ANNUAL REPORT 2026



Bangladesh-China Power Company Ltd.

A Joint Venture of CMC and NWPGCL


PAYRA 1320 MW
THERMAL POWER
PLANT
BANGLADESH- CHINA
POWER COMPANY LTD.
8 MARCH, 2022

TABLE OF CONTENTS

01 NOTICE AND STEWARDSHIP

1.1 Message from the Chairman
1.2 Message from the President CMC
1.3 Message from the Managing Director NWPGCL
1.4 From the Desk of Managing Director
1.5 Notice of the 12th Annual General Meeting (AGM)

02 COMPANY OVERVIEW

2.1 Corporate Ethos
2.2 Profile of the Company
2.3 Corporate Directory
2.4 Board of Directors and Board's committees
2.5 Profile of Directors
2.6 Senior Executives of the Company
2.7 Pattern of Shareholding
2.8 Organogram of BCPCL

03 PERFORMANCE ANALYSIS

3.1 Key Financial Highlights
3.2 Financial Highlights
3.3 Financial Review
3.4 Horizontal and Vertical Analysis
3.5 Value Added Statement
3.6 Economic Value-Added Statement
3.7 Contribution to the National Exchequer and Economy
3.8 Human Resource Accounting
3.9 Project in Progress

04 STATUTORY AND OTHERS REPORT

4.1 Directors' Report to the Shareholders
4.2 Report of the Nomination and Remuneration Committee
4.3 Report of the Audit Committee
4.4 Report of the Technical & Procurement Review Committee
4.5 Declaration by MD and CFO
4.6 Management Discussion and Analysis
4.7 Statement on Risk Management and Internal Control

05 ENVIRONMENT, SUSTAINABILITY AND GOVERNANCE (ESG)

5.1 Integrated Reporting
5.2 Statement of Corporate Governance
5.3 Management System
5.4 Management Review and Responsibilities
5.5 Code of Conduct and Ethics
5.6 Various Systems, Policies, Manuals and Charters
5.7 Various Committees and their Major Activities
5.8 Compliance Report on IAS and IFRS
5.9 Corporate Social Responsibility (CSR)
5.10 Environment and Sustainability Report
5.11 Security Management

06 MILESTONES & ACHIEVEMENTS

6.1 Benchmarks & Milestone
6.2 Awards & Recognition
6.3 ISO Certification & Compliance
6.4 11st Annual General Meeting (AGM)
6.5 Highlights of Memorable Events

07 AUDITED FINANCIAL STATEMENTS



Message from the **CHAIRMAN**

Dear Shareholders, Employees and other Stakeholders of BCPCL

I extend my heartfelt welcome to you all at the 12th Annual General Meeting of Bangladesh-China Power Company Ltd. (BCPCL).

I am privileged to report that BCPCL has remained steadfast in its pursuit of operational excellence, financial discipline, and sustainable growth despite the prevailing global economic uncertainties and domestic challenges. Since commencing operations, the Company has maintained a consistent line of financial and operational performance, reflecting the strength and resilience of its business fundamentals. These achievements reaffirm BCPCL's contribution as a dependable partner in advancing Bangladesh's energy security. The Board of Directors remains firmly committed to the highest standards of corporate governance, with integrity, accountability, transparency, and ethical conduct firmly embedded across every facet of the Company's operations.

I am pleased to share that BCPCL continues to strengthen its leadership in Bangladesh's power sector, marking twelve years of sustained growth



and achievement. Aligned with the Government's vision of ensuring reliable and affordable electricity for all, the Company remains committed to sustainable development through the successful and efficient operation of the environmentally friendly Payra 1320 MW Thermal Power Plant (1st Phase).It is highly encouraging that, in recognition of BCPCL's proven track record, the Government has once again reaffirmed its confidence in the Company by entrusting it with the sole implementation of the Payra 1320 MW Thermal Power Plant (2nd Phase) and the Payra–Gopalganj–Aminbazar 400 kV Double Circuit Transmission Line Project (2nd Phase). Accordingly, BCPCL's project implementation team is working diligently and relentlessly to ensure the timely and successful execution of these strategic national projects.

BCPCL remains deeply committed to responsible and sustainable business practices, consistent with the standard corporate social responsibility. The Company places strong emphasis on environmental stewardship, social well-being, and the highest standards of Health, Safety, Security, Environment and corporate governance. As a responsible corporate citizen, BCPCL continues to contribute to education, skills development, community healthcare, and other social and developmental initiatives aimed at creating meaningful and lasting value for the communities it serves.

In conclusion, I extend my sincere gratitude to the Minister, State Minister, Secretary, and other relevant officials of the Ministry of Power, Energy and Mineral Resources for their continued support and confidence in BCPCL. I also express my sincere appreciation to my fellow Board Members and the officials of BPDB, CMC, and NWPGCL for their valuable guidance and continued cooperation. Above all, I extend my heartfelt gratitude to every member of the BCPCL family, whose dedication and tireless efforts have made the Company's achievements and future aspirations possible.

I wish a prosperous 2027 to each and every one of you, along with your loved ones.

(Mohammad Saiful Islam)
Chairman, BCPCL Board and Secretary,
Ministry of Disaster Management and Relief, Bangladesh.

ADDRESS BY THE MANAGING DIRECTOR NWPGCL



I extend my heartfelt welcome to you all to the 12th Annual General Meeting (AGM) of Bangladesh-China Power Company Limited (BCPCL). As one of the sponsors of BCPCL, North-West Power Generation Company Limited (NWPGCL) takes great pride in being associated with this successful joint venture between Bangladesh and China. The Company reflects the strong friendship, mutual trust and fruitful cooperation between the two countries in advancing Bangladesh's power sector.

Since its establishment, BCPCL has made significant contributions to the country's electricity generation and economic development. Its achievements reflect the shared commitment of both sponsors to ensuring a reliable and efficient power supply for the nation. The successful operation of the Payra 1320 MW Thermal Power Plant stands as an important milestone in this partnership and demonstrates the value of cooperation, professional management and the effective use of modern technology. During the last fiscal year, BCPCL continued to play an important role in meeting the country's electricity demand. These achievements have been made possible through the dedicated efforts of the Board of Directors, management, employees and other stakeholders. I sincerely appreciate their commitment and contribution to the Company's progress.

As one of the sponsors, NWPGCL remains committed to supporting BCPCL in strengthening its operational performance, improving efficiency and maintaining sound corporate governance. I believe that continued cooperation between NWPGCL and China National Machinery Import & Export Corporation (CMC) will further strengthen the Company and help it respond effectively to the country's growing electricity demand and changing energy needs.

Looking ahead, I am confident that BCPCL will continue to build on its achievements and contribute to the sustainable development of Bangladesh's power sector. I wish the Company continued success and extend my sincere appreciation to all those who have contributed to its progress.

Managing Director
NWPGCL

ADDRESS BY THE PRESIDENT CMC



It is my great pleasure to extend a warm welcome to everyone to the 12th Annual General Meeting (AGM) of Bangladesh-China Power Company Limited (BCPCL).

BCPCL represents a successful partnership between Bangladesh and China, built on mutual trust, cooperation and a shared commitment to the development of the power sector. China National Machinery Import & Export Corporation (CMC) takes great pride in being part of this important initiative. Over the past decade, Bangladesh has made remarkable progress in economic growth and socio-economic development. Since its independence in 1971, the country has achieved significant milestones in poverty reduction, economic development and improvement in the living standards of its people. China is pleased to stand alongside Bangladesh in this journey, and CMC remains committed to supporting the country's continued development and the well-being of its people. Let us continue to work with mutual trust, shared responsibility and a common vision to achieve greater success and build a brighter future for both countries.

We are pleased to see the significant contribution of the Payra 1320 MW Thermal Power Plant to the national grid by supplying a substantial amount of electricity to meet the country's growing demand. The Company's operational achievements, together with its strong financial performance, reflect the dedication, professionalism and teamwork of its Board of Directors, management and employees. These achievements strengthen our confidence in the long-term potential of BCPCL and the value of continued cooperation between the two countries.

I would like to express my sincere appreciation to the Government of Bangladesh, the Board of Directors of BCPCL and all concerned officials for their continued guidance, support and commitment to the Company's progress. I also extend my heartfelt thanks to all stakeholders, partners and employees for their valuable contributions. Their collective efforts have played an important role in the Company's achievements.

Thank you for your continued attention and steadfast support.

(----------)
Executive Director & President, CMC
& Shareholding Director, BCPCL Board

MESSAGE FROM THE **MANAGING DIRECTOR**



It is my great pleasure to welcome you to the 12th Annual General Meeting (AGM) of Bangladesh-China Power Company Limited (BCPCL). Established as a symbol of friendship and cooperation between Bangladesh and China, BCPCL has completed twelve years of a successful journey, making significant contributions to the development of Bangladesh's power sector.

BCPCL proudly operates the country's first ultra-supercritical power plant, the Payra 1320 MW Thermal Power Plant (1st Phase), which was implemented within approximately five years. This achievement reflects the Company's commitment to technological advancement, operational excellence and reliable power generation. During FY 2025-26, the Company supplied [insert] million kWh of electricity to the national grid, contributing approximately 8% of the country's total electricity demand. The Company also recorded sales revenue of BDT [insert] million and net profit after tax of BDT [insert] million, demonstrating its contribution to national energy security and economic development.

To ensure uninterrupted plant operation, BCPCL has established reliable coal supply arrangements with Indonesian suppliers and secured a cost-effective supplier's credit facility from CMC. The Company also continues to strengthen its operational capacity through long-term operation and maintenance arrangements, with emphasis on employee training and the gradual development of an independent, skilled workforce.

Alongside its existing operations, BCPCL is pursuing the Payra 1320 MW Thermal Power Plant (2nd Phase) and the Payra-Gopalganj-Aminbazar 400 kV Double Circuit Transmission Line Project (2nd Phase). The Company is working towards the financial completion of these projects, building on its established experience in implementing major power-sector infrastructure.

Environmental sustainability remains a key priority for BCPCL. The Company has installed advanced emission-control systems, including Flue Gas Desulphurisation (FGD), low-NOx burners and electrostatic precipitators (ESP), to maintain emissions within allowable standards. Its environmental management initiatives, including



plantation programmes and the development of water bodies, further reflect its commitment to responsible and sustainable power generation.

BCPCL also remains committed to inclusive social development through its corporate social responsibility initiatives, including rehabilitation support for affected families, the Bangladesh-China Technical Institute and the Bangladesh-China Preparatory School. These initiatives aim to improve local livelihoods, expand educational and technical opportunities, and contribute to the long-term development of the surrounding community.

I express my sincere gratitude to the officials of the Power Division, BPDB, CMC and NWPGCL for their continued guidance and support, and to the Chairman and the Board of Directors of BCPCL for their valuable contributions. I also appreciate the dedication of BCPCL's employees and the cooperation of all stakeholders. With our collective efforts, I am confident that BCPCL will continue to enhance its operational performance, advance its development projects and contribute to a reliable and sustainable energy future for Bangladesh.

Managing Director
Bangladesh-China Power Company Limited (BCPCL)


BCPCL

NOTICE OF THE 12TH ANNUAL GENERAL MEETING

Memo No: 154/BCPCL/CS/AGM-11/2025 Date:

Notice is hereby given that the 12th Annual General Meeting of Bangladesh-China Power Company Ltd. will be held on ---------- at ----------, to transact the following businesses:

AGENDA

01. To receive, consider and adopt the Directors' Report and the Audited Financial Statements for the year ended 30 June 2026 together with the Auditor's Report thereon.
02. To declare the Dividend for the year ended 30 June 2026.
03. To appoint Statutory Auditors for the financial year 2026-2027 and fix their remuneration.

By Approval,

Company Secretary
Bangladesh-China Power Company Ltd.

Memo No: 154/BCPCL/CS/AGM-11/2025 Date:

DISTRIBUTION TO

01. Mr. Mohammad Saiful Islam, Chairman, BCPCL Board and Secretary, Energy and Mineral Resources Division, MoPEMR, Bangladesh
02. Engr. Md. Rezaul Karim, Director, BCPCL Board and Chairman (Grade-1), BPDB, Bangladesh
03. Engr. Hasibul Hasan, Director, BCPCL Board and MD, NWPGCL, Bangladesh.
04. Mr. Wang Xin, Director, BCPCL Board and Chief Engineer, GTI, China
05. Mr. Qi Yue, Director, BCPCL Board and Executive Director & President, CMC, China
06. Mr. Ma Jie, Director, BCPCL Board and Managing Director, Power & Energy Division, GTI, China

COPY FOR KIND INFORMATION

01. President, CMC, China
02. Managing Director, NWPGCL, Bangladesh
03. Executive Director (Finance/ P&D/ Engineering), NWPGCL, Bangladesh
04. Chief Financial Officer, BCPCL
05. Plant Manager, Payra 1320 MW TPP, BCPCL
06. A. Qasem & Co. (A Member Firm of Ecovis)
07. Office Copy

Md. Omor Faruk ACS
Deputy Manager (CS)
Bangladesh-China Power Company Ltd.

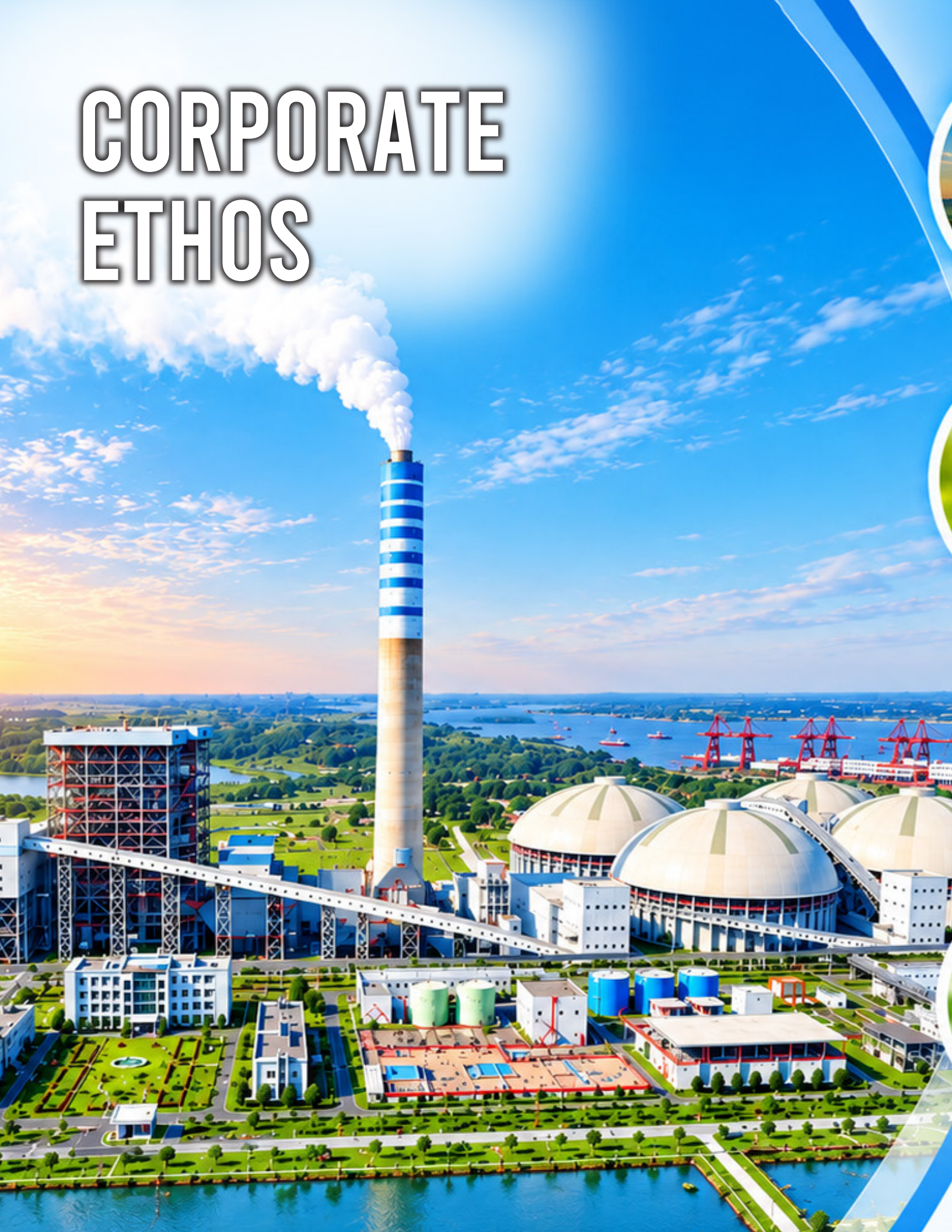




COMPANY OVERVIEW

- **********

CORPORATE ETHOS





VISION

01

Achieving excellence in power generation and powering growth of Bangladesh.



CORPORATE MISSION

02

- To achieve excellence in project implementation and operation of power plants.
- To ensure stable and reliable power generation.
- To lead Bangladesh in thermal power generation.
- To explore business opportunities through market scanning and adopt new business plans accordingly.
- To practice the highest standards of corporate governance and be a financially sound company.
- To win with technology and services.
- To earn the trust and confidence of all stakeholders' surpassing their expectations.
- To improve the mode of life of the local community in all the projects.
- To make real what matters.



CORE OBJECTIVES

03

- Corporate Ethics and Compliance.
- Customer Focus.
- Environmental and Financial Sustainability.
- Sustainable Power Growth.
- Business Expansion.



THE PROMOTERS' PROFILE

NORTH-WEST POWER GENERATION COMPANY LIMITED, an enterprise of Bangladesh Power Development Board (BPDB), is a state-owned company, incorporated and registered with RJSC, Bangladesh, on August 28, 2007 under the provisions of the Companies Act, 1994, and has its Corporate Office at UTC Building (Level-4), 8 Panthapath, Kawran Bazar, Dhaka-1215, Bangladesh.

CHINA NATIONAL MACHINERY IMPORT & EXPORT CORPORATION is a wholly state-owned company, incorporated and registered in the State Administration for Industry and Commerce as a corporate group in 1997 under the provisions of the Company Law of the People's Republic of China, and has its Head Office at the West Wing of Sichuan Mansion, 1 Fuchengmenwai Avenue, Beijing 100037, China.

SHAREHOLDING PATTERN

The authorized share capital of BCPCL is BDT 50 Billion which is divided into 5 Billion shares worth BDT 10 each. At present, the paid-up share capital of the company is BDT 39.86 Billion. The current shareholding position follows:

SL.	Shareholders	No of Shares Holding (Tk. 10 per share)
1	North-West Power Generation Company Limited (NWPGCL)	1,992,893,735
2	China National Machinery Import & Export Corporation (CMC)	1,992,893,735
	Total No of Shares	**3,985,787,470**

Bangladesh-China Power Company Ltd. formed under the Companies Act 1994 of Bangladesh on October 01, 2014 through a Joint Venture Agreement (JVA) between North-West Power Generation Company Limited (NWPGCL) and China National Machinery Import & Export Corporation (CMC). The JVA was signed on June 09, 2014 at the Great Hall of the People, Beijing, China, in the presence of the Hon'ble Prime Minister of the People's Republic of Bangladesh and the Hon'ble Prime Minister of the People's Republic of China. Here, both NWPGCL and CMC hold equal share of ownership in the company, which is a 50:50 ratio.

The authorized share capital of BCPCL is BDT 50 Billion which is divided into 5 Billion shares worth BDT 10 each. At present, the paid-up share capital of the company is BDT 39.86 Billion. BCPCL has successfully implemented the Payra 1320 MW Thermal Power Plant Project (1st Phase) and since the commencement of operation, the power plant has dispatched approximately 7,989 Million kWh of electricity to the national grid of the country..

Currently, BCPCL is in the process of implementing the Payra 1320 MW Thermal Power Plant Project (2nd Phase) in Dhankhali, Kalapara, located in the Patuakhali district of Bangladesh by using eco-friendly Ultra-supercritical Technology. Additionally, BCPCL is actively engaged in the implementation of the Payra-Gopalganj-Aminbazar 400kV Double Circuit Transmission Line (2nd Phase) Project and associated infrastructure to facilitate the efficient transmission of power generated from the area of Payra, Patuakhali.

BCPCL intends to generate competitive, eco-friendly, reliable, and flexible power solutions. The Company have the industry's most comprehensive portfolio of thermal technologies and hold the leading position in power generation. At the very outset of development, BCPCL will continue to create value for clients and join hands in creating a splendid future.

