanding industry demand, identifying buyer purchasing requirements, benchmarking established market participants and developing a commercially viable competitive position.

Key Market Indicators

BDT 18.5 Billion
Estimated 2026 retail value of processed meat, seafood and meat alternatives.

15%
Estimated annual value growth of the combined retail category.

US$449.2 Million
Bangladesh's provisional frozen and live fish export shipments in FY2025–26.

MARKET OPPORTUNITY & INDUSTRY OUTLOOK

Bangladesh's processed meat and seafood market is experiencing increased demand for branded, packaged and frozen food products. According to Euromonitor International's November 2026 market report, the combined retail value of processed meat, seafood and meat alternatives is estimated at BDT 18.5 billion in 2026, representing 15% year-on-year value growth.

Bangladesh also maintains an established seafood export sector. Bangladesh Bank's FY2025–26 provisional data reports frozen and live fish export shipments of US$449.2 million, representing a 1.6% increase compared with the revised FY2024–25 figure.

These indicators demonstrate the scale and development of the wider food-processing and seafood industries. The project's actual market opportunity will depend on product-specific demand, pricing, production costs, customer acquisition and regulatory eligibility.

TARGET CUSTOMER PURCHASING REQUIREMENTS

Institutional & Food-Service Buyers
Hotels, restaurants, catering companies and institutional kitchens require standardised meat cuts, specified portion sizes, bulk packaging, consistent product specifications and dependable commercial supply arrangements.



Modern Retail & Distribution Channels
Supermarkets, food retailers and distributors prioritise consumer-ready packaging, standard pack weights, product labelling, suitable shelf life, competitive pricing and consistent replenishment.



Food Processing & Manufacturing Companies
Food manufacturers require specification-based meat and seafood ingredients, consistent product grades, suitable processing formats, commercial quantities and reliable supply arrangements.



International Importers & Distributors
International buyers evaluate species, product grades, processing specifications, packaging formats, traceability documentation, food-safety compliance and destination-country import requirements.





COMPETITIVE LANDSCAPE & INDUSTRY BENCHMARKING

Bangladesh's established food-processing market includes specialised meat processors, seafood exporters and branded frozen-food manufacturers.

BENGAL MEAT – MEAT PROCESSING
An established export-oriented meat-processing company serving domestic and international markets with processed meat products. It provides a relevant benchmark for organised red-meat processing and branded meat distribution.

APEX FOODS – SEAFOOD EXPORT PROCESSING
An established export-oriented meat-processing company serving domestic and international markets with processed meat products. It provides a relevant benchmark for organised red-meat processing and branded meat distribution.

KAZI FARMS KITCHEN – BRANDED FROZEN PROTEIN
An established consumer food brand offering frozen chicken products, sausages, nuggets, meatballs, cutlets and selected seafood-based products. It provides a benchmark for branded frozen-food development and consumer-oriented product formats.

GOLDEN HARVEST – FROZEN FOOD & DISTRIBUTION
An established frozen-food manufacturer with a wide range of ready-to-cook products and a temperature-controlled distribution network serving domestic and international markets.

PROPOSED COMPETITIVE POSITIONING

The project intends to develop its competitive position through the following strategic directions:

Integrated Meat & Marine Product Portfolio
Combining four proposed meat categories—Beef, Dumba, Sheep and Goat—with selected freshwater fish, marine fish and seafood processing within one integrated industrial development.

Diversified Commercial Product Formats
Developing chilled, frozen, portion-controlled, bulk and selected value-added product formats to address different retail, institutional and industrial purchasing requirements.

Business-to-Business Market Development
Prioritising commercial relationships with institutional food-service buyers, wholesalers, distributors and food manufacturers through buyer-specific product specifications and commercial supply arrangements.

Phased Domestic & International Market Expansion
Developing domestic market relationships while gradually exploring eligible international markets based on verified customer demand, production readiness, applicable certifications and destination-country regulatory approvals.

EXPORT MARKET, MARKETING & DISTRIBUTION STRATEGY

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Kashem Nagar Meat & Marine Processing Industries Ltd. intends to establish a structured domestic and international sales network for its proposed meat and marine processing operations. The commercial strategy will focus on developing export opportunities for eligible seafood products, assessing potential halal meat markets, establishing international buyer relationships and building sustainable distribution channels.

EXPORT MARKET DEVELOPMENT STRATEGY

Marine & Seafood Export Development
Bangladesh has an established seafood export industry, with European countries, the United States and Japan identified as important importing markets. Additional export opportunities exist in Southeast Asia and the Middle East. The project will assess suitable markets for freshwater fish, marine fish and selected seafood products according to species demand, processing requirements, buyer specifications and market access conditions.

Halal Meat Export Development
Bangladesh's Export Policy 2024–2027 identifies halal meat and meat products as a Special Development Sector. The project will explore opportunities in selected halal-importing markets, including potential markets in the Gulf region. Export development will depend on recognised halal certification, veterinary approval, establishment eligibility, animal-health requirements and confirmed international buyer demand.

Export Market Selection
Potential export destinations will be evaluated through product-specific market research, including import demand, product prices, tariff structures, competing suppliers, applicable regulations, commercial feasibility and potential order volumes. Each product and destination will be assessed separately before market entry.

INTERNATIONAL MARKETING & SALES DEVELOPMENT

International B2B Marketing
The company will pursue direct business relationships with qualified overseas importers, meat and seafood processors, wholesalers and international food distributors through targeted business-to-business marketing.