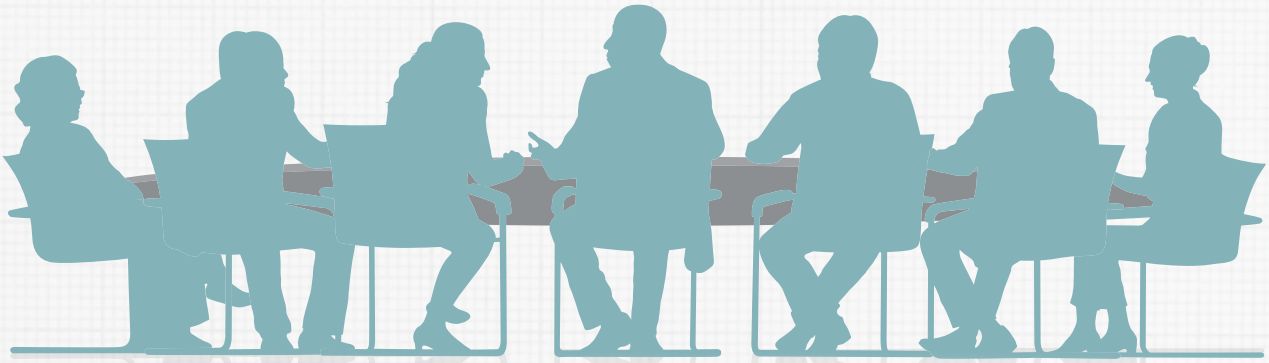
Alongside electricity generation, BCPCL continues to make significant contributions to society through the establishment of two rehabilitation housing projects, providing quality education through two educational institutions, healthcare support through a community clinic, and the development of infrastructure for the surrounding communities.

COMPANY INFORMATION

at a Glance

Name of the Company	Bangladesh-China Power Company Ltd.
Date of incorporation	October 01, 2014
Registered & Corporate Office	UTC Building (Level 5), 8 Panthapath Kawranbazar, Dhaka-1215, Bangladesh.
Legal Status	Private Limited Company (Reg. No.: C-118576/14)
Authorized capital	BDT 50 Billion.
Paid up capital	BDT 39.86 Billion.
Ownership Status:	50% North-West Power Generation Company Limited (NWPGCL) & 50% China National Machinery Import & Export Corporation (CMC)
Business	Electricity Generation
Area of Land	826.67 acres
Manpower	407 (as on 30 June 2025)
Completed Project	Payra 1320 MW Thermal Power Plant (Phase-1)
Project Financing	80% ECA loan from CEXIM & 20% from equity
No. of power generating units	02 units
Installed capacity	1320 MW
Date of COD & IOD	IOD: May 15, 2020 & COD: December 08, 2020
Development Activities:	Payra 1320 MW Thermal power plant Project (2nd Phase) Payra-Gopalganj-Aminbazar 400kV Double Circuit Transmission Line Project (2nd Phase)
Certification	ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018
Company website	www.bcpcl.org.bd
E-Mail	info@bcpcl.org.bd

CORPORATE DIRECTORY



BOARD OF DIRECTORS

Mr. Mohammad Saiful Islam
Chairman, BCPCL Board and Secretary,
Ministry of Disaster Management and Relief, Bangladesh

Engr. Md. Rezaul Karim
Director, BCPCL Board and Chairman (Grade-1)
BPDB, Bangladesh.

Engr. Hasibul Hasan
Director, BCPCL Board and MD, NWPGCL, Bangladesh.

Mr. Wang Xin
Director, BCPCL Board and Chief Engineer, GTI, China.

Mr. Qi Yue
Director, BCPCL Board and Executive Director & President, CMC, China.

Mr. Ma Jie
Director, BCPCL Board and Managing Director, Power & Energy Division, GTI, China

Management Team

Mr. Wang Xin
Managing Director (Acting)

Mr. Md. Masudul Islam
Chief Financial Officer

Mr. Shah Abdul Hasib
Plant Manager (Addl. Charge)
Superintending Engineer (Operation)

Mr. Md. Moallam Hossain, FCMA, ACS
General Manager (A&F)

Mr. Muhammad Mahmud Hasan
Company Secretary (Addl. Charge)
General Manager, HR & Admin, (Addl. Charge)

Mr. Rashed Morshed, FCIPS, PMP, PEng
Superintending Engineer (Procurement) &
Project Director (Addl. Charge),
Payra 1320 MW TPPP (Phase II)

Mr. Jobayer Ahmed
Superintending Engineer (P&D)
and Project Director,
Payra-Gopalganj-Aminbazar 400kV Double
Circuit Transmission Line Project (2nd Phase)

Mr. Md. Rezwan Iqbal Khan
Superintending Engineer (Civil)

Mr. Md. Shahid Ullah Bhuyan
DGM (HR & Admin), Plant Office

Mr. Mohd. Tarique Noor
Superintending Engineer (Electrical Maintenance)

Mr. Mithun Mahali
Superintending Engineer (Mechanical Maintenance)

Mohammad Kamal Hossain
Deputy General Manager (HR)

Mr. Musa Matiur Rahman
Deputy General Manager (In-charge), Security

Registered Office & Corporate Office:

Bangladesh-China Power Company Ltd.
Address: UTC Building (Level 5), 8 Panthapath, Kawranbazar, Dhaka-1215, Bangladesh
Phone: 02-48118307, 02-48118308. E-mail: info@bcpcl.org.bd
Website: www.bcpcl.org.bd

Plant Office:

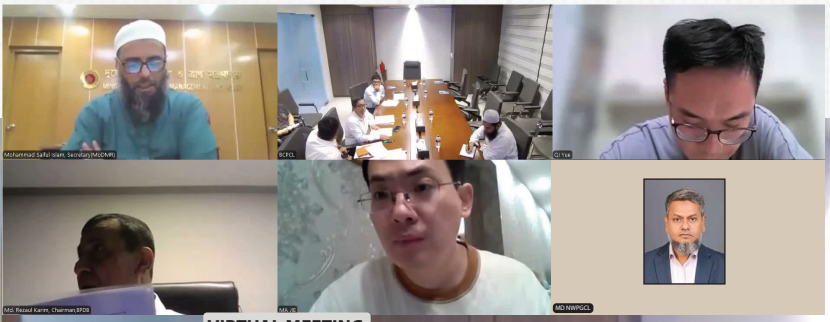
Dhankhali, Kalapara, Patuakhali, Bangladesh.

Auditor:

Rahman Rahman Huq
Chartered Accountants
Address: 9&5 Mohakhali C/A
Dhaka-1212, Bangladesh.

Main Banker:

Sonali Bank Limited



VIRTUAL MEETING

The Board of Directors

As per the Articles of Association of the Company, the Board of Directors shall comprise not less than 6 (six) and not more than 10 (ten) directors. At present, the Board consists of 6 (six) directors, including 3 (three) nominated by NWPGCL, Bangladesh and 3 (three) nominated by CMC, China.

Mr. Mohammad Saiful Islam
Chairman, BCPCL Board and Secretary,
Ministry of Disaster Management and Relief, Bangladesh

Engr. Md. Rezaul Karim
Director, BCPCL Board and Chairman (Grade-1)
BPDB, Bangladesh

Engr. Hasibul Hasan
Director, BCPCL Board and MD, NWPGCL, Bangladesh

Mr. Wang Xin
Director, BCPCL Board and Chief Engineer, GTI, China

Mr. Qi Yue
Director, BCPCL Board and Executive Director & President, CMC, China

Mr. Ma Jie
Director, BCPCL Board and Managing Director,
Power & Energy Division, GTI, China

Board's Committees

In order to ensure the effective operation of the Company, the Articles of Association empower the Board the authority to establish Board Committees and delegate authority to these committees. Accordingly, the Board has established three Committees, namely, the Remuneration & Appointments Committee, the Audit Committee and the Technical & Procurement Review Committee. These Board Committees operate in accordance with the guidance provided by the Board and adhere to relevant laws, rules and regulations. They provide regular reports on their activities during subsequent Board meetings. Presently, the following 03 (three) committees are functioning:

Name of the Committee		Committee Members	Designation
Remuneration & Appointments Committee	1	**Mr. Mohammad Saiful Islam** Secretary, Ministry of Disaster Management and Relief, Bangladesh	**Convener**
	2	**Engr. Hasibul Hasan** Managing Director, NWPGCL, Bangladesh	**Member**
	3	**Mr. Wang Xin** Chief Engineer, Genertec International Holdings Co., Ltd. (GTI), China	**Member**
	4	**Mr. Qi Yue** Executive Director & President, CMC, China	**Member**
	5	**Mr. Muhammad Mahmud Hasan** Company Secretary (Addl. Charge)	**Member Secretary**
Audit Committee	1	**Mr. Qi Yue** Executive Director & President, CMC, China	**Convener**
	2	**Engr. Md. Rezaul Karim** Chairman (Grade-1), BPDB, Bangladesh	**Member**
	3	**Engr. Hasibul Hasan** Managing Director, NWPGCL, Bangladesh	**Member**
	4	**Mr. Wang Xin** Chief Engineer, Genertec International Holdings Co., Ltd. (GTI)	**Member**
	5	**Mr. Muhammad Mahmud Hasan** Company Secretary (Addl. Charge)	**Member Secretary**
Technical & Procurement Review Committee	1	**Engr. Md. Rezaul Karim** Chairman (Grade-1), BPDB, Bangladesh	**Convener**
	2	**Engr. Hasibul Hasan** Managing Director, NWPGCL, Bangladesh	**Member**
	3	**Mr. Qi Yue** Executive Director & President, CMC, China	**Member**
	4	**Mr. Ma Jie** Managing Director of Power & Energy Division, Genertec International Holding Co., Ltd. (GTI)	**Member**
	5	**Mr. Muhammad Mahmud Hasan** Company Secretary (Addl. Charge)	**Member Secretary**





Directors' Profile



Mr. Mohammad Saiful Islam

Chairman, BCPCL &
Secretary, Ministry of Disaster Management
and Relief, Bangladesh

Mr. Mohammad Saiful Islam, Secretary of Energy and Mineral Resources Division, joined as the Chairman of Bangladesh-China Power Company Ltd. (BCPCL) on September 23, 2025. He is also the Convener of the Remuneration and Appointment Committee of the Company.

Mr. Mohammad Saiful Islam joined as the Secretary of Energy and Mineral Resources Division under Ministry of Power, Energy and Mineral Resources on 07 October 2024. Prior to that, he was an Additional Secretary of Budget Wing in Finance Division. Mr. Islam is a member of 15th batch of Bangladesh Civil Service (Administration Cadre).

His academic foundation was built at the Mirzapur Cadet College. He earned his Bachelor's and Master's degree in International Relations from the University of Dhaka. Eager to deepen his expertise, he later pursued a second degree in Public Finance and Economic Management from the University of Birmingham, UK. Over the years, he extensively participated in various training programs - both at home and abroad - in areas such as public financial management, financial reform, project management and professional development.

Mr. Islam's career began in 1995 when he joined the District Administration of Cox's Bazar as an Assistant Commissioner. Subsequently, his roles as Assistant Commissioner (Land) and UNO offered him invaluable insights on the challenges and expectations of the mass people. He has also rendered his service in Ministry of Health. Since 2008, he has been an integral part of the finance division; in different capacities he actively participated in various initiatives to enhance public financial accountability. He possesses hands-on experience in project management and has served as a consultant on a World Bank-funded project.

He has developed a keen interest in Public Financial Reforms, Management Information System and Public Expenditure Management. With a single-handed dedication, he contributed to the evolvement and crystallization of Integrated Budget and Accounting System (iBAS) - a homegrown integrated financial management system of the government of Bangladesh to manage and streamline financial operations related to budgeting, accounting and reporting for government organizations. Additionally, he specializes in the Budget and Accounting Classification System (BACS), which classifies revenue and expenditure, records financial transactions to streamline financial reporting, and thus improves the transparency of government expenditures. Mr. Islam was actively involved in developing a web-based revenue collection platform called 'Automated Challan' a real-time system that significantly improved the efficiency of the government's cash management. Moreover, he was entrusted with the position of National Program Director for the financial reforms initiative known as the Strengthening Public Financial Management Program to enable service delivery (SPFMS).

In addition to his administrative duties, Mr. Islam enjoys sharing his knowledge with the next generation of public financial management professionals. He is a regular resource person at the Institute of Public Finance (IPF), Bangladesh Institute of Administration and Management (BIAM), BCS Administration Academy (BCSAA) and Bangladesh Public Administration Training Centre (BPATC).

On a personal note, he hails from Mymensingh. He is married and blessed with two sons.



Engr. Md. Rezaul Karim

Director, BCPCL & Chairman (Grade-1),
BPDB

Engr. Md. Rezaul Karim assumed as the 39th Chairman of the Bangladesh Power Development Board (BPDB) on September 1, 2024. Prior to this, he served as the Member (Distribution) of BPDB. He joined as the NWPGCL nominee director of BCPCL on October 07, 2024.

Md. Rezaul Karim was born on June 7, 1967, in Bogura District. He obtained his B.Sc. in Electrical Engineering from Khulna University of Engineering and Technology (KUET) in 1989 and began his career at the Khulna Power Station under BPDB on August 17, 1991, as an Assistant Engineer. He later served with dedication as the Sub-Divisional Engineer, Executive Engineer, and Manager (Superintending Engineer) at the same power station.

In April 2018, he was appointed through lien by BPDB as the Deputy Project Director at the Maitree Super Thermal Power Plant, a joint venture of the Bangladesh-India Friendship Power Company Limited. He was promoted to Additional Chief Engineer on February 17, 2022, and served as Chief Engineer (Distribution-Southern Zone), BPDB Chattogram from January 3, 2023, to March 31, 2024.

He traveled to various countries including the Singapore, Czech Republic, China, UAE, India, USA, and Australia for training and professional work.

In his personal life, he is married and has one son and one daughter.



Engr. Hasibul Hasan
Director, BCPCL & Managing Director
NWPGCL

Engr. Hasibul Hasan, Managing Director, NWPGCL joined in BCPCL Board as its Director on April 17, 2025. He is also the member of Remuneration & Appointments Committee, Technical & Procurement Review Committee and Audit Committee of the Company.

Mr. Hasan completed Bachelor of Science in Mechanical Engineering from the Bangladesh Institute of Technology (BIT), Khulna in 1992. Also, he earned Master of Business Administration (MBA) degree in 2005. After completing his graduation, he worked as a Research Assistant (RA) under Mechanical Department of BIT, Khulna, focusing on improving briquette machine (to produce briquettes from rice husks) that contributes to the energy sector of Bangladesh for domestic cooking and heating.

Mr. Hasan is a highly accomplished professional with over three decades of experience in the different power generation and distribution utilities of power sector specially in power generation. His experience covers more than 32 years in Power Sector. His extensive career has encompassed leadership roles in power generation. He served on cost effective and efficient operation & maintenance policy of different types of power plants such as Gas Turbine, Stearm Turbine, Combined Cycle Power Plant, Thermal Power Plant, Ultra Super Critical Coal Fired Power Plants etc.

Prior to joining as the Managing Director of NWPGCL, he served as the Executive Director (Operation & Maintenance) at Coal Power Generation Company Bangladesh Limited (CPGCBL) from 2024 to 2025; Chief Engineer at North-West Power Generation Company Limited from 2018 to 2024; Superintending Engineer, Executive Engineer and Sub-Divisional Engineer at North-West Power Generation Company Limited, Electricity Generation Company of Bangladesh and West Zone Power Distribution Company Limited. He started his career at Bangladesh Power Development Board in 1994 at Raojan 210 MW Thermal Power Plant.

As a dedicated and results-driven professional, Hasibul Hasan continues to make remarkable contributions to the power sector, demonstrating his commitment to innovation, operational excellence, and sustainable energy solutions. He has provided invaluable policy recommendations to the formulation of strategic frameworks for sustainable power and energy in Bangladesh. He increased the growth and overall performance of companies he worked for. His dynamic leadership, profound technical knowledge, corporate governance capabilities and the motivational skills contributes enhancing the country's efficiency in power generation utility and company's standard.

He attended several seminars, local and foreign trainings, professional certification courses and official deliberations.



Mr. Wang Xin

Director, BCPCL & Chief Engineer,
Genertec International Holdings Co., Ltd. (GTI), China

Mr. Wang Xin, Chief Engineer, Genertec International Holdings Co., Ltd. (GTI), China is a Director of the BCPCL Board. He joined in BCPCL Board on January 26, 2021. He is the member of the Remuneration and Appointments Committee and the Audit Committee of the Board of BCPCL. Currently, he is the acting Managing Director of BCPCL.

Mr. Wang studied in Mining Engineering from the Shandong University of Mining and completed his graduation, whereafter, he obtained his second Bachelor Degree in Environmental Economics from the Remin University of China. Then he did his MBA in Guanghua School of Management, Peking University.

Mr. Wang started his career as Staff of the Mining Department of CMC in 1996. In his long bright career, he passed several prestigious positions such as Deputy Section Chief of CMC; Section Chief/ Deputy General Manager of Energy Engineering Division of CMC; General Manager of a subsidiary company under CMC; Finally, with the proven track record success in service, he became the Vice president of CMC, China and the Chief Engineer of Genertec International Holding Co., Ltd. (GTI).

Mr. Wang has a rich and varied experience of over 29 years. He has visited many countries for different official and business purposes. Particularly, he has been staying in Bangladesh many years for execution of several large engineering projects and with abundant executive management experience.



Mr. Qi Yue

Director, BCPCL &
Executive Director & President, CMC

Mr. Qi Yue, Executive Director and President of China National Machinery Import & Export Corporation (CMC), serves as a Director on the BCPCL Board. He joined the Board on June 28, 2021.

Mr. Qi completed the bacholer education in Beijing Institute of Petrochemical Technology in 2006. He obtained his Master Degree in Mechatronic Engineering from China University of Mining and Technology-Beijing.

He has rich experience for project development and implementation for more than 16 years escepially for project in South Aisa. He has participated various projects since 2010, such as Sirajganj 225MW Combined Cycle Power Plant (Unit-1) as a deputy project manager and Sirajganj 225MW Combined Cycle Power Plant (Unit-2) as the Project Manager. In 2015, he and his team has successfully developed the Payra Thermal Power Plant (Phase I) project . In 2025, he was promated as the Executive Director & President, CMC.



Mr. Ma Jie

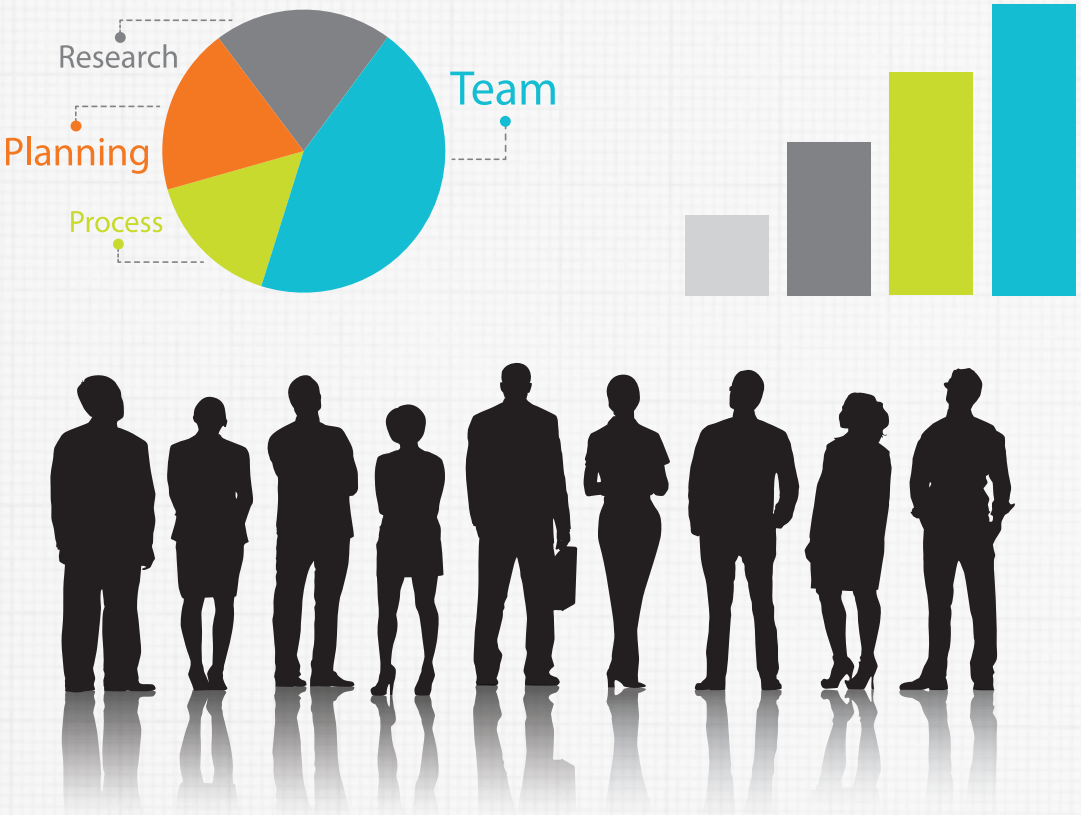
Director, BCPCL & Managing Director,
Power & Energy Division, GTI

Mr. Ma Jie is the Managing Director of Power & Energy Division of Genertec International Holding Co., Ltd. (GTI) joined as the Director of BCPCL Board as on August 10, 2025.

Mr. Ma Jie holds a Bachelor of Arts in English from Renmin University of China and a Master of Business Administration (MBA) from Tsinghua University. He joined China National Machinery Imp. & Exp. Corp. (CMC) in 2008. He possesses extensive experience in the international engineering, procurement, and construction (EPC) contracting and project management industry.

Mr. Ma Jie has played a key role in the successful execution of international projects, including the Manjung 1x1000MW Coal Fired Power Plant Project in Malaysia and the Central JAVA 2x1000MW Coal Fired Power Plant Project in Indonesia. Leading project teams, he consistently ensured close alignment with client needs, adapted to evolving market dynamics, optimized business models, and established strong market credibility.

MANAGEMENT TEAM



The Management Team is the executive body of a Company tasked with realizing the Company's Vision, Mission, and Objectives. The Management Team implements the decisions made by the Board of Directors and carries out the managerial functions of the company. Currently, the Management Team consists of the Managing Director, Chief Financial Officer, Plant Manager, Head of HR & Administration, Company Secretary, General Manager, Superintending Engineer and Deputy General Manager. Together, they are entrusted with the responsibility of driving the organization towards its business goals, overseeing day-to-day operations, and managing various other activities of the Company.

Management Team



Mr. Wang Xin
Managing Director



Mr. Md. Masudul Islam FCMA
Chief Financial Officer



Engr. Shah Abdul Hasib
Plant Manager (Addl. Charge)
Superintending Engineer (Operation)



Mr. Md. Moallam Hossain, FCMA, ACS
General Manager (A&F)



Mr. Muhammad Mahmud Hasan
Company Secretary (Addl. Charge)
General Manager (HR & Admin)



Engr. Rashed Morshed, FCIPS, PMP, PEng
SE(Procurement) & PD(Addl. Charge),
Payra 1320 MW TPPP (Phase II)



Engr. Jobayer Ahmed
SE (P&D) & PD, 400kV Double
Circuit Transmission Line Project (2nd Phase)



Engr. Md. Rezwan Iqbal Khan
Superintending Engineer (Civil)



Mr. Md. Shahid Ullah Bhuyan
DGM (HR & Admin)



Engr. Mohd. Tarique Noor
Superintending Engineer
(Electrical Maintenance)



Engr. Mithun Mahali
Superintending Engineer
(Mechanical Maintenance)



Mr. Mohammad Kamal Hossain
Deputy General Manager (HR)



Mr. Musa Matiur Rahman
Deputy General Manager (In-charge)
Security

Profile of Top Executives



Md. Masudul Islam FCMA

Chief Financial Officer

Mr. Md. Masudul Islam FCMA assumed the role of Chief Financial Officer (CFO) at BCPCL in May 2023. Prior to his tenure at BCPCL, he served as the Executive Director (Finance) at NWPGCL. He oversees a wide spectrum of responsibilities encompassing finance, accounting, strategic planning, portfolio management, risk mitigation, and commercial operations at BCPCL. Furthermore, he holds the position of CFO at Bangladesh-China Renewable Energy Company (Pvt.) Ltd (BCRECL).

Mr. Masudul Islam received his M. Com. degree in Accounting from Dhaka University in 1989. Later he received his MBA degree in Finance in 2014 from the same university. He holds the esteemed title of being a Fellow Member of ICMAB.

With a remarkable career spanning over 30 years, Mr. Masudul Islam boasts comprehensive expertise in nearly every facet of finance and accounting. His professional journey has been primarily entrenched in the BPDB in 1994, focusing on the financial management of power generation. Throughout his career, he has successfully orchestrated the financing of multiple power projects, securing funding from various sources. His proficiency extends across diverse domains, including international finance, planning and budgeting, ECA financing, project financing, bonds, joint venture initiatives, public procurement, treasury management, and superannuation trusts. Additionally, he actively led in the implementation of a Power Sector Enterprise Resource Planning (ERP) system in NWPGCL and BCPCL.

Over the course of his illustrious career, he has actively participated in numerous training programs and seminars both home and abroad. His professional journey has taken him to various countries, including India, China, Indonesia, Malaysia, Singapore, Japan, Germany and England.



Engr. Shah Abdul Hasib

Plant Manager (Addl. Charge)

Superintending Engineer (Operation)

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Profile of Top Executives



Md. Moallam Hossain, FCMA, ACS
General Manager (A&F)

Mr. Md. Moallam Hossain, FCMA, ACS, serves as General Manager (Accounts & Finance) of BCPCL, overseeing finance, accounting, strategic planning, treasury management, risk mitigation, and commercial operations.

He obtained his BBA and MBA in Accounting & Information Systems from the University of Dhaka in 2005 and 2007, respectively. He is a Fellow Member of ICMAB and an Associate Member of the ICSB.

With over 20 years of professional experience, Mr. Hossain has developed extensive expertise in financial management, project and ECA financing, budgeting, joint venture operations, and superannuation fund administration. He has also played a significant role in implementing ERP systems at leading organizations, including Rahimafrooz Bangladesh Ltd. and Nokia Solutions and Networks Bangladesh Limited. His professional experience further includes senior management roles at Isolux Corsán Bangladesh, InterContinental Dhaka, and Bangladesh Building System (BBS).

His extensive experience, financial acumen, and strategic leadership contribute to strengthening BCPCL's financial management, operational efficiency, and long-term sustainability.



Mr. Muhammad Mahmud Hasan
Company Secretary (Addl. Charge)
General Manager (HR & Admin)

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Rashed Morshed, FCIPS, PMP, PEng
Head of Procurement &
Project Director (Addl. Charge),
Payra 1320 MW TPPP (Phase II)

Mr. Rashed Morshed is a senior procurement, supply chain and project management professional with over 22 years of experience. He is currently serving as Superintending Engineer (Procurement) at BCPCL, leading the Company's procurement and contract management functions. He also holds the additional responsibility of Project Director of the Payra 1320 MW TPPP (Phase II). He joined BCPCL on 30 January 2020.

His professional experience spans public and private sector organizations, including BCPCL, DESCO, the World Bank, the Ministry of Education and ACI. He has extensive experience in managing procurement activities financed by multilateral development partners, including the World Bank, ADB, JICA and IFAD. His expertise covers strategic procurement, EPC and turnkey contracts, project management and procurement governance.

Mr. Morshed is a National Certified Procurement Trainer of the BPPA, a member of the Pool of e-GP Trainers (PoET) and a CIPS Certified Trainer, UK. He also serves as adjunct faculty at BRAC University, BIGD, ESCB, BPMI, BIGM and Bangladesh Civil Service Administration Academy.

He holds a BSc in Mechanical Engineering from IUT, an MBA from the University of Dhaka and a Master's in Procurement and Supply Management from BRAC University. His professional credentials include FCIPS (CIPS, UK), PMP (PMI, USA) and PEng (BPERB, Bangladesh).

He has published professional courses on Udemy, authored Improving Performance of Store Management (LAP LAMBERT Academic Publishing) and co-authored a research article on sustainability integration in Bangladesh's public procurement process, published in IJEBMR.

Profile of Top Executives



Engr. Jobayer Ahmed

Superintending Engineer (P&D) &
PD, Payra-Gopalganj-Aminbazar 400kV Double Circuit Transmission Line Project (2nd Phase)

Mr. Jobayer Ahmed is the Superintending Engineer and Head of the Planning and Design Department at Bangladesh-China Power Company Limited (BCPCL). In this capacity, he is responsible for leading project scope definition, detailed engineering deliverables and effective implementation of budget, schedule, change management and risk management frameworks.

With over 17 years of extensive professional experience, Mr. Ahmed brings proven expertise in project management, project planning, financial modeling and operation & maintenance of power sector infrastructure. Prior to joining BCPCL, he held senior management and engineering positions at Energypac Engineering Ltd., BPDB and PGBPLC.

Mr. Ahmed obtained his B.Sc. in Mechanical Engineering from BUET in 2009, an MBA in Finance from the Institute of Business Administration (IBA), University of Dhaka in 2024 and a PGD in Business Communication from Bangladesh University of Professionals (BUP) in 2024. He is a Member of IEB.

His engineering acumen, strategic leadership and deep sectoral insight continue to contribute significantly to strengthening BCPCL's project execution excellence, operational efficiency, and long-term sustainability.



Engr. Md. Rezwan Iqbal Khan

Superintending Engineer (Civil)

Md. Rezwan Iqbal Khan is a Civil Engineer with 18 years of experience in the power sector including international exposure in the UAE. He holds a B.Sc. in Civil Engineering from KUET and has been associated with BCPCL for the past eight years.

At BCPCL, currently serving as the Head of the Coal Handling Plant Department, he is responsible for overseeing coal handling operations, maintenance, and bulk material management, including coal, limestone, ash, and gypsum. Previously, he served as the Head of the Civil Department during the implementation and operation phase of the Payra 1320 MW TPP (Phase-I). He played an important role in the successful completion of the project and subsequently contributed to various operational and infrastructure development initiatives, including civil maintenance, plant landscaping, water treatment facilities, dredging activities, and CSR initiatives.

Throughout his professional career, he has made significant contributions to the development and successful implementation of major power generation projects in Bangladesh, collectively representing approximately 2,000 MW of installed generation capacity. Prior to joining BCPCL, he worked under the multinational engineering and construction company Isolux Corsán, where he was involved in the successful completion of the Khulna 150 MW Peaking Power Plant and Siddhirganj 335 MW Combined Cycle Power Plant.



Mr. Md. Shahid Ullah Bhuyan

DGM (HR & Admin)

Mr. Md. Shahid Ullah Bhuyan serves as Deputy General Manager (HR & Admin) at BCPCL. He leads a broad portfolio of support functions, including human resources, facilities and asset management, fleet operations, administrative budgeting, ERP integration, employee welfare and CSR initiatives. He also contributes to community and institutional programs, including two resettlement projects, Cafeteria, health clinic & two schools, BCTI and BCPS.

Mr. Bhuyan holds an MBA in HRM from Ahsanullah University of Science and Technology, and BSS and MSS degrees in Political Science from National University. He has completed executive education in financial management at IBA, University of Dhaka. His professional credentials include Certified Human Resources Business Partner (CHRBP), Facility Management Professional (FMP), and Certified Performance Management Professional (CPMP). He also is a Corporate Council Member of FBHRO (FCCM), and a professional member of SHRM, IFMA, BSHRM, APWAB.

He has participated in professional training programs in the Philippines, Singapore, Thailand, UAE and Saudi Arabia. These programs covered human resources, administration, USAID rules and regulations, facility management, and support services.

With more than 18 years of professional experience, Mr. Bhuyan brings expertise in HR policy formulation, workforce governance, facility and estate management, logistics, and administrative leadership. Before joining BCPCL, he spent more than 11 years at icddr,b, an internationally recognized health research institution. In progressive leadership and program support roles, he managed multi-donor projects, administrative systems, and cross-functional teams.

Profile of Top Executives



Engr. Mithun Mahali
Superintending Engineer
(Mechanical Maintenance)

Mr. Mithun Mahali is a Mechanical Engineer with over 15 years of professional experience in the power generation sector and is currently serving as Superintending Engineer (Mechanical Maintenance) at BCPCL. At BCPCL, he oversees mechanical maintenance, inspections, overhauls, outage planning, spare-parts management, and coordination with EPC/O&M contractors, OEMs, and international experts. Since joining in 2019, he has been actively involved in the installation, commissioning, operation, and maintenance of major mechanical systems, contributing to plant reliability and operational efficiency.

He holds a B.Sc. in Mechanical Engineering from Khulna University of Engineering & Technology (KUET) and has received specialized overseas training in the operation and maintenance of coal-fired thermal power plants in China.

Prior to joining BCPCL, he gained valuable professional experience with Haripur Power Limited (Pendekar Energy Bangladesh, 360 MW), Samsang C&T Corporation (EGCB, 335 MW), Kushiara Power Company Limited (MAX Power, 163 MW), and Venture Energy Resources Limited (Sinha Power, 55 MW), covering combined-cycle, gas turbine and rental power generation projects. His career has provided extensive hands-on experience with a range of international power-generation technologies and equipment, including Shanghai Electric, Dongfang Boiler, GE, Mitsubishi, Fuji, and other leading OEMs.



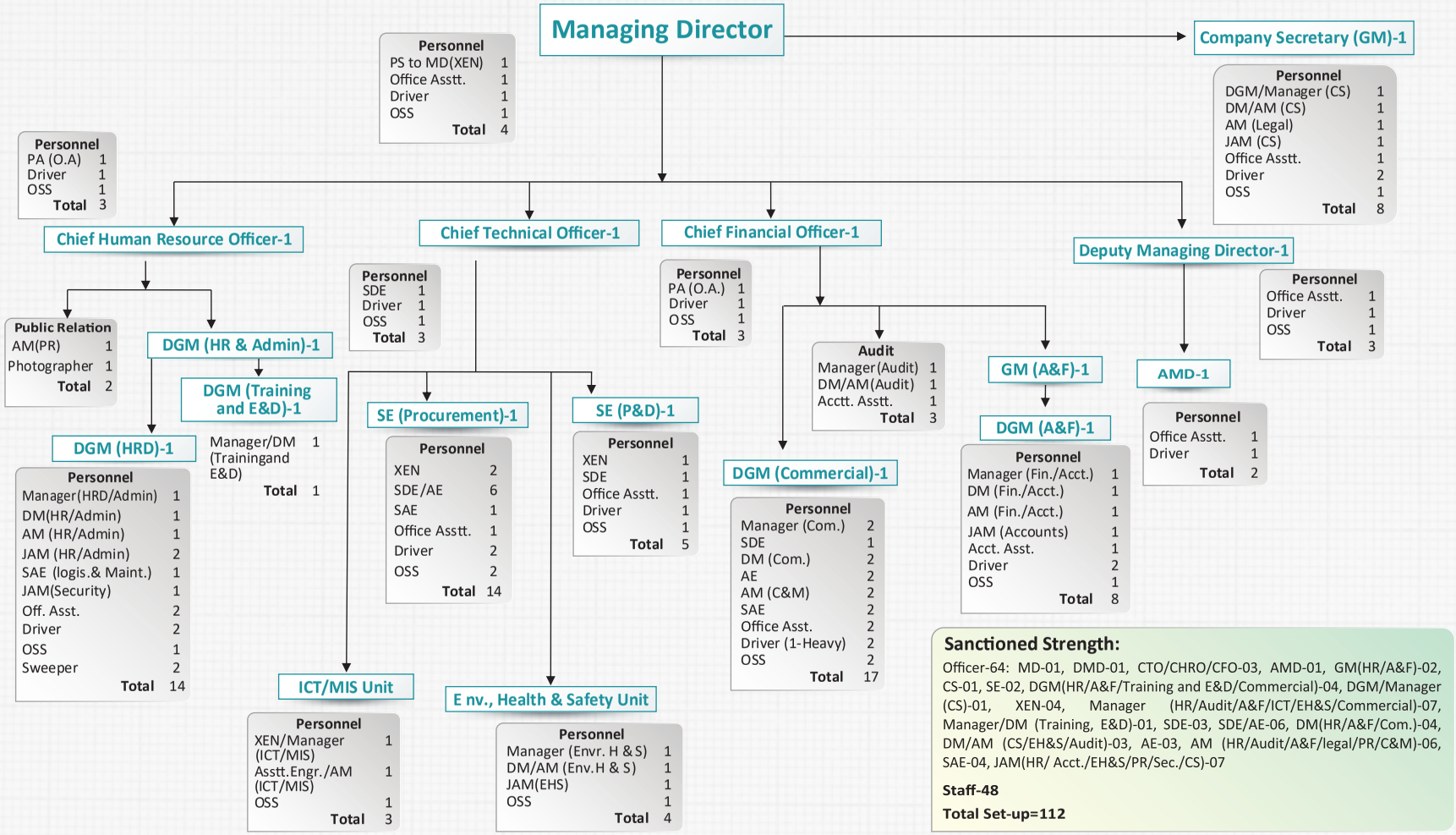
Mohammad Kamal Hossain
Deputy General Manager (HR)

Mr. Mohammad Kamal Hossain serves as Deputy General Manager (HR) at Bangladesh-China Power Company Limited (BCPCL). In this role, he assists in overseeing the HR and Administration functions, covering HR strategy, organizational development, workforce planning, recruitment and selection, talent and leadership development, succession planning, performance management, employee relations and welfare, compensation and benefits, industrial relations, legal and regulatory compliance, disciplinary matters, policy formulation and implementation, HR operations, and overall administrative management.
With over 20 years of professional experience in human resource management and administration, Mr. Hossain has worked with reputed national and international organizations, including BRAC, BRAC Afghanistan, ServicEngine Ltd. (a joint venture of the USA and Abdul Monem Limited), Urban Design & Development Ltd. (UDDL) and BCPCL.
Mr. Hossain obtained his BBA and MBA in Management Studies and Strategic International Management respectively from the University of Dhaka in 2003 and 2005. He also completed a PGD in Human Resource Management from the Institute of Personnel Management Bangladesh in 2009. In addition, he holds a Six Sigma Black Belt certification from the International Quality Federation (IQF), USA.

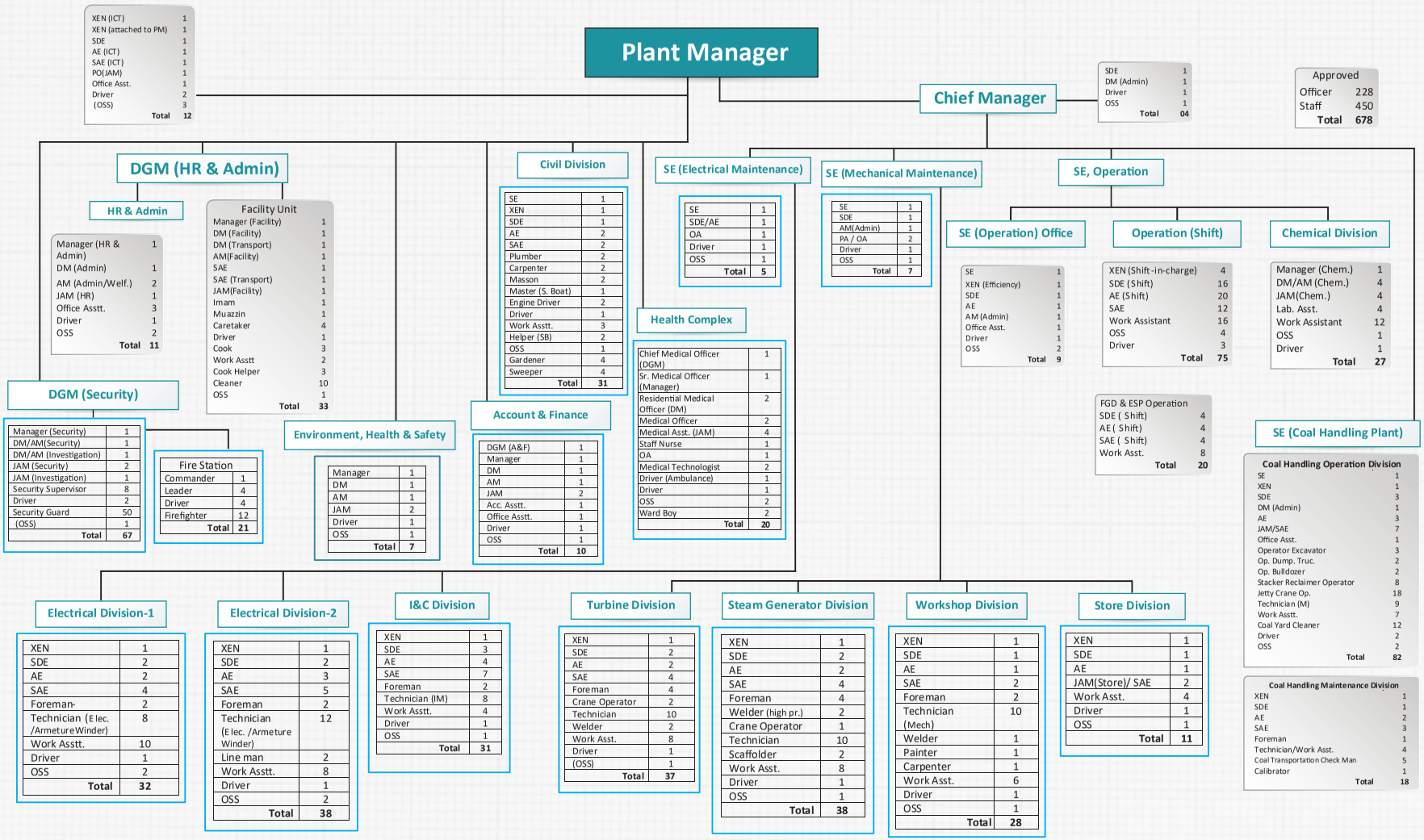


Mr. Musa Matiur Rahman
Deputy General Manager (In-charge)
Security

ORGANOGRAM OF BCPCL CORPORATE OFFICE



ORGANOGRAM FOR O & M OF PAYRA 1320MW THERMAL POWER PLANT







PERFORMANCE ANALYSIS

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PROJECT IN PROGRESS

Bangladesh-China Power Company Ltd. (BCPCL) began its journey with the Payra 1320 MW Thermal Power Plant (1st Phase), which achieved Commercial Operation Date (COD) on 8 December 2020. The Company has since taken up a second coal-fired project, the Payra 1320 MW Thermal Power Plant Project (2nd Phase), along with a transmission line project, the Payra-Gopalganj-Aminbazar 400 kV Double Circuit Transmission Line Project (2nd Phase). The salient features of the existing projects are presented below.

PROJECTS AT A GLANCE

Payra 1320 MW Thermal Power Plan Project 2nd Phaset

physical progress of EPC work

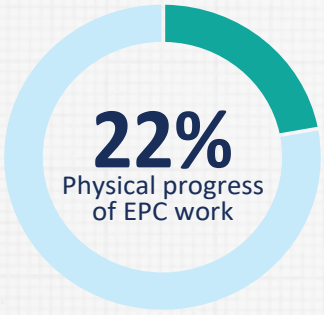
22%

Payra-Gopalganj-Aminbazar 400 kV Double Circuit Transmission Line 2nd Phase

project progress

33%

01 PAYRA 1320 MW THERMAL POWER PLANT PROJECT 2nd PHASE





1,320 MW
Plant capacity (2 × 660 MW)

USC
Ultra-supercritical boiler, 27 MPa / 600/610 °C

400 kV
GIS substation for power evacuation

SALIENT FEATURES

Nature	Power Generation
EPC Contractor	Consortium of CECC & NEPC
Primary Fuel	Sub-bituminous / bituminous coal
Cooling Water System	Closed circulation of water using cooling tower
Power Evacuation	400 kV GIS Substation
Expected COD	3rd Unit: **30 months** after Financial Closing 4th Unit: **36 months** after Financial Closing

KEY MILESTONES

14.06.2018	16.05.2019	01.06.2021	30 / 36 months
Invitation for Bid	EPC Contract signing	PPA & IA signing	Expected COD of Units 3 and 4, from Financial Closing

OVERALL PROGRESS OF PHASE-2 (PAYRA 1320 MW)

1	Soil investigation and land improvement work completed.	Completed
2	Test piling completed.	Completed
3	Procurement of PSC pile is almost completed.	Almost done
4	Purchase orders for major equipment, including Boiler, Steam Turbine and Generator, issued.	Orders issued
5	Detail design is going on.	In progress
6	Construction of water intake forebay completed.	Completed
7	Water treatment system completed.	Completed
8	Jetty extension completed.	Completed
9	Construction of one coal dome for Phase-2 completed.	Completed
10	Piling work of Boiler Units 3 & 4, Turbine Hall, Coal Mill and Central Control Building completed.	Completed

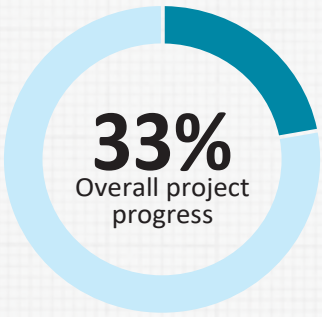
Completed Almost done Orders issued In progress

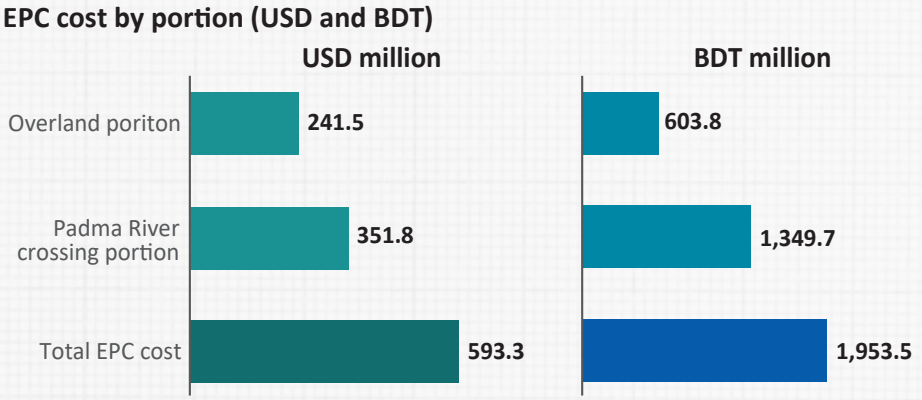






02 PAYRA-GOPALGANJ-AMINBAZAR 400 KV DOUBLE CIRCUIT TRANSMISSION LINE 2nd PHASE





256.3 km	2,488 MW	400 kV	USD 774.85 m
Route length (approx.)	Line capacity (thermal)	Voltage level, two circuits	Total project cost

FINANCING STRUCTURE

Debt 76.55%	Equity 23.45%	Project Financier: Bangladesh Infrastructure Development Fund (BIDF)

KEY MILESTONES

Oct 2020	14.12.2020	04.02.2021	13.07.2021	17.08.2023	17.10.2023	18.04.2024	June 2027
Feasibility study	IFB (Original Contract)	Bid closing (Original)	Contract signed (Original)	IFB (Padma River Crossing)	Bid closing (Padma)	Contract signed (Padma)	Expected COD

PROJECT PARTICULARS

Type of Bid	International Competitive Bid (ICB), single-stage two-envelope method
EPC Contractor	**Overland:** Consortium of CECC-FEDI-SINOHYDRO **Padma River Crossing:** Consortium of CECC-MBEC-FEDI
EPC Cost	**Overland:** USD 241,457,474 and BDT 603,764,826 **Padma River Crossing:** USD 351,841,050 and BDT 1,349,687,222
Total Project Cost	BDT 913,724.89 lakh (USD 774.85 million; exchange rate USD 1 = BDT 117.90)
Conductor	Quad Bundle ACSR Finch (Overland); Quad Bundle ACCC (River Crossing)
Power Evacuation Line	From Payra Power Hub to Aminbazar via Gopalganj





STATUTORY AND OTHERS REPORT

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DIRECTORS' REPORT TO THE SHAREHOLDERS

Dear Sponsors of BCPCL,

On behalf of the Board of Directors, I am honored to present the Annual Report of Bangladesh-China Power Company Ltd. (BCPCL) for the financial year ended 30 June 2026. The year under review was characterized by significant changes in both the global and domestic energy sectors, creating new challenges as well as opportunities for growth. Amid this evolving environment, BCPCL remained committed to operational excellence, sustainable development, and value creation for its stakeholders. Guided by sound governance, prudent management, and the continued confidence of our stakeholders, we are well positioned to strengthen our performance and pursue future opportunities with confidence.

Executive Summary

Industry Scenario: Power Sector in Bangladesh

Bangladesh's power sector has made significant progress in expanding electricity access and strengthening generation and transmission infrastructure. According to the latest update published by the Power Division on 14 October 2026, 100% of the population has access to electricity, while total generation capacity has reached 32,688 MW, including captive power and renewable energy. The country's highest recorded electricity generation was 17,201 MW on 20 May 2026, and per-capita electricity generation stood at 680 kWh in FY2025–26. As of September 2026, Bangladesh had 50.55 million electricity consumers and 19,240 circuit kilometers of transmission lines, supported by grid substation capacity of 92,926 MVA. Distribution losses declined to 7.00% in FY2025-26, reflecting progress in improving the efficiency of the electricity distribution system. The Government is also advancing renewable energy development through the Renewable Energy Policy 2025, which sets targets for renewable sources to meet 20% of total electricity demand by 2030 and 30% by 2040. Rooftop solar installations and net-metering facilities are being promoted to expand clean energy generation, while prepaid metering is being implemented to improve revenue collection, reduce non-technical losses and enhance consumer services. These initiatives, together with continued investment in generation, transmission and distribution infrastructure, provide an important foundation for a more reliable, efficient and sustainable power sector.

Power Sector at a Glance as on 14 October 2026

136 Number of power plants	**32,688 MW** Power generation capacity	**17,201 MW** Highest power generation 20 May 2026
100 % Population with electricity access	**680 kWh** Per capita electricity generation	**7.00 %** Distribution loss
6,62,908.99 km Electrified distribution lines	**2,696 MW** Electricity import	**18,106.19 crore Tk** Allocation in the ADP

Outlook for Bangladesh's Power Sector: Opportunities and Challenges

Bangladesh's power sector has promising prospects for sustainable growth, driven by rising electricity demand, industrialization and technological advancement. The Power and Energy Sector Master Plan (2026-2050) envisages peak electricity demand of approximately 59,000 MW by 2050, requiring an estimated investment of USD 177-192 billion. Key priorities include expanding renewable energy, with targets of 20% of electricity demand from renewable sources by 2030 and 30% by 2040, alongside developing 10,000 MW of solar power capacity. Further opportunities lie in diversifying the energy mix, developing nuclear and regional power trade, modernizing transmission and distribution networks, integrating smart-grid and energy-storage technologies, and improving power plant efficiency. Strengthening private-sector participation, foreign investment, competitive procurement, financial sustainability and corporate governance will also be essential. Overall, effective policy implementation and timely investment will be critical to ensuring a reliable, affordable, energy-secure and environmentally sustainable power supply to support Bangladesh's long-term economic growth.

Status of Coal-Based Electricity in Bangladesh

To address escalating electricity demand, Bangladesh continues to expand its coal-based power infrastructure. As of June 2026, coal-fired plants with a total installed capacity of 8,423 MW are in operation, accounting for roughly 28.46% of the country's installed capacity, with more under development. Committed to the SDGs, Bangladesh prioritizes High-Efficiency Low-Emissions (HELE) technology: all new coal plants use ultra-supercritical technology for superior efficiency and lower carbon emissions. Systems including Flue Gas Desulfurization (FGD), Low NOx Burners, and Electrostatic Precipitators (ESP) minimize environmental impact and ensure compliance with global standards.

BCPCL's Role in Coal-Based Electricity

With natural gas reserves depleting, the government has prioritized coal for affordable, reliable electricity. The Bangladesh-China Power Company Limited (BCPCL) was established to implement the Payra 1320 MW Thermal Power Plant (1st Phase), operational since May 2020, which has helped address electricity demand and low-voltage issues. BCPCL remains a cornerstone of the national energy strategy, delivering consistent power to the grid.

Coal Management and Handling

Payra uses eco-friendly ultra-supercritical technology, achieving a gross efficiency of **42.00%** in 2025-26. Coal is being imported from the Indonesia which is the primary fuel of the power plant. It is unloaded at BCPCL's jetty or by lighter vessels at outer anchorage and stored inside the coal dome of the power plant which is South Asia's first closed coal dome, which minimizes dust and environmental impact. Conveyor belts then carry it to crushers and burners of the boiler with minimal handling losses.





Logistical Challenges and Innovations

Located on the Rabnabad River, the plant has faced high siltation and shallow channel drafts from the beginning of the power plant. BCPCL carried out primary dredging during commissioning and adopted parallel lightering to maintain supply, transshipping 40–50% of coal to lighter vessels at Payra and Chattogram ports up to April 2025. Due to severe draft restrictions, BCPCL now lighters 100% of its coal from the Chattogram port outer anchorage.

A Legacy of Resilience and Innovation

From September 2019 to June 2026, BCPCL's Payra jetty received 453 coal shipments, importing 18.212 million MT of coal from Indonesia. This fuel enabled the plant to generate 41,272 million kWh (gross) and dispatch **38,721** million kWh to the national grid. Since its initial operation date of May 15, 2020, Payra has become Bangladesh's most reliable power producer and a pioneer in coal-fired generation.

Performance and Outlook

In 2025-26, BCPCL delivered 7,989 million kWh, overcoming significant environmental, financial, and logistical challenges. Payra contributes 7.59% of the country's total electricity supply. All coal-based plants together account for 31.7% of national generation, with Payra alone representing 24% of that coal contribution. Using ultra-supercritical technology and advanced emission controls, BCPCL is poised to further strengthen Bangladesh's energy security.

Operational Performance of the Power Plant

Payra 1320 MW Thermal Power Plant, the first ultra-supercritical thermal power plant in the country, has opened a new era in the journey to energy security of Bangladesh. At present Payra 1320 MW TPP is dedicatedly supplying power to Dhaka region via the Payra-Gopalganj-Aminbazar 400 kV double circuit transmission line, to Khulna region via the Payra-Gopalganj-Rampal 400 kV transmission line, as well as to Barisal, Patuakhali and Barguna districts via the Payra 400 kV sub-station. The first generating unit of Payra 1320 MW TPP came into commercial operation on 15th May 2020, and the second unit followed on 8th December 2020 of the same year. Throughout fiscal year 2025-26, both units have cumulatively exported 7,989 million kWh of energy to the national grid — contributing about 7.59% of the country's total net generation of 105,230 Million kWh.

WHERE PAYRA POWER GOES

DHAKA REGION

Payra–Gopalganj–Aminbazar 400 kV double circuit transmission line

KHULNA REGION

Payra–Gopalganj–Rampal 400 kV transmission line

BARISAL, PATUAKHALI & BARGUNA

Payra 400 kV sub-station

KEY PERFORMANCE INDICATORS FY 2025-26

7,989	93.10%	7.59%	3.61 Mn MT
Million kWh total net export	Availability factor	Share of national net generation	Coal consumed



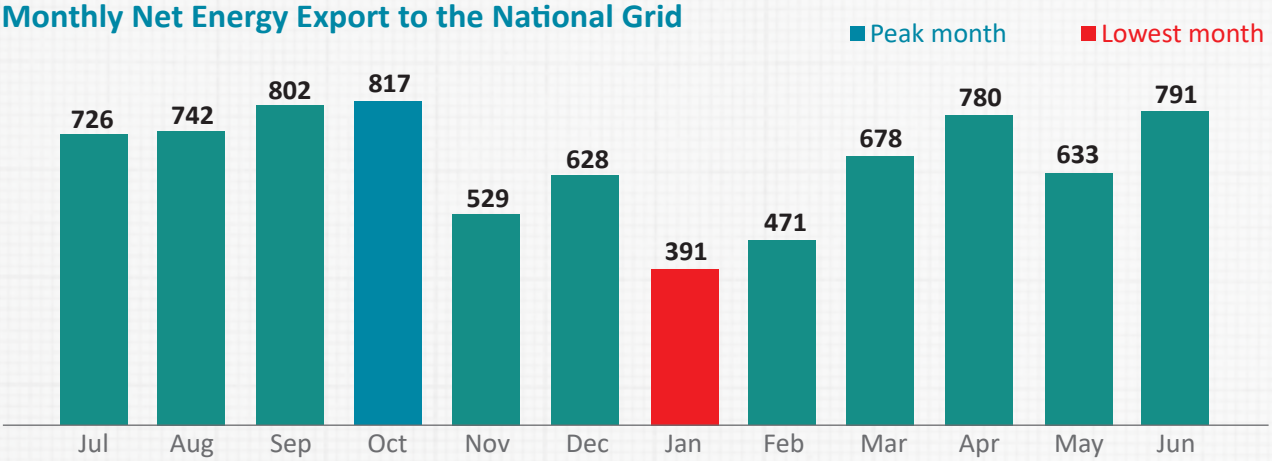
2,047 kCal/kWh (gross, LHV) HEAT RATE	**5.90** % (own use) AUXILIARY CONSUMPTION	**42.00** % (gross, LHV) EFFICIENCY
73.31 % PLANT FACTOR	**425** g/kWh SPECIFIC COAL CONSUMPTION	**28.44** g/kWh SPECIFIC WATER CONSUMPTION

SHARE OF NATIONAL GENERATION

7,989 of 105,230 million kWh

Payra TPP exported 7,989 million kWh against a national net generation of 105,230 million kWh in FY 2025-26, about 7.59% of the country’s total.

Monthly Net Energy Export to the National Grid

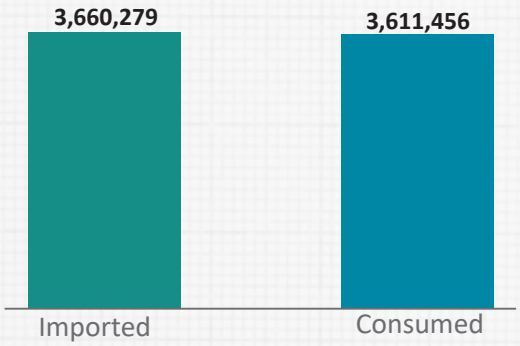


Jul 2025- Jun 2026 | Million kWh (MkWh)

FUEL SUPPLY & CONSUMPTION

Imported bituminous and sub-bituminous coal from Indonesia is used as the primary fuel for the power plant. Full-load operation of the plant requires almost 13,000 MT of coal per day. A total of 3,660,279 MT of coal was imported in fiscal year 2025-26, of which 3,611,456 MT was consumed for power generation.

Coal, FY 2025-26 (MT)



≈ 13,000 MT

of coal needed per day for full-load operation

3,660,279 MT

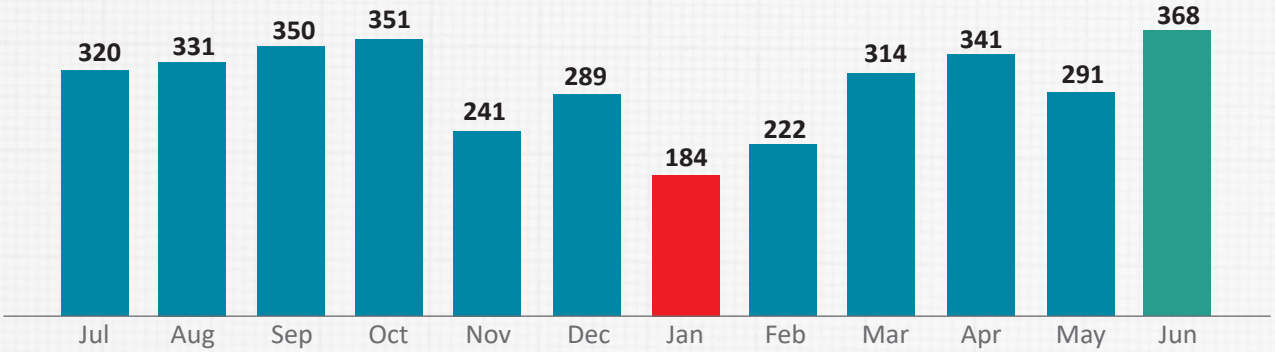
imported in FY 2025-26

3,611,456 MT

consumed for power generation

+48,823 MT Imported coal exceeded consumption, reflecting closing stock build-up.

Monthly Coal Consumption for power Generation

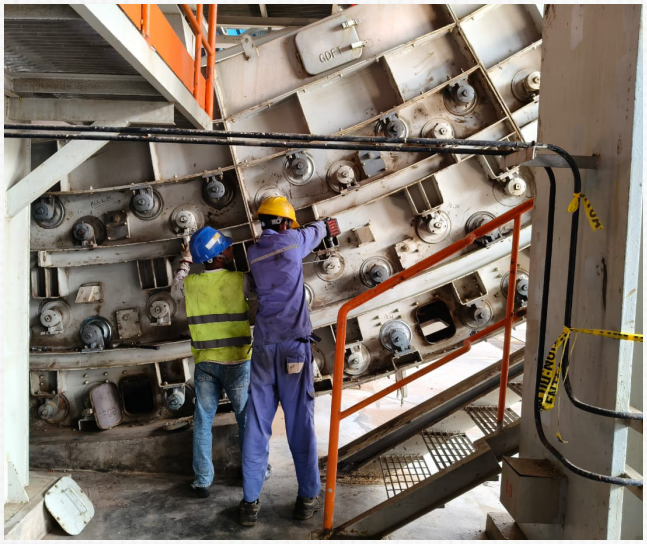


Jul 2025- Jun 2026 | Thousand MT

OPERATION & MAINTENANCE

As Payra 1320 MW TPP is the country's first ultra-supercritical power plant, engagement of a prudent O&M contractor is essential for its smooth operation. Moreover, in accordance with the Conditions Subsequent related to the Facility Agreement with the lender CEXIM Bank, the Operation & Maintenance Contract for Payra 1320 MW Thermal Power Plant is obligatory. In pursuance, a Consortium of China Datang Overseas Electric Technology and O&M Co. Ltd. and China National Energy Engineering & Construction Co., Ltd. has been appointed as the O&M contractor of Payra 1320 MW TPP (Phase-1). Besides, the BCPCL O&M team is also engaged in parallel with the designated O&M contractor team in the operation and maintenance of the plant. Apart from the power plant O&M activities, technology transfer to BCPCL's O&M team is one of the main objectives of the O&M contract.



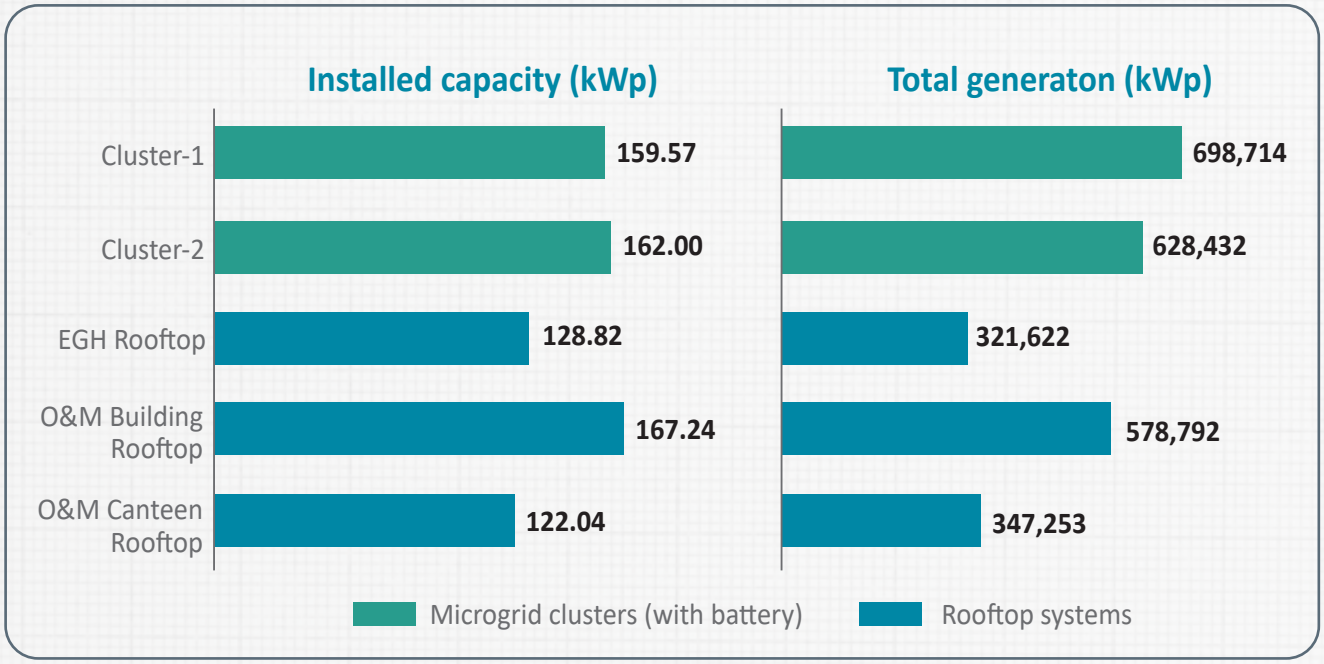


SOLAR POWER SYSTEMS IN BCPCL

Bangladesh-China Power Company Limited (BCPCL) has installed solar power systems at different locations within the power plant premises. Total installed solar power capacity is 740 kWp across five solar systems, including two solar clusters with battery backup (Cluster 1 & 2) and three rooftop solar installations. The two cluster systems are utilized to provide power for boundary lighting and street lighting within the residential area, whereas the three rooftop systems generate electricity to supplement the power requirements of the respective buildings. The five solar systems have generated a total of 2,574,813 kWh of electricity up to 26 October 2026. The solar installations utilize available land and rooftop spaces for renewable energy generation. The systems incorporate solar photovoltaic (PV) modules, inverters and associated electrical equipment. Cluster-1 and Cluster-2 also include battery energy storage and associated control systems to support the designated boundary lighting loads.

740 kWp	5	2,574,813	525 kWh
Total installed capacity	Solar systems (2 clusters, 3 rooftops)	kWh generated up to 26 Oct 2026	Battery storage in each cluster

CAPACITY AND GENERATION BY INSTALLATION



SUMMARY OF INSTALLATIONS

Sl.	Installation	Application	Commissioned	Capacity (kWp)	Generation (kWh)
1	**Microgrid Cluster-1**	Boundary and street lighting	03 Apr 2022	159.57	698,714
2	**Microgrid Cluster-2**	Boundary and street lighting	03 Apr 2022	162.00	628,432
3	**EGH Rooftop**	Executive Guest House	17 Sep 2024	128.82	321,622
4	**O&M Building Rooftop**	O&M Building	11 Mar 2024	167.24	578,792
5	**O&M Canteen Rooftop**	O&M Canteen	23 Sep 2024	122.04	347,253
	Total			**740**	**2,574,813**

TECHNICAL HIGHLIGHTS

Parameter	Cluster-1	Cluster-2	EGH Rooftop	O&M Building Rooftop	O&M Canteen Rooftop
Panel type	Risen, monocrystalline silicon	Risen, monocrystalline silicon	Risen, N-type bifacial	N-type bifacial	N-type bifacial
Rated Capacity per panel	405 Wp	405 Wp	565 Wp	565 Wp	565 Wp
Number of panels	394	394	228	296	216
Installed capacity	159.57 kWp	162.00 kWp	128.82 kWp	167.24 kWp	122.04 kWp
Battery storage	525 kWh (57 × 240 Ah, 3 cabinets)	525 kWh (57 × 240 Ah, 3 cabinets)	On grid	On grid	On grid
Monitoring	Solar I Cloud; Wi-Fi dongle				





Development Projects-in-Progress

BCPCL is consistently striving to elevate its business operations to new heights through strategic expansion and sustainable growth. At present, two major projects are under active development, reflecting the company's commitment to meeting the growing energy demands of the nation. Alongside these flagship initiatives, a number of supplementary projects are also in progress, covering areas such as infrastructure development, automation and technological upgradation, all of which are designed to strengthen operational efficiency and long-term competitiveness. The principal ongoing projects are as follows:

1. Payra 1320 MW Thermal Power Plant Project (2nd Phase).
2. Payra-Gopalganj-Aminbazar 400kV Double Circuit Transmission Line (2nd Phase).

The details of the running projects have been presented in a separate statement on 'Projects in Progress' in this Annual Report.

CORPORATE GOVERNANCE

BCPCL remains steadfast in its commitment to maintaining the highest standards of corporate governance, transparency and accountability throughout the organization. The Company's governance framework is led by a competent and dedicated Board of Directors, which provides strategic direction, oversight and guidance in ensuring effective corporate governance and sound management practices. The Board is supported by three key committees, namely the Audit Committee, the Remuneration & Appointments Committee, and the Technical & Procurement Review Committee, which play significant roles in strengthening oversight, ensuring accountability and promoting informed decision-making in their respective areas of responsibility. The composition, functions, responsibilities and key activities of these committees are elaborately presented in the relevant sections of this Annual Report. Furthermore, specialized departments, including the Company Secretariat, Accounts & Finance, and Human Resources & Administration, contribute significantly to the effective implementation of corporate governance principles and practices across the Company's day-to-day operations. A comprehensive overview of BCPCL's corporate governance framework, compliance status, key initiatives and continued efforts towards strengthening governance practices is presented in the "Statement of Corporate Governance" section of this Annual Report.

CORPORATE SOCIAL RESPONSIBILITY (CSR) AND SUSTAINABILITY REPORTING

The sections on Corporate Social Responsibility (CSR), Environment and Sustainability Report, and Integrated Reporting constitute integral components of this Annual Report, providing a comprehensive overview of BCPCL's commitment to responsible corporate practices and sustainable business operations. These disclosures highlight the Company's initiatives and achievements in promoting social well-being, ensuring environmental protection, and advancing long-term sustainability in alignment with national development priorities and internationally recognized best practices. Collectively, these sections reflect BCPCL's commitment to transparency, accountability, good corporate governance and sustainable value creation for all stakeholders, while demonstrating the Company's contribution to the broader social, environmental and economic development of the country.

FAIR PRESENTATION OF THE STATE OF AFFAIRS AND COMPLIANCE OF ACCOUNTING POLICIES, STANDARDS ETC.

The Company is committed to ensuring that its financial statements present a true and fair view of its financial position, financial performance and cash flows. Accordingly, the financial statements are prepared in

compliance with the applicable provisions of the Companies Act, 1994, Bangladesh Financial Reporting Standards (BFRS), Bangladesh Accounting Standards (BAS), as applicable, and other relevant regulatory requirements, including the prescribed reporting framework adopted by the Institute of Chartered Accountants of Bangladesh (ICAB).

In preparing the financial statements, the Company ensures that:

- Appropriate accounting policies are selected and applied consistently.
- Judgements and estimates are made on a reasonable and prudent basis.
- The applicable requirements of Bangladesh Financial Reporting Standards and Bangladesh Accounting Standards are duly followed; and
- The financial statements are prepared on a going concern basis, unless there are valid grounds to presume that the Company will not continue its operations.

The Company also maintains proper books of accounts and adequate accounting records to ensure that its financial position and transactions are accurately recorded and can be reasonably ascertained at any time. These records provide the necessary basis for the preparation of financial statements in compliance with the Companies Act, 1994, applicable accounting standards and other relevant statutory and regulatory requirements.

REGULATORY DISCLOSURES

Significant Variance between Quarterly and Annual Financial Statements

The Company's quarterly financial statements are prepared on the same accounting policies as the annual financial statements for the year ended 30 June 2026. There is no significant variance between the quarterly and annual financial statements. The Company's operating performance was steady across the year, and the annual results reflect the cumulative position of the four quarters.

Related Party Transaction

As per International Accounting Standard (IAS -24) the parties are considered to be related if one of the parties has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions. The Company discloses its related party transactions and balance in accordance with the provisions of IAS-24. In the ordinary course of business, the Company entered into some transactions with related parties: purchase of coal from CMC, a parent company; payment of lease rent to NWPGCL, a parent company; lightering services obtained from SAEET, a parent's company; sale of electricity to BPDB, an associated company; share of sale proceed of by-products to BPDB, an associated company, as per contract; and a mutual loan arrangement with BCRECL, a parent company. All related party transactions were conducted on a commercial basis and in accordance with the arm's length principle. Details of the related parties and the transactions are disclosed in Note-36 to the financial statements.

Extra-Ordinary Gain or Loss

As per IAS 1 Presentation of Financial Statements, no terms of income and expense are to be presented as 'extraordinary gain or losses' on financial statements. Accordingly, no extraordinary gain or loss has been recognized in the financial statements.

Risk Assessment and System of Internal Control

The Board of Directors has overall responsibility for establishing and overseeing the Company's risk management framework. The Company's risk management policies are designed to identify and analyze risks,

set appropriate limits and controls, and monitor adherence to those limits. These policies, procedures and systems are reviewed regularly to reflect changes in market conditions and the Company's activities. Financial authority limits set the approval thresholds for contractual commitments and payments, which helps to limit transactional risk. The Board oversees how management monitors compliance with these policies and procedures and reviews the adequacy of the framework against the risks the Company faces.

The Company is currently exposed to credit risk, liquidity risk and market risk. Details of these financial risks and the Company's exposure to each are disclosed in Note 35 to the financial statements. A fuller discussion of these risks and the strategies used to mitigate them is provided in the "Statement of Risk, Risk Management and Control" section of this report.

GOING CONCERN

The Directors have carefully assessed the Company's ability to continue as a going concern and are satisfied that there is no intention to liquidate the Company or cease its operations. The accompanying financial statements have been prepared on a going concern assumption that the Company will continue in operation over the foreseeable future. The Company has neither any intention nor any legal or regulatory compulsion to liquidate or curtail materially the scale of any of its operations. The Company has adequate resources to continue in operation for the foreseeable future and the current resources of the Company provide sufficient funds and attributable credit facilities to meet the present requirements of its existing business. Since, there is no material uncertainties related to events or conditions at reporting date which may cast significant doubt upon the Company's ability to continue as a going concern, for this reason, management continues to adopt going concern basis in preparing the financial statements.

POST-BALANCE SHEET EVENTS

There are no significant events after balance sheet date that may affect financial statements of the Company for the year ended 30 June 2026.

OTHER REGULATORY DISCLOSURES TO THE SHAREHOLDERS

- From inception, the financial results of the Company have continued to grow as reflected in the yearly financial statements of the Company.
- During the year, the Company paid a total of BDT 1,764,715 as attendance fees to the Directors for attending meetings of the Board and its Sub-Committees. Following the revision of the attendance fee to USD 100 or its equivalent per meeting, the amount payable as attendance fees decreased significantly. All payments were subject to applicable government taxes and VAT, which were duly deducted at source and deposited into the Government Treasury within the prescribed timelines. Details of the attendance fees and remuneration paid to the Directors are disclosed in Note 36(C) to the Financial Statements.
- All significant deviations from the previous year in the operating results of the Company have been highlighted and reasons thereof have been explained.
- The key operating and financial data for the last five years have been disclosed in the Annual Report.
- During 2025-2026, a total of 13(Thirteen) Board Meetings were held, which met the regulatory requirements in this respect.
- The shareholding pattern of the Company as of 30 June 2026 is shown in the Directors' Report.
- The Company hasn't issued any share in the market yet.
- No bonus of stock dividend has been declared as interim dividend during the year.
- Directors' profiles have been included in the Annual Report as per BSEC Guidelines.

- A statement of 'Management Discussion and Analysis' has been presented in this Report.
- 'Declaration by MD and Chief Financial Officer' to the Board has been disclosed in the Annual Report.
- The present shareholding structure of the Company is shown in the 'Pattern of Shareholding' section.

SHAREHOLDING STRUCTURE

BCPCL is a Joint Venture Company (JVC) of two state owned companies, one from Bangladesh named North-West Power Generation Company Limited (NWPGCL) and the other from China named China National Machinery Import & Export Corporation (CMC). Both the companies hold the share of the JVC on a 50:50 ratio basis. The present paid up capital of the Company is BDT 39.86 billion divided into 3,985,787,470 ordinary shares of Tk. 10 each.

APPOINTMENT OF STATUTORY AUDITOR

To ensure compliance with the Lender's requirements, it is necessary to appoint a statutory auditor having international affiliation. Accordingly, pursuant to Section 210 of the Companies Act, 1994, the Board of Directors of BCPCL, in its meeting, resolved to recommend the appointment of M/s Rahman Rahman Huq (an affiliate of KPMG) as the external auditor of the Company for the Financial Year 2025–26, subject to approval at the 11th Annual General Meeting (AGM). Subsequently, M/s Rahman Rahman Huq was duly appointed as the external auditor of the Company and successfully completed the audit for FY 2025–26. In continuation of this practice and to maintain compliance with the Lender's requirements, it is proposed to appoint a reputed audit firm having international affiliation as the statutory auditor of the Company for FY 2026–27 at the forthcoming 12th AGM. Upon approval of the appointment at the said AGM, the appointed firm shall hold office until the conclusion of the next AGM of the Company.

RIGHT TO INFORMATION

BCPCL is committed to transparency, accountability and good governance in all its corporate operations. In line with the Right to Information Act, 2009 and the Right to Information Rules, 2010, the Company regards access to information as a key means of building stakeholder confidence, strengthening public accountability and ensuring the responsible disclosure of corporate information.

Information is made available through, Official website: www.bcpcl.org.bd is updated regularly with corporate information, notices, announcements, official orders and other disclosures. Notice boards: relevant information is displayed on the Company's notice boards, as appropriate. Formal office orders: information is circulated through formal office orders to reach stakeholders and concerned parties through the proper channels. Through these measures BCPCL promotes a culture of openness, responsiveness and responsible information management, while complying with all applicable legal and regulatory requirements. The Company will keep improving its disclosure practices and making it easier for stakeholders to obtain information, in support of transparency, accountability and sound corporate governance.

BUSINESS PHILOSOPHY

BCPCL is committed to delivering reliable electricity and quality services that create superior and sustainable value for all its stakeholders. We believe that success should be shared: our employees are recognized and rewarded for their contribution to the Company's achievements, and our investors are provided with a superior return on their investment. Guided by integrity and consistent performance, we strive to build a reputation of trust and excellence that endures for generations.

DIGITAL TRANSFORMATION INITIATIVES

BCPCL treats digital transformation as a strategic priority for improving efficiency, transparency and decision-making, in line with Bangladesh's national digitalization agenda. The Company's official website (www.bcpcl.org.bd) provides project updates, notices and tender announcements. An online recruitment portal supports a paperless and transparent hiring process. Microsoft 365 supports communication, document management, task coordination and collaboration across the organization. At the Payra 1320 MW Thermal Power Plant, the Plant Monitoring System and Plant Information System consolidate operational data from the Central Control Room, DCS, CHP and BoP control rooms, giving senior management timely visibility of plant performance. In line with the Environmental Impact Assessment approval granted by the Department of Environment, a Continuous Emission Monitoring System tracks key parameters, including SOx and NOx, to support regulatory compliance. Air and water quality monitoring is also carried out.

On the administrative side, Tally supports accounting and financial recordkeeping, and procurement is conducted through the national e-GP portal to ensure transparency and compliance. Biometric attendance and CCTV surveillance operate at the corporate office and plant, which is a designated Key Point Installation. An Enterprise Resource Planning (ERP) system is under implementation to centralize data, automate routine processes, strengthen internal controls and improve coordination among departments. Zoom, Microsoft Teams and StarLeaf enable remote meetings with internal and international stakeholders and support operational continuity. BCPCL will continue to adopt emerging technologies and strengthen digital governance to improve performance and support good governance.

ENVIRONMENTAL STEWARDSHIP AND GREENERY DEVELOPMENT

BCPCL is committed to sustainable infrastructure and a healthy working environment at the Payra 1320 MW plant in Kalapara, Patuakhali. After extensive land preparation, site grading and soil improvement, the company has developed the premises through plantation, turf and flowerbed development, tree maintenance and an interconnected lake system. The result is a cleaner, greener and more pleasant place for employees and visitors, and a plant that supports ecological balance.

~10,000	~20,000	~2 km	200
FRUIT TREES MAINTAINED	SEASONAL FLOWERS PLANTED	INTERCONNECTED LAKE NETWORK	COCONUT SAPLINGS ON EMBANKMENT

BCPCL continued its green development initiatives at the Payra 1320 MW Thermal Power Plant through extensive plantation, landscaping, and development of interconnected lakes and walkways, creating a greener, healthier, and more aesthetically pleasing working environment. As part of agricultural diversification, approximately 50 Vietnamese coconut trees produced fruits during the year, alongside satisfactory mango yields. The Company also cultivated sunflowers and peanuts, with harvested produce distributed among employees. Furthermore, 200 coconut saplings, donated by the Kalapara Agriculture Office, were planted along the plant's embankment. To enhance the plant's natural beauty, approximately 20,000 seasonal flowering plants, including marigold and petunia, were planted across the premises, complemented by hibiscus and other ornamental plants. BCPCL also made significant progress in developing an interconnected lake network extending approximately 2 km across the plant premises, covering areas around the VVIP and VIP zones, mosque, cafeteria, and Ash Pond Lake. The associated walkways and bridges have further enhanced the landscape and provided pleasant spaces for walking and relaxation. These initiatives reflect BCPCL's continued commitment to environmental sustainability, agricultural diversification, ecological balance, and the development of a greener and employee-friendly workplace.


Plantation of Local Coconut Saplings Supplied by Kalapara Upazila Agriculture Office
Vietnamese Coconut
Mango Tree
Mango Harvest
Mango Distribution among BCPCL Employees
Handover of Mangoes to the Chinese Employees' Representative
Nuts Harvesting and Distribution among BCPCL Employees
Barhi Date
Papaya Tree
Banana Tree
Sofeda Tree
Sunflower Garden
Joba Flower
Plumeria
Bougainvillea
Marigold Flower
Petunia Flower

Enhancing Employee Well-being: Amenities at Payra Power Plant

BCPCL is committed to fostering a safe, comfortable and employee-friendly working environment at Payra 1320 MW Thermal Power Plant. The Company endeavors to provide comprehensive employee welfare facilities, including residential accommodation, transportation, dining and canteen services, medical support, recreational and sports facilities, and occupational health and safety arrangements. Various employee engagement and welfare initiatives are also undertaken to promote professional development, work-life balance, team spirit and overall employee satisfaction. These facilities reflect the Company's commitment to valuing its human resources as a key driver of operational excellence and sustainable growth.













CULTURAL DIVERSITY

As a Bangladesh–China joint venture, BCPCL offers a special platform for fostering cultural variety, respect for one another, and intercultural interaction between Chinese and Bangladeshi experts. BCPCL continues to promote friendship, understanding, and a feeling of community among its international workforce through a number of cultural, social, and professional programs. Key initiatives include celebrating Bangla New Year (Pahela Baishakh) with Chinese colleagues through cultural performances and participation, observing Chinese New Year with Bangladeshi colleagues, inviting Chinese colleagues to Iftar Mahfils and annual sports events, and arranging cultural and food exhibitions. Visits by Chinese interns, accompanied by interactive discussions and knowledge-sharing sessions, further strengthen cultural exchange and mutual learning. The Central Cafeteria also serves as a daily platform for cultural integration, where Bangladeshi and Chinese employees share meals and interact. Chinese colleagues' regular enjoyment of Bangladeshi cuisine reflects their appreciation of local food and culture. Joint professional efforts, such as Operation & Maintenance, Emergency Management Programs, Firefighting and Rescue Exercises, and Emergency Response Drills, Chinese learning program provide chances for exchanging professional practices and operational knowledge beyond social and cultural events. Additionally, these events foster mutual awareness of pertinent Chinese and Bangladeshi laws, policies, and practices. Through these continuous engagements, Payra Power Plant promotes intercultural understanding, professional collaboration, workplace harmony, and people-to-people connections, reflecting the enduring spirit of Bangladesh–China friendship.





ACKNOWLEDGMENT

The Board of Directors expresses its sincere gratitude to the shareholders for their steadfast support and confidence in the Company. The Board reaffirms its commitment to safeguarding shareholders' interests and to ensuring that every decision and initiative strengthens the Company's long-term value. The Board also recognizes that the year's achievements were made possible by the continued cooperation, guidance and encouragement of all stakeholders. The Directors extend special appreciation to the employees of BCPCL, whose dedication, professionalism and commitment to excellence have been the driving force behind the Company's success. Their efforts give the Board confidence that BCPCL will achieve greater milestones in the years ahead. With the enduring trust of its shareholders, the support of its stakeholders and the dedication of its employees, BCPCL looks forward to continued growth and to contributing further to the nation's progress.

With Best Wishes
On behalf of the Board of Directors

(----------)
Chairman, BCPCL

REPORT OF THE NOMINATION AND REMUNERATION COMMITTEE

The Remuneration & Appointments Committee is a sub-committee of the Board that assists with matters relating to remuneration, appointments and administrative affairs. Through its oversight and policy-related recommendations, the Committee supports an environment conducive to achieving strategic objectives and encouraging individual performance. It also monitors implementation outcomes to assess whether administrative, remuneration and appointment-related policies are achieving their intended objectives.

Committee Composition

The Committee comprised four Directors—two nominated by NWPGCL and two by CMC—with the Company Secretary serving as Member Secretary. During the reporting period, the Committee comprised:

COMMITTEE MEMBER	ROLE
Mr. Mohammad Saiful Islam	Convener
Engr. Hasibul Hasan	Member
Mr. Wang Xin	Member
Mr. Qi Yue	Member
Mr. Muhammad Mahmud Hasan	Member Secretary

Role of the Remuneration & Appointments Committee

01 Leadership appointments & tenure: Recommend appointment and extension of the top management of the Company.
02 Remuneration policy: Monitor the Company's remuneration policy.
03 Directors' fees: Evaluate and recommend Directors' fees based on industry benchmarks.
04 Top management performance: Review performance against predetermined financial and operational targets.
05 Company KPIs: Recommend approval of Key Performance Indicators and review achievement against set targets.
06 Employee increments: Recommend employee increments in terms of performance appraisal and inflation.
07 People policies: Recommend employees' service rules, Welfare Policy and other related policies.
08 Regulatory compliance: Review legislative and regulatory compliance within the Committee's mandate.

Key Functions During the Reporting Period

01 TOP MANAGEMENT: Recommended appointment and extension of the tenure of the Company's top management.
02 PERFORMANCE INCENTIVES: Recommended performance-based incentives for employees.
03 MANPOWER STRUCTURE: Recommended approval of the Company's manpower structure.

Meetings & Governance Engagement

During the last financial year, the Committee convened a total of 03 (three) meetings to deliberate on matters within its mandate. Fees paid to Committee members are reflected in the relevant remuneration disclosures of the Annual Report.

On behalf of the Remuneration & Appointments Committee
Convener | Remuneration & Appointments Committee

REPORT OF THE AUDIT COMMITTEE

The Audit Committee acts as the Board's eyes on financial integrity. It is constituted under the Company's internal control framework and the conditions set by the Bangladesh Securities and Exchange Commission (BSEC). All committee members are financially literate and able to interpret financial statements and assess the adequacy of internal controls. The Audit Committee met 02 (two) times during the Financial Year 2025-2026.

COMPOSITION AND GOVERNANCE OF THE COMMITTEE

- **2 members** nominated directors from CMC
- **2 members** nominated directors from NWPGCL
- **Company Secretary** serves as Secretary to the Committee: coordinates activities, keeps records and ensures regulatory compliance.
- **By invitation** Managing Director and Chief Financial Officer attend as necessary.

ROLE OF THE AUDIT COMMITTEE

01 Financial statements
Reviews quarterly, half-yearly and annual results and recommends them to the Board for approval.

02 Budgets
Reviews revised and proposed revenue, capital expenditure and project development budgets, and recommends them to the Board.

03 Reporting, controls & risk
Monitors the adequacy and effectiveness of financial reporting, internal control and risk management.

04 Audit objectivity
Ensures effective external and internal audit; examines findings and weaknesses and tracks action plans.

05 External auditors
Recommends appointment, re-appointment or removal of external auditors to the Board.

06 Ethics & compliance
Reviews ethical standards and procedures to meet regulatory and financial reporting requirements.

ACTIVITIES IN FY 2025-26

Work undertaken on the Company's affairs during the period

Audited financials
Reviewed audited statements; confirmed policies and judgments comply with law, endorsed by the external auditor.

Annual statements
Reviewed annual financial statements and recommended them for Board approval.

Budgets
Reviewed current-year revised and next-year proposed budgets; recommended for Board approval.

Auditors' findings
Reviewed external auditors' findings and management's responses.

THE COMMITTEE'S OPINION

Reasonable controls and procedures are in place to provide assurance that:

✓ **The Company's assets are safeguarded**

✓ **The Company's financial position is adequately managed**

On behalf of the Committee,
Convener
Audit Committee, BCPCL

REPORT OF THE TECHNICAL & PROCUREMENT REVIEW COMMITTEE

The Technical & Procurement Review Committee is a sub-committee of the Board that assists in determining and recommending technical and procurement-related matters. Guided by the Board, the Committee reviews, advises on and makes recommendations on technical matters and procurement issues within the Board's jurisdiction, with the objective of supporting proper and transparent procurement.

COMMITTEE COMPOSITION

The Committee comprised four Directors—two nominated by NWPGCL and two by CMC—with the Company Secretary acting as Member Secretary. During the reporting period, the Committee comprised:

COMMITTEE MEMBER	ROLE
Engr. Md. Rezaul Karim	**Convener**
Engr. Hasibul Hasan	**Member**
Mr. Qi Yue	**Member**
Mr. Ma Jie	**Member**
Mr. Muhammad Mahmud Hasan	**Member Secretary**

ROLE OF THE COMMITTEE

Based on its work plan for the financial year, the Committee considered matters covering procurement governance, project and EPC contract proposals, bidder negotiations, major procurements, power plant technical matters and technical/financial evaluation reports.

01 **Procurement procedures**
Review Company procurement procedures falling under the Board's jurisdiction in accordance with the delegation of financial power.

02 **EPC contract changes**
Review proposals for changes or adjustments to EPC contracts.

03 **Project proposals**
Review and recommend approval of BCPCL project proposals.

04 **Bidder negotiations**
Conduct negotiations with bidders on technical specifications and price issues.

05 **Major procurements**
Recommend approval of major procurements placed before the Committee.

06 **Plant technical matters**
Review major technical issues of the power plants and recommend approval of related agenda items.

07 **Technical evaluation**
Review and recommend approval of technical evaluation reports.

08 **Financial bid evaluation**
Review and recommend approval of financial bid evaluation reports.

MEETINGS & GOVERNANCE ENGAGEMENT

Work undertaken on the Company's affairs during the period

During the last financial year, the Committee convened a total of 07 (seven) meetings to deliberate on matters within its mandate. Fees paid to Committee members are reflected in the relevant report disclosures.

TECHNICAL ASSURANCE: Review major technical issues and evaluation reports.
PROCUREMENT GOVERNANCE: Review procurement procedures and major procurement matters.
BOARD RECOMMENDATIONS: Provide recommendations on projects, contracts, evaluations and procurement decisions.

On behalf of the Technical & Procurement Review Committee
Convener | Technical & Procurement Review Committee

CERTIFICATE OF DUE DILIGENCE BY MANAGING DIRECTOR & CHIEF FINANCIAL OFFICER

December ----, 2026

To the Board of Directors of
Bangladesh-China Power Company Ltd.
Subject: Declaration on Financial Statements for the year ended on 30 June 2026

Dear Sir(s) and Madam(s),

Pursuant to the condition No.1(5)(xxvi) imposed vide the Commission's Notification No SEC/CMRRCD/2006-158/207/Admin/80, dated 3 June 2018 issued under section 2CC of the Securities and Exchange Ordinance, 1969 we do here by declare that:

1. The Financial Statements of Bangladesh-China Power Company Ltd. for the year ended on 30 June 2025 have been prepared in compliance with International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in the Bangladesh and any departure there from has been adequately disclosed.

2. The estimates and judgments related to the financial statements were made on a prudent and reasonable basis, in order for the financial statements to reveal a true and fair view;

3. The form and substance of transactions and the Company's state of affairs have been reasonably and fairly presented in its financial statements;

4. To ensure above, the Company has taken proper and adequate care in installing a system of internal control and maintenance of accounting records;

5. Our internal auditors have conducted periodic audits to provide reasonable assurance that the established policies and procedures of the Company were consistently followed and

6. The management's use of the going concern basis of accounting in preparing the financial statements is appropriate and there exists no material uncertainty related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

In this regard, we also certify that:

i. We have reviewed the financial statements for the year ended on 30 June 2026 and that to the best of our knowledge and belief:

   a. These statements do not contain any materially untrue statement or omit any material factor contain statements that might be misleading.
   b. These statements collectively present true and fair view of the Company's affairs and are incompliance with existing accounting standards and applicable laws.

ii. There are, to the best of knowledge and belief, no transactions entered in to by the Company during the year which are fraudulent, illegal or in violation of the code of conduct for the company's Board of Directors or its members.

Sincerely yours,

Sd/-
Chief Financial Officer

Sd/-
Managing Director

MANAGEMENT DISCUSSION AND ANALYSIS

Dear Shareholders,

As per condition no. 1(5)(xxv) of the Corporate Governance Code 2018 issued by the Bangladesh Securities and Exchange Commission, the Management Discussion and Analysis of BCPCL for the financial year ended 30 June 2026 is set out below:

(a) Accounting policies and estimation:

Consistent accounting policies have been applied in preparing the financial statements. International Financial Reporting Standards (IFRSs) and International Accounting Standards (IAS), as applicable, have been applied to the relevant transactions, events and conditions. The significant accounting policies and estimates are described in the notes to the financial statements. Where no specific IFRS/IAS applies to a transaction, event or condition, management has exercised its best judgement in developing and applying an accounting policy that provides relevant and reliable information and supports a true and fair presentation of the Company's financial position, financial performance and cash flows.

(b) Changes in accounting policies and estimation:

The Company changes an accounting policy only when required by an IFRS Accounting Standard/IAS or when the change results in more reliable and relevant information about the effects of transactions, events or conditions on its financial position, financial performance or cash flows. The financial statements for FY 2025-26 have been prepared using the same material accounting policies applied in the preceding year; no change in accounting policy has been made. Certain comparative amounts have been rearranged, where considered necessary, to conform to the current year's presentation. During the year, intangible assets of BDT 16.74 million were recognized for the first time and an adjustment of BDT 114.12 million was made to the opening balance of lease liabilities (Note 19). IFRS 18 Presentation and Disclosure in Financial Statements, effective for annual periods beginning on or after 1 January 2027, has not been early adopted. Any other changes in estimates are applied prospectively, as described in the notes to the financial statements.

(c) Comparative analysis of financial performance and financial position as well as cash flows for the current year with immediately preceding years, explaining the reasons thereof:

The financial highlights for FY 2025-26 and the preceding financial year are presented in the Financial Performance section of this Annual Report. The following analysis is based on the audited financial statements of the Company for the year ended 30 June 2026.

The key comparative figures and movements are summarized below. Amounts are stated in BDT unless otherwise indicated.

Sales Revenue: The Company recorded revenue of BDT 109,241.77 million in FY 2025-26, compared with BDT 111,556.57 million in FY 2024–25, a decrease of approximately 2.08%. Revenue comprises energy payment of BDT 52,968.20 million (FY 2024-25: BDT 56,651.55 million, down 6.50%), capacity payment of BDT 53,105.69 million (BDT 53,280.56 million, down 0.33%), pass-through items of BDT 311.40 million (BDT 508.16 million) and true-up payment of BDT 2,856.48 million (BDT 1,116.30 million). The decline was mainly due to lower energy payment, which moves with the cost of generation and is consistent with the lower coal cost, partly offset by higher true-up payment.

Cost of Sales: Cost of sales was BDT 68,798.47 million in FY 2025-26, compared with BDT 69,513.45 million in FY 2024–25, a decrease of approximately 1.03%. Cost of sales represented approximately 62.98% of revenue in FY 2025–26, compared with 62.31% in the preceding year. Coal, the largest cost item, was BDT 50,869.65 million against BDT 52,598.21 million (down 3.29%). Depreciation of plant was BDT 11,387.60 million (BDT 11,251.30 million) and operation and maintenance contract expenses were BDT 3,766.34 million (BDT 3,388.18 million). Repair and maintenance of plant, including spare parts, rose to BDT 1,020.83 million from BDT 108.03 million, while no dredging expense was incurred this year (BDT 439.54 million in FY 2024-25).

Gross Profit and Operating Profit: Gross profit was BDT 40,443.30 million in FY 2025-26, compared with BDT 42,043.12 million in FY 2024-25, a decrease of approximately 3.81%; gross profit margin was approximately 37.02% against 37.69%. Operating profit was BDT 40,363.61 million, compared with BDT 42,040.00 million, a decrease of approximately 3.99%. General and administrative expenses were BDT 247.09 million (BDT 263.16 million) and other income was BDT 167.41 million (BDT 260.04 million).

Financing Expenses: Financing expenses decreased by approximately 21.68% to BDT 18,182.60 million from BDT 23,216.08 million. Interest on long-term loans fell to BDT 10,848.13 million from BDT 13,475.38 million as principal was repaid, and the net foreign exchange position improved to a gain of BDT 109.55 million from a loss of BDT 3,305.96 million. Amortization of the recoverable asset-BPDB increased to BDT 6,227.33 million from BDT 5,162.97 million.

Net Profit: Profit after tax for FY 2025-26 was BDT 22,174.73 million, compared with BDT 18,549.54 million in FY 2024–25, an increase of approximately 19.54%. Profit before tax was BDT 22,181.01 million (BDT 18,637.54 million). Net profit margin increased to approximately 20.30% from 16.63% in the preceding year. The improvement came from a lower financing expense, which more than offset the reduction in gross and operating profit. Income tax expense was BDT 6.28 million, as the Company is exempt from income tax on its power generation income under SRO No. 281-Law/Income Tax-13/2023 and is taxed only on other income.

Total Assets: Total assets as of 30 June 2026 stood at BDT 293,829.93 million, compared with BDT 290,069.60 million as of 30 June 2025, an increase of approximately 1.30%. Current assets increased by 22.84% to BDT 112,856.99 million from BDT 91,876.29 million, mainly because accounts receivable from BPDB rose to BDT 100,422.71 million from BDT 77,040.94 million, while cash and cash equivalents fell to BDT 2,040.12 million from BDT 5,694.95 million. Non-current assets decreased by 8.69% to BDT 180,972.94 million from BDT 198,193.31 million, reflecting depreciation of property, plant and equipment (BDT 138,362.34 million against BDT 149,987.45 million) and amortization of the recoverable asset-BPDB (BDT 41,276.86 million against BDT 46,809.09 million).

Liabilities and Borrowings: Total liabilities decreased by approximately 9.73% to BDT 170,789.46 million from BDT 189,203.86 million. Loans and borrowings (current and non-current) stood at BDT 132,123.00 million against BDT 151,594.93 million, after repayment of BDT 20,167.03 million of principal during the year, partly offset by a foreign currency translation loss of BDT 695.10 million on the USD-denominated CEXIM loan, which is recoverable from BPDB through future capacity payments.

Shareholders' Equity: Total equity increased to BDT 123,040.47 million as at 30 June 2026 from BDT 100,865.74 million as at 30 June 2025, an increase of approximately 21.98%. Share capital remained BDT 39,857.87 million and share money deposit remained BDT 1,670.50 million. Retained earnings increased to BDT 81,512.09 million from BDT 59,337.36 million, reflecting the profit for the year.

Earnings Per Share (EPS): Based on profit after tax of BDT 22,174.73 million and issued share capital of BDT 39,857.87 million (face value BDT 10 per share, i.e. 3,985.79 million shares), EPS for FY 2025-26 is approximately BDT 5.56 per share, compared with approximately BDT 4.65 in FY 2024-25.

Net Asset Value (NAV) per Share: Based on total equity of BDT 123,040.47 million and 3,985.79 million shares of BDT 10 each, NAV per share as of 30 June 2026 is approximately BDT 30.87, compared with approximately BDT 25.31 as at 30 June 2025.

Cash Flows: Net cash generated from operating activities was BDT 15,994.45 million, compared with BDT 20,680.79 million in FY 2024-25, a decrease of approximately 22.66%, mainly because receivables from BPDB increased by BDT 23,381.77 million (BDT 15,837.00 million in the preceding year) and inventories increased by BDT 2,426.38 million. Net operating cash flow per share was approximately BDT 4.01 (BDT 5.19). Investing activities generated a net inflow of BDT 560.49 million, mainly from the redemption of short-term investments, against a net outflow of BDT 208.24 million. Financing activities used BDT 20,209.77 million (BDT 18,480.42 million), principally for repayment of long-term loan. Cash and cash equivalents therefore decreased by BDT 3,654.84 million to BDT 2,040.12 million at year end.

Liquidity, Leverage and Returns: The current ratio improved to 1.90 times from 1.61 times. Loans and borrowings to equity improved to 1.07 times from 1.50 times. Return on assets was approximately 7.55% (FY 2024-25: 6.39%) and return on equity, on closing equity, was approximately 18.02% (18.39%), as equity grew faster than profit.

Operational Performance: In FY 2025-26, BCPCL has reinforced its role as a leader in Bangladesh's electrical energy sector, delivering 7,989 million kWh of electricity. BCPCL contributes 7.59% to the country's total electricity supply.

(d) Risks and concerns related to the financial statements:

The risks and concerns related to the financial statements are discussed in the 'Directors' Report', and all identified risks and their mitigations are disclosed in the 'Statement of Risk Management and Internal Control' section. The following matters arising from the auditor's report and the notes to the financial statements are brought to the attention of shareholders: (i) the qualified audit opinion, (ii) the share money deposit, (iii) the recoverable asset-BPDB, and (iv) the concentration of receivables.

(e) Future plan for Company's operation, performance and financial position:

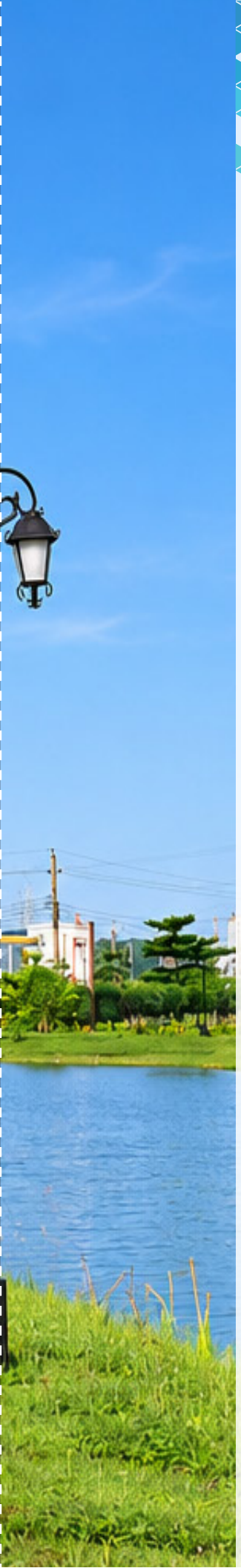
BCPCL's management demonstrates a high level of prudence when it comes to embracing essential and viable plans and strategies. Their primary goal is to safeguard the company's long-term performance and financial stability. They are well-prepared with comprehensive plans and steadfast commitments to sustain operations in the foreseeable future. Currently, two major projects are underway: the 'Payra 1320 MW Thermal Power Plant project (2nd Phase)' and the 'Payra-Gopalganj-Aminbazar 400kV Double Circuit Transmission Line Project (2nd Phase).' The detailed future plan for Company's operation, performance and financial position can be found in the "Message from the Chairman," "Message from the Managing Director," and the "Directors' Report" sections within the annual report.

Managing Director
BCPCL

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL

STATEMENT ON RISK MANAGEMENT AND INTERNAL CONTROL





ENVIRONMENT, SUSTAINABILITY AND GOVERNANCE (ESG)

- **********

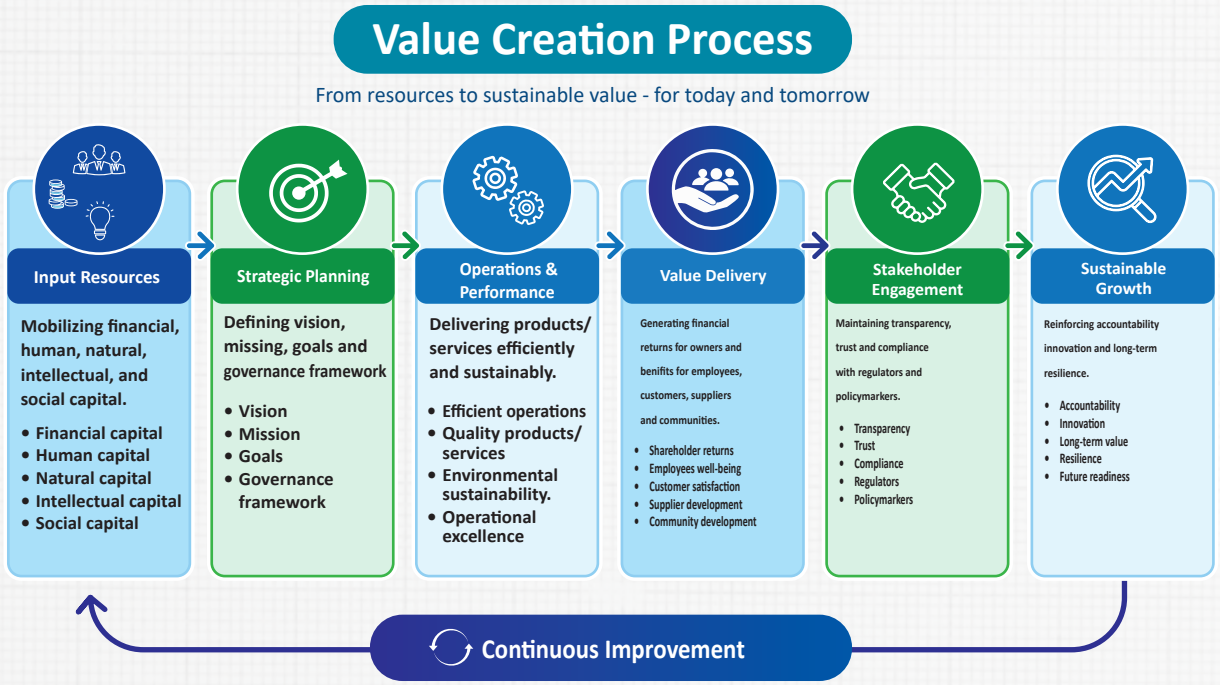
INTEGRATED REPORTING

Integrated reporting is a comprehensive approach to corporate reporting that not only caters to the current demands of stakeholders but also lays the base for future standards in a continuously evolving corporate reporting landscape. Integrated reporting (IR) has been developed and promoted by the International Integrated Reporting Council (IIRC), a global coalition of regulators, investors, companies, standard setters, the accounting profession and non-governmental organizations. The changing landscape coupled with new global reporting standards transforming towards incorporating & integrating Environmental, Social, and Governance (ESG) objectives and performance metrics into conventional reporting practices. BCPCL's integrated report provides a clear overview of how the Company's strategy, governance, performance, and future outlook create, preserve, or impact value in the short, medium, and long term. While focused on shareholders and owners, it also benefits wider stakeholders, including employees, customers, suppliers, business partners, communities, and regulators.

Process of creating value for stakeholders including Owners:

The integrated reporting framework presents the process through which value is created and preserved. The integrated report of the Company incorporates interconnected content elements that are inherently interrelated, and these elements collaboratively contribute to the ongoing process of creating value for all stakeholders, including the Company's owners. The key stages are:

- **Input Resources -** Mobilizing financial, human, natural, intellectual, and social capital.
- **Strategic Planning -** Defining vision, mission, goals, and governance framework.
- **Operations & Performance -** Delivering products/services efficiently and sustainably.
- **Value Delivery -** Generating financial returns for owners and benefits for employees, customers, suppliers and communities.
- **Stakeholder Engagement -** Maintaining transparency, trust, and compliance with regulators and policymakers.
- **Sustainable Growth -** Reinforcing accountability, innovation, and long-term resilience.



Overall Values Created for the Stakeholders

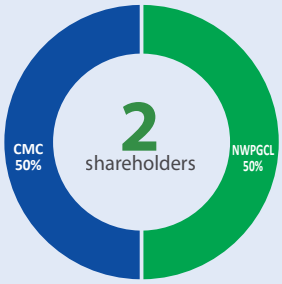
Bangladesh-China Power Company Ltd. (BCPCL) is a joint venture incorporated as a private limited company in 2014. It is the first coal-based power generation company in Bangladesh to use Ultra-Super Critical technology. The figures below summarize the value it created for stakeholders in FY 2025-26. Figures that are still being finalised are marked as awaited.

7,989 m kWh Electricity generated in FY 2025-26	**~8%** Share of the country power generation	**Awaited** Contribution to national exchequer, FY 2025-26	**Awaited** Basic EPS, FY 2025-26	**Awaited** Net asset value per share, FY 2025-26

392 Employees at 30 June 2026	**Awaited** Employee training man hours, FY 2025-26	**BDT 7.47 m** CSR for education & community development, FY 2025-26	**USD 1.88 bn** Foreign loan received for Phase-I

Ownership and funding

SHAREHOLDERS & SHAREHOLDING (FY 2025-26)



CMC: 1,992,893,735 shares (50%)
NWPGCL: 1,992,893,735 shares (50%)

FOREIGN LOAN RECEIVED

USD 1,881,275,544

for the construction of the Payra 1320 MW Thermal Power Plant (Phase-I).

CONTRIBUTION TO THE INDUSTRY

About 8% of the country' s total power generation, from 7,989 million kWh generated in FY 2025-26.

Components of Capitals

The capitals are stocks of value that are increased, decreased or transformed through the activities and outputs of the organization. BCPCL's value creation is described through six capitals: the inputs it draws on and the outcome effects it creates on each of them.

INPUTS	ACTIVITIES & OUTPUTS	OUTCOME EFFECTS	VALUE CREATION
Six capitals: Stocks of value	Generation and business activities	Effects on the capitals	For BCPCL and it's stakeholders

FINANCIAL CAPITAL

BDT 108,927.88 m	Awaited	Awaited	Awaited
Revenue, FY 2025-26	Basic EPS, FY 2025-26	NAVPS, FY 2025-26	Return on equity, FY 2025-26

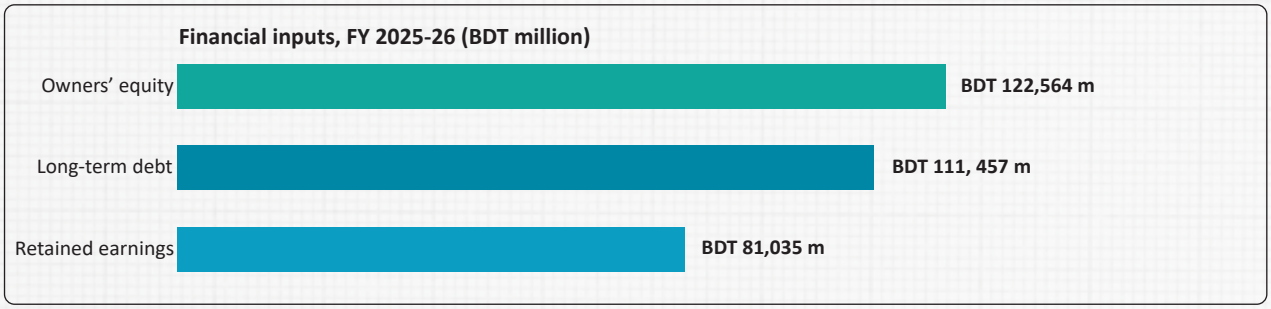
INPUTS

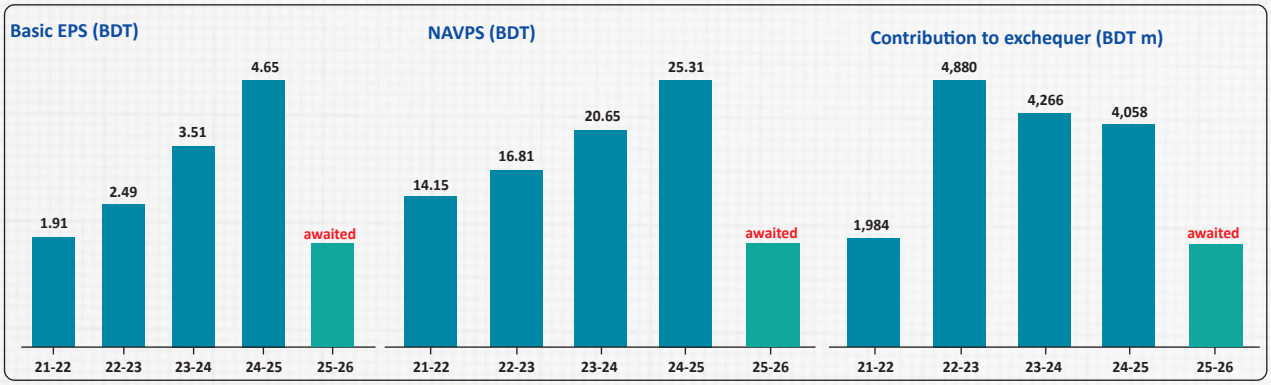
- Owners' equity: BDT 122,457 million
- Long-term debt: BDT 111,457 million
- Retained earnings: BDT 81,035 million

OUTCOME EFFECTS

- Revenue: BDT 108,927.88 million
- EPS: to be updated
- NAVPS: to be updated
- Return on equity: to be updated

Detailed disclosures are under the Financial Highlights section.





VALUE CREATION IN FOCUS

BCPCL funds its operations through a combination of owners' equity, retained earnings and long-term debt. At the end of FY 2025-26, owners' equity stood at BDT 122,564 million, long-term debt at BDT 111,457 million and retained earnings at BDT 81,035 million. The Company has received foreign loans of USD 1,881,275,544 for the construction of the Payra 1320 MW Thermal Power Plant (Phase-I). These inputs supported revenue of BDT 108,927.88 million in FY 2025-26 (FY 2024-25: BDT 111,556.57 million). Basic EPS rose from BDT 2.47 in FY 2020-21 to BDT 4.65 in FY 2024-25, and NAVPS from BDT 14.15 in FY 2021-22 to BDT 25.31 in FY 2024-25. Detailed financial disclosures, including the full statements and ratios, are presented in the Financial Highlights section of this report.

MANUFACTURED CAPITAL

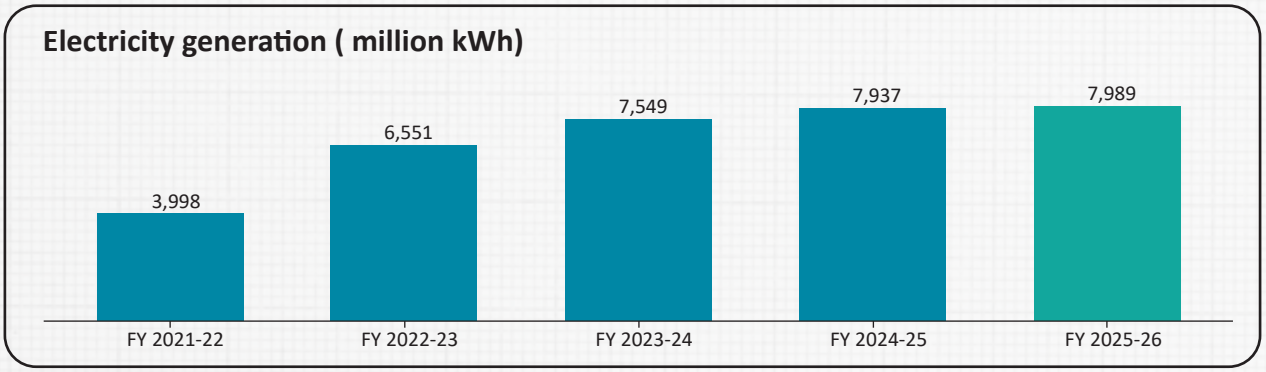
1,320 MW	7,989 m kWh	~8%	2 + 4
Installed capacity (USC technology)	Generated in FY 2025-26	Of national electricity demand met	Own jetties and coal-storage domes

INPUTS

- 1,320 MW installed capacity using USC technology
- Property, plant and equipment
- 2 own jetties (1 coal jetty and 1 service jetty)
- 4 domes for coal storage
- Integrated operational system
- Flue Gas Desulphurization (FGD) system
- Low NOx Burner
- Electrostatic Precipitator (ESP)
- Induced Draft Cooling Tower (IDCT)

OUTCOME EFFECTS

- Generation of 7,989 million kWh of electricity, meeting about 8% of the country's electricity demand
- Uninterrupted supply of electricity to the national grid
- Reduction of carbon pollution
- Cut in the amount of sulfur pollution
- Reduced concentration of nitrogen oxides in exhaust gas
- Removal of up to 99% of the fly ash
- Use of 13% less water

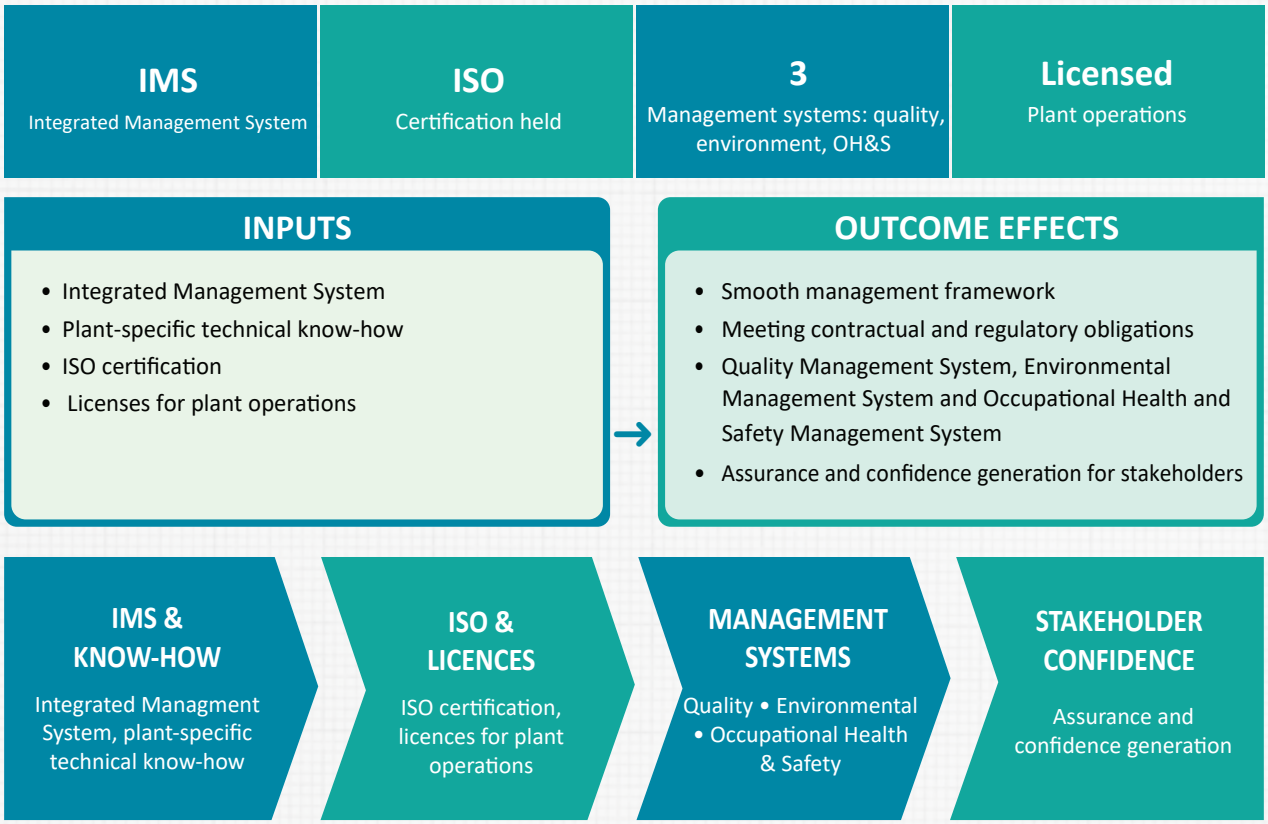


VALUE CREATION IN FOCUS

BCPCL's 1,320 MW ultra-super critical plant is supported by its own coal and service jetties, four coal-storage domes and an integrated operational system. Together these assets enable uninterrupted supply to the national grid.

Environmental performance is built into the plant's design: the FGD system, Low NOx burner, electrostatic precipitator and induced draft cooling tower address sulfur and nitrogen oxide emissions, fly ash and water use. Annual generation has risen from 3,998 million kWh in FY 2021-22 to 7,989 million kWh in FY 2025-26. Outcomes include a reduction of carbon pollution, a cut in sulfur pollution, a lower concentration of nitrogen oxides in exhaust gas, removal of up to 99% of the fly ash and 13% less water use, alongside about 8% of the country's electricity demand met.

INTELLECTUAL CAPITAL



VALUE CREATION IN FOCUS

BCPCL's intellectual capital rests on its Integrated Management System, the technical know-how specific to its plant, its ISO certification and the licences required to operate.

Together these provide a smooth management framework and help BCPCL meet its contractual and regulatory obligations. They also give stakeholders assurance and confidence in how the Company is run, through its Quality, Environmental, and Occupational Health and Safety Management Systems.

Because these systems are integrated, quality, environmental performance and occupational health and safety are managed within a single framework.

HUMAN CAPITAL Building a Capable and Future-Ready Workforce

Overview

BCPCL is committed to excellence in power generation and to powering Bangladesh's growth. Given the technical nature of the business, a motivated and capable workforce is the foundation of sustainable growth. We promote mutual support, teamwork and continuous learning, and merit-based recruitment remains a key competitive strength. A robust Performance Management System (PMS) sets SMART targets at the start of each fiscal year and recognizes achievement through year-end evaluation.

Our Human Capital is our most valuable asset

At BCPCL, we believe our Human Resource are the cornerstone of our organization and our most valuable asset. The continuous success of our company is a direct outcome of professionalism, commitment, and technical excellence of our workforce. We prioritize their growth, wellbeing and skill development and the retention of high-caliber talent. This commitment has enabled the company to maintain an exceptionally low attrition rate and cultivate a stable, high-performing team. Our Merit-based recruitment, a culture of teamwork and continuous learning, upholding discipline and a robust reward-based Performance Management System (PMS) reinforce sustainable growth of the company.

393	20	110	60.11	BDT 4.56 m	12
Workforce as of 30 June 2026	Recruited in FY 2025-26 (Officers 13, Staff 7)	Training courses organized	Average training man-hours achieved	Investment in training	Employees promoted

WHAT WE DO, WHAT WE DELIVER

Input (core functions)

- Recruitment and selection
- Training and development
- Disciplinary issues
- Promotion and contract renewal
- Compensation and benefits package
- Welfare activities
- Reward and motivation
- Performance appraisal
- Preparation and implementation of policies, rules and guidelines
- Retirement, resignation and termination
- Handling grievances

HR & Administration Department › › ›

Output (results)

- Generation of power / production
- Increased employee engagement
- Enhanced knowledge, skills and abilities (KSA) of employees
- Disciplined environment in the organization
- Positive culture
- Sense of ownership through commitment
- Accountability for performance
- Sense of belongingness among employees
- Satisfaction and motivation
- Improved work life

RECRUITMENT AT BCPCL

Objective 1

Provide the Company with quality human resources to ensure its health, survival and growth.

Objective 2

Ensure adequate and consistent human resources for the effective operation of the Company.

Objective 3

Establish a transparent recruitment system.

CANDIDATE SCREENING PROCEDURE

a) Screening of eligible applications, b) Written test, c) Viva-voce and interview, d) Medical check-up for physical fitness.

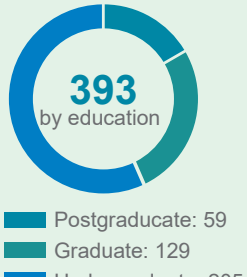
Note: for technical staff positions, a practical test is conducted along with the written test and viva-voce/interview to assess technical ability.

PROFILE OF BCPCL HUMAN CAPITAL

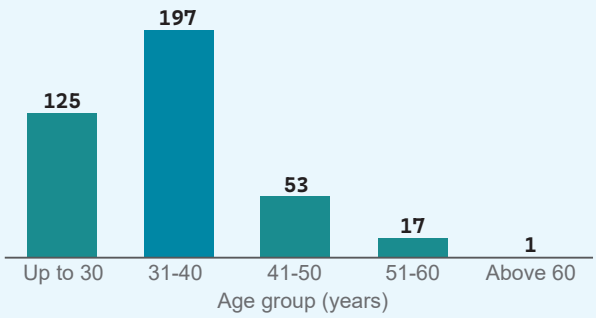
Location



Education

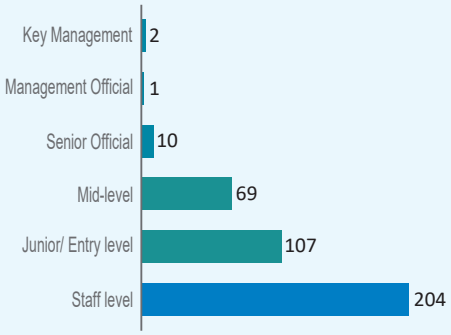


Age profile (number of employees)



Postgraduate: *M.Sc., MBA, Masters or equivalent.* ***Graduate:*** *B.Sc., BBA, BSS or equivalent.* ***Undergraduate:*** *Class-8, SSC, trade course and diploma.*

WORKFORCE STRUCTURE (AS OF 30 JUNE 2026)

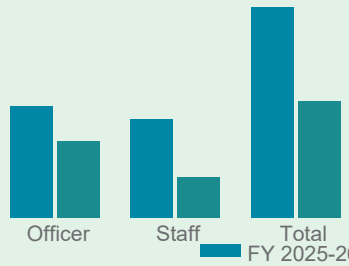


Designations covered

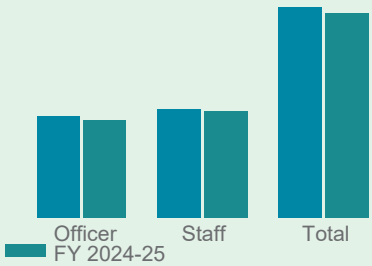
- **Key Management:** Managing Director and CHRO/CFO/CTO/Plant Manager or equivalent, and Company Secretary
- **Management Official:** General Manager / Chief Engineer or equivalent
- **Senior Official:** Deputy General Manager / Superintending Engineer or equivalent
- **Mid-level:** Manager / Executive Engineer; Deputy Manager / Sub-Divisional Engineer or equivalent
- **Junior / Entry level:** Assistant Manager / Assistant Engineer; Junior Assistant Manager / Sub-assistant Engineer or equivalent
- **Staff level:** Grade-09 to Grade-18

RECRUITMENT AND MANPOWER STATUS

Recruitment



Manpower in service



Manpower against revenue set-up

393

in service of 790 approved posts



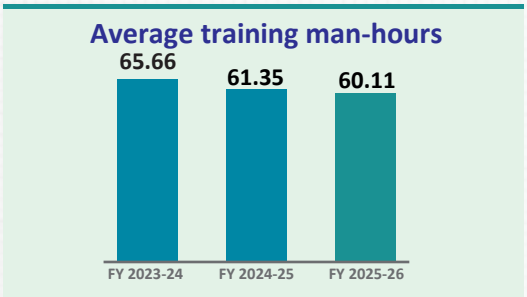
189 Officers and 204 Staff
(about 50% of the revenue set-up)

During FY 2025-26, 20 employees (13 Officers and 7 Staff) were recruited, compared with 36 in FY 2024-25.

LEARNING AND KNOWLEDGE TRANSFER

Employee training	FY 2025-26	FY 2024-25
Permanent employees	392	403
Training courses organized	110	118
Average training man-hours	60.11	61.35
Investment on training	BDT 4.56 m	BDT 6.69 m

As of 30 June 2026, and 30 June 2025 respectively



BCPCL conducts a substantial number of training programs each year through 04 mediums i.e. In-house, External, On-the-job, and foreign training programs to ensure continuous professional growth, technical competency, and positive behavioral traits among its workforces. An annual training calendar is prepared at the start of each fiscal year for in-house programs, and employees are also nominated for external programs run by reputed local institutions, so that the training-related performance targets approved by the Board are met.

OUR TRAINING PARTNERS

BPMI Bangladesh Power Management Institute	**NAPD** National Academy for Planning & Development	**BPDB** Bangladesh Power Development Board	**BIM** Bangladesh Institute of Management	**SREDA** Sustainable and Renewable Energy Development Authority
TICI Training Institute for Chemical Industries	**ESCB** EngineeringStaff Collegeof Bangladesh	**BIAM** BIAM Foundation	**BFSCD** Bangladesh Fire Service & Civil Defence	**IEB** The Institution of Engineers, Bangladesh

Candidates nominated by BCPCL performed exceptionally in these programs, consistently securing top merit positions in the final evaluations.

DIGITALIZATION OF HR ACTIVITIES

BCPCL is building its HR system on the HR Connect module of Microsoft Business Central, customized to its own policies, to digitalize HR activities and provide one accurate, searchable online record of every employee, with a self-service experience for each.

No.	Module	Status	What it delivers
1	Payroll Management	Fully operational	Accurate, timely and paperless salary payment, digital salary statement, salary sheet mailed to each employee, year-end salary summary
2	Training Management	Fully operational	Training scheduling and evaluation, training history, trainer feedback, yearly, monthly and employee-wise summaries, man-hour information
3	Employee Information / Card	Fully operational	Transfer, posting, promotion, contract renewal and overall service records at one click
4	Leave Management	Module development completed provisionally; Employee Self-Service yet to be implemented	Online leave application and approval, leave encashment, individual leave balance and history
5	Performance Management	Module development completed provisionally; Employee Self-Service yet to be implemented	Setting of individual annual performance targets, digital tracking and digital Annual Performance Report

PERFORMANCE MANAGEMENT SYSTEM

BCPCL follows a Key Result Area (KRA)-based Annual Performance Management System, emphasizing the setting of individual Key Performance Indicators (KPIs) or Annual Performance Targets (APTs) in alignment with the Company's annual performance targets and individual responsibilities and duties. This system aims to ensure the timely completion of power plant operation and maintenance (O&M) activities and other corporate functions, while enhancing individual performance and overall organizational efficiency.

How targets cascade

Board assigns APT to the Managing Director › **Managing Director** cascades targets › **Heads of Department / Division** set department targets › **Team Leaders** set team targets › **Each employee** individual results assessed at year-end

Annual Performance Agreement (APA)

KPI-based agreement for Grade-4 officers (DGM / Superintending Engineer or equivalent) and above.

Annual Performance Report (APR)

Applicable to employees from Grade-05 to Grade-18.

Annual Performance Targets, FY 2026-27

Targets are set at the start of the fiscal year and evaluated at year-end. At the 118th Board Meeting held on 03.08.2026, the Board approved the Company's Annual Performance Targets (APT) for FY 2026-27, as follows:

No.	Performance indicator (PI)	Target Unit	Target (100%)	Weight
1. Efficient Management of Power Generation System				
1.1	Availability Factor	(Cumulative) Kcal/KWh	85 %	15
1.2	Heat Rate (Gross)	(Cumulative) (%)	2,200 kcal/kWh	15
1.3	Auxiliary Consumption (own) considering 72% Plant factor	(Cumulative) (%)	6 %	5
1.4	Plant Factor	Million Ton/Year	72 %	2
1.5	Procurement of Coal (equivalent to 5000 GAR)	%	3.50 million ton/year	7
1.6	Natural (Moisture, volatile matter, self-combustion etc.) and Incidental (transportation, handling, lightering, unloadingetc.) Coal Loss	mg/Nm^3	2.00 %	3
1.7	Emission Control Sox	mg/Nm^3	165 mg/Nm³	4
1.8	Emission Control Nox	Ratio	300 mg/Nm³	4
2. Ensuring Financial Management and Sustainable Development				
2.1	Current ratio	Ratio	1.50 : 1	5
2.2	Operating profit margin (operating profit / sales)	Date	30 %	5
2.3	Debt service coverage ratio	%	1.35 : 1	5

No.	Performance indicator (PI)	Target Unit	Target (100%)	Weight
3. Institutional Capacity Enhancement				
3.1	To publish draft Annual Report on Website of BCPCL	Date	15.11.2026	5
3.2	Implementation of Annual Procurement Plan (3 revision is allowed up to March-2027)	Number (employees)	90 %	10
3.3	Training Hours	Target Unit	60 avg. man-hours	6
3.4	Settlement of surveillance Audit objection related to ISO Certification	(Cumulative) (%)	15.05.2027	4
3.5	Reduction on Number of O&M Contractor's Personnel	(Cumulative) Kcal/KWh	20 employees	5
			Total	**100**

Note: If one unit runs instead of two units due to NLDC's demand, Indicator of Plant Factor and Procurement of Coal under the Area of performance (Efficient Management of Power Generation System) shall be reviewed half-yearly.

Benefits, Growth and Wellbeing

BCPCL offers a comprehensive range of benefits to its full-time employees, going beyond regulatory requirements and regular salary, to support wellbeing, work-life balance and long-term financial and social security

Group Life Insurance	**Grants from Employee Welfare Fund**	**Contributory Provident Fund**	**Gratuity**
Leave Encashment Benefits	**Medical Expenses Reimbursement / Allowance**	**Earned Leave on Medical Ground**	**Free Treatment by Company-appointed Medical Officers**
Facility for Higher Study	**Education Allowance**	**Loan and Advances**	**Festival Bonus**
Maternity Leave (6 months)	**10 Days of Rest and Recreation Leave**	**Transport Facility**	**Quarter and Dormitory Facility at Power Plant**

Opportunity for growth

- Promotion against vacant posts is on merit-cum-seniority, through examination, interview or both, under the Service Rules and free from undue influence
- 12 employees promoted in FY 2025-26
- Up to two years of study leave for higher education abroad, and in-country programs (Master's, MBA, B.Sc., Post-Graduate Diploma, professional degree) where plant operations are not affected

Welfare and wellbeing

- Employees Welfare Policy (2023): grants for specialized medical treatment, compassionate support for funeral rituals on an employee's accidental death, and merit scholarships for employees' children with outstanding S.S.C. and H.S.C. results
- Payra site: indoor and outdoor sports facilities, fully equipped gymnasiums, exclusive residential accommodation, a recreational zone, three furnished rest houses, a central mosque and a cafeteria

POLICY FRAMEWORK

Forward-looking HR policies and guidelines support good governance, institutional integrity, talent management and employee welfare:

Employees Service Rules-2022	Pay Structure	Employees Welfare Policy	Contributory Provident Fund Policy
Gratuity Policy	CSR Policy	Increment Policy	Dormitories and Quarters Policy
Rest House Policy	Promotion and Recruitment Schedule (Officer and Staff)	Fringe Benefits Policies	Delegation of Administrative Power

Code of conduct and discipline

BCPCL upholds a robust and comprehensive Code of Conduct that serves as the guiding principles for all its employees. This Code of Conduct outlines the ethical and professional standards expected from each employee and emphasizes the company's commitment to integrity, transparency, and responsible conduct in all business activities. It covers a wide range of areas, including, but not limited to, ethical behavior, conflict of interest, confidentiality, and compliance with all relevant laws and regulations. Violations of this Code of Conduct are treated seriously and are subjected to departmental proceedings depending on the severity of the violation and extent of the breach. BCPCL has established a clear framework for taking appropriate disciplinary/ departmental actions, including major and minor punishments, as outlined in Chapter:7 of Employees Service Rules, 2022. This commitment to maintaining a high standard of conduct not only ensures the company's reputation but also fosters a culture of trust, accountability, and excellence among its workforces.

SOCIAL AND RELATIONSHIP CAPITAL

BDT 7,471,322 CSR spending in FY 2025-26	**1 + 1** Technical school and primary school	**BDT 42.08 m** Highest of the five years shown (FY 2024-25)

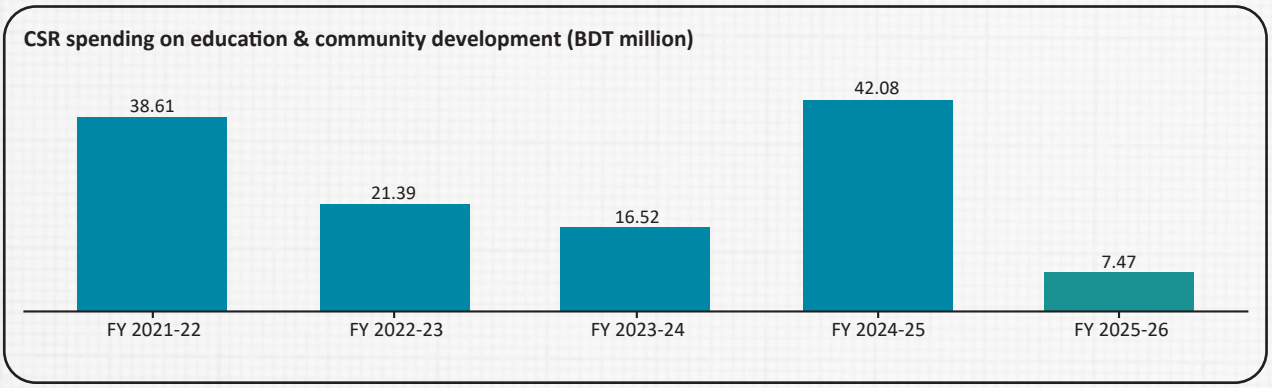
INPUTS

- BDT 7,471,322 CSR spending during FY 2025-26
- 1 technical school and 1 primary school
- Development of local roads and other amenities
- Relationships within and between communities
- Sharing information with stakeholders
- Platform for information dissemination

OUTCOME EFFECTS

- Regulatory compliance
- Brand value enhancement
- Interactive business management
- Community development

Details are under the CSR Report and Sustainability Report.



VALUE CREATION IN FOCUS

BCPCL invests in the communities around its plant through CSR for education and community development, which in FY 2025-26 amounted to BDT 7,471,322. Its contributions include one technical school, one primary school, and local roads and other amenities.

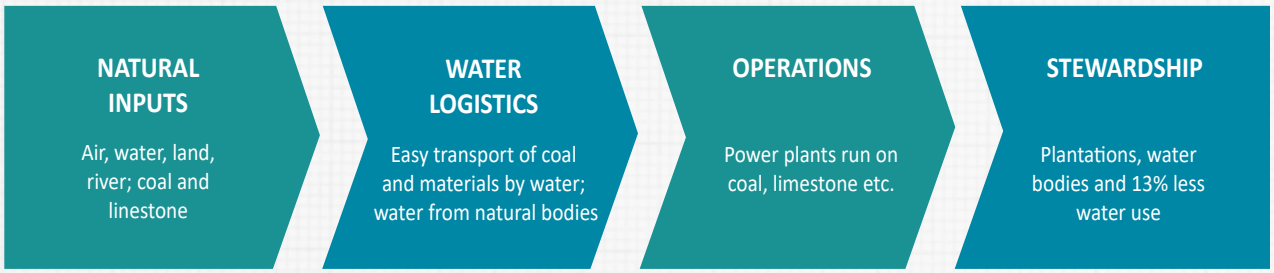
By sharing information with stakeholders and keeping open channels for dialogue, BCPCL strengthens relationships within and between communities. The outcomes are regulatory compliance, enhanced brand value, interactive business management and community development.

Annual CSR spending ranged between BDT 7.47 million and BDT 42.08 million over the five years FY 2021-22 to FY 2025-26. Further detail is available in the CSR Report and the Sustainability Report.

NATURAL CAPITAL

11,572,184 MT	~25,000	~80,000 m²	13%
Coal consumption (up to Sep 2026)	Trees planted in the plant area	Water body developed	Less water used

INPUTS	OUTCOME EFFECTS
• Air, water, land, river, etc. • 11,572,184 MT coal consumption across thermal plants (up to Sep 2026) • About 25,000 trees planted in the plant area to date • Development of around 80,000 square metres of water body	• Power plants are operated using coal, limestone, etc. • Easy transportation of coal and other materials by water • Water is used from natural water bodies • Environmental impact maintained through plantations, water bodies, etc. *Details are under the Sustainability Report.*



VALUE CREATION IN FOCUS

BCPCL's plants operate on coal and limestone and draw water from natural water bodies. The location allows coal and other materials to be transported easily by water.

To maintain its environmental impact, the Company has planted about 25,000 trees in the plant area and developed around 80,000 square metres of water body. The plant also uses 13% less water.

Coal consumption across thermal plants stood at 11,572,184 MT up to September 2026. Further detail is available in the Sustainability Report.

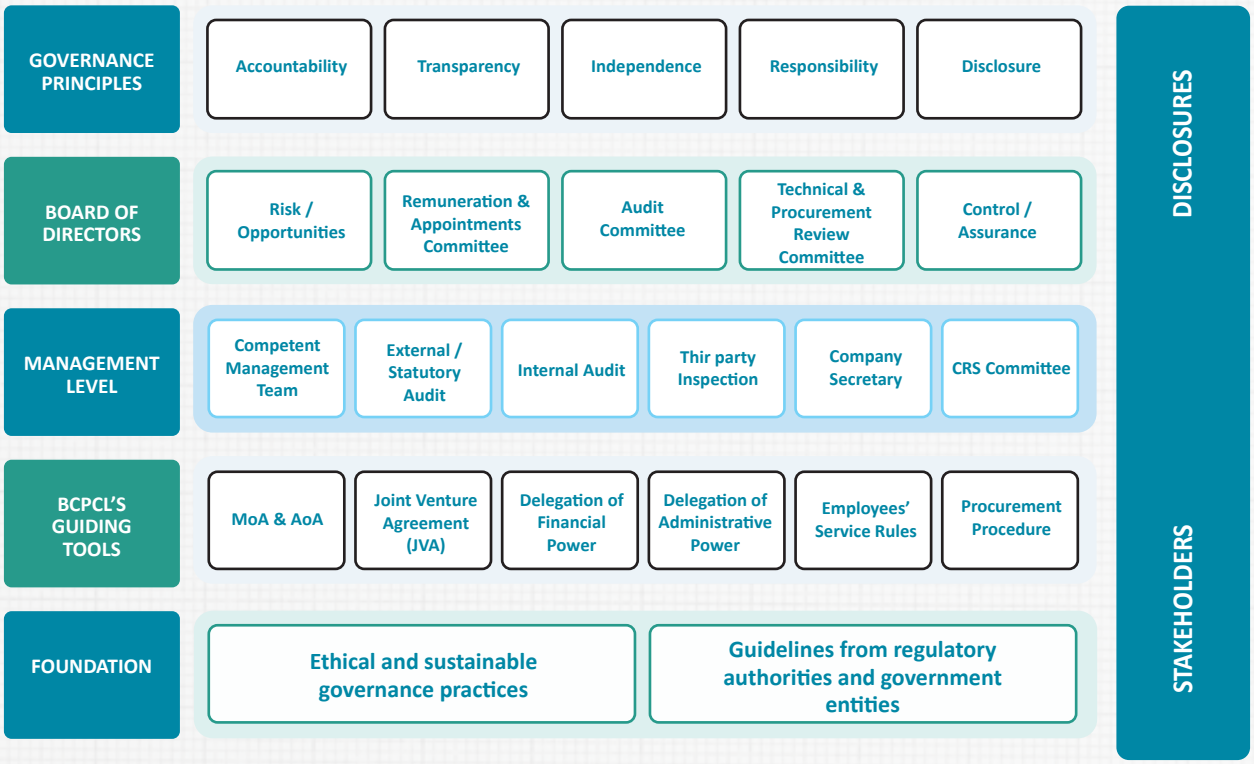
STATEMENT OF CORPORATE GOVERNANCE

Corporate governance is the framework through which BCPCL is guided and managed. Shareholders appoint the directors and auditors and ensure that an appropriate governance structure is in place. The Board of Directors governs the Company, while full-time executives run day-to-day operations.

SHAREHOLDERS	BOARD OF DIRECTORS	MANAGEMENT
Appoint directors and auditors and ensure an appropriate governance structure.	Sets strategic objectives, provides leadership, oversees management and reports to shareholders on its stewardship.	Full-time executives who run the business day to day within the authority delegated by the Board.

GOVERNANCE FRAMEWORK

BCPCL's governance framework provides strategic direction aligned with its sustainability goals. The Board oversees regulatory compliance, risk management, corporate social responsibility (CSR) and sustainability, supporting smooth decision-making and long-term success, and is committed to ethical and transparent business practices.



COMPLIANCE PRIORITY

BCPCL treats compliance as a vital part of its business strategy. By adhering to all relevant laws and regulations, the Company upholds the highest standards of ethical, social and environmental responsibility. BCPCL also complies with applicable health and safety requirements.

OUR POLICIES AND GUIDING TOOLS

FOUNDATION DOCUMENTS	DELEGATION AND PROCUREMENT	PEOPLE POLICIES	MANAGEMENT AND RESPONSIBILITY
• Joint Venture Agreement • Memorandum of Association • Articles of Association	• Delegation of Financial Power • Delegation of Administrative Power • Procurement Procedure	• Employees' Service Rules • Recruitment and Promotion Policy • Employee Welfare Policy	• Integrated Management System Policy • Corporate Social Responsibility Policy

GOVERNING PRINCIPLES

BCPCL is dedicated to transparency and strong corporate governance. Good governance builds positive relationships with business partners, customers and investors and contributes to the Company's growth. Given the scale, intricacy and scope of its operations, BCPCL's framework follows these principles:

01 Appropriately sized Board whose members are committed to their duties and responsibilities.	**02** Board fully independent of executive management; all shareholders treated equally.
03 Timely flow of information to the Board and its committees so they can discharge their functions effectively.	**04** Well-defined management with specific job descriptions.
05 No conflicts of interest between shareholders, Board members and executive management.	**06** Sound system of risk management and internal control.
07 Sound asset management policy that prevents unauthorised use or disposal of any asset.	**08** Timely and balanced disclosure of all material information to stakeholders.
09 Transparent, accountable transactions with well-established procedures.	**10** Compliance with all regulatory and statutory rules and regulations.
11 Holistic (social, economic and environmental) approach to decision-making, venture exploring and problem-solving.	

BOARD STRUCTURE AND NOMINATION



Size. Under the Articles of Association (AoA), the Board has between 6 and 10 directors. It currently has 6.

Equal representation. 3 directors are nominated by CMC, China and 3 by NWPGCL, Bangladesh. Representation is equal on the Board and its sub-committees.

Diversity. Specialist directors from various disciplines, different countries and different age groups.

Nomination (Article 49). Each shareholder may remove a director it nominated and appoint a replacement, with the other party ensuring the appointment. The same applies on resignation, retirement or vacation of office.

Managing Director. Serves as an ex-officio Director under the AoA.

Board of Directors and positions held in other entities

Director	Nominated by	Positions in other entities
Mr. Mohammad Saiful Islam Chairman of the Board	NWPGCL	• Secretary, Ministry of Disaster Management and Relief, Bangladesh • Chairman, North-West Power Generation Company