Product Promotion & Market Representation
Professional export catalogues, product specifications, packaging details, product photographs, sample presentations and commercial quotations will be developed to introduce the proposed product portfolio to international buyers.

International Trade Promotion
The company will explore participation in international seafood and food exhibitions, export promotion programmes, overseas trade missions and buyer-seller meetings to develop commercial contacts and identify potential business partners.

Commercial Negotiation & Sales Agreements
The proposed sales function will manage buyer enquiries, product sampling, price negotiations, order quantities, product specifications, payment conditions, delivery terms and formal export sales agreements.

DOMESTIC & INTERNATIONAL DISTRIBUTION CHANNELS

Domestic Market Distribution
The proposed distribution model will connect the processing facility with regional distributors and wholesalers, supplying retailers, supermarkets, hotels, restaurants and institutional food-service businesses.

International Export Distribution
For overseas markets, the company will develop distribution arrangements through qualified importers, appointed agents and authorised commercial distributors. These partners will facilitate access to regional wholesalers, retailers, supermarkets and food-service markets.

Own-Brand & Private-Label Distribution
The company will explore two commercial supply models: distributing selected products under its own brand and manufacturing buyer-specific or private-label products according to approved specifications and commercial agreements.

Cold-Chain Distribution Coordination
Chilled and frozen products will be supplied through suitable refrigerated transportation, cold-storage and distribution partners to maintain product condition throughout domestic and international distribution.

PHASED MARKET ENTRY & EXPANSION

Phase 1 – Domestic Market Development & Export Preparation
Establish domestic commercial relationships, select export-ready products, evaluate target markets and prepare the necessary export and market-entry requirements.

Phase 2 – Initial Seafood Export Development
Prioritise suitable fish and seafood products for established international export markets, subject to product eligibility, approved processing arrangements and confirmed buyer contracts.

Phase 3 – Halal Meat Export Market Development
Explore international halal meat sales after establishing the necessary veterinary, halal, slaughterhouse and destination-market approvals, supported by qualified overseas importers and commercial agreements.

The long-term objective is to develop a diversified sales and distribution network capable of serving domestic and eligible international markets through sustainable business partnerships and commercially viable export operations.





BUSINESS MODEL & FOREIGN INVESTMENT STRUCTURE

The project is designed as an integrated meat and marine food-processing business, combining local promoter participation with proposed foreign investment to develop a commercially sustainable industrial enterprise in Bangladesh.

BUSINESS MODEL

The proposed business will operate through three integrated divisions:



Meat Processing:
Beef, Dumba, Sheep and Goat Meat processing.



Marine & Seafood:
Freshwater fish, marine fish and seafood processing



Value-Added Products:
Chilled, frozen, portion-controlled and selected prepared food products.

REVENUE GENERATION MODEL

Revenue will be generated through:

- Domestic wholesale and institutional product sales.
- International export sales of eligible products.
- Value-added and branded food products.
- Private-label manufacturing and commercial supply agreements.

FOREIGN INVESTMENT STRUCTURE

Existing Local Promoter Ownership

M. A. Kashem	55%
Mst. Sabina Yusmin	15%
Mat. Ranu Khatun	15%
Mst. Sadia Afreen	15%

TOTAL PROMOTER OWNERSHIP 100%

Proposed Foreign Participation

Eight foreign investors are envisaged as prospective directors and strategic investment partners. Their individual investment commitments, equity participation and board rights will be finalised through formal agreements.

CAPITAL DEPLOYMENT & INVESTOR GOVERNANCE

Proposed Investment Areas

Industrial facilities → **Processing machinery** → **Refrigeration and packaging systems** → **Project commissioning.**

Investment Governance

Shareholder agreements, defined board responsibilities, financial reporting, dividend arrangements and applicable foreign investment regulations will guide investor participation and accountability.





TOTAL PROJECT INVESTMENT, FINANCIAL OUTLOOK & IMPLEMENTATION CONCLUSION

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PROJECT INVESTMENT SNAPSHOT

- 60 ACRES — Planned Industrial Development
- €4.250 BILLION — Reported Total Project Cost
- US$9.177 MILLION — Machinery & Equipment

MARKET & BUSINESS OPPORTUNITY



Bangladesh Meat Production:
8.954 Million MT



Bangladesh Fish Production:
8.954 Million MT



Bangladesh Frozen & Live Fish Exports:
US$449.2 Million



Global Aquatic Animal Trade
US$184 Billion

PROPOSED PRODUCTION CAPACITY

35 MT / DAY

Division	Daily	Annual
Meat Processing	20 MT	6,000 MT
Marine Processing	15 MT	4,500 MT
Combined Output	**35 MT**	**10,500 MT**

PROJECTED FINANCIAL OUTLOOK

BASE CASE – 80% CAPACITY UTILISATION

- Annual Revenue: **BDT 504.36 Crore**
- Gross Profit: **BDT 53.72 Crore**
- Operating Profit: **BDT 24.77 Crore**
- Estimated Net Profit: **BDT 17.96 Crore**

FIVE-YEAR FINANCIAL GROWTH



PROJECT IMPLEMENTATION ROADMAP



PROJECT CONCLUSION

The proposed development aims to establish an integrated meat and marine food-processing enterprise in Bangladesh. Its long-term success will depend on verified investment requirements, efficient production, reliable market access, appropriate financing and disciplined project implementation

KASHEM NAGAR
MEAT & MARINE PROCESSING
INDUSTRIES LTD.

Thank you

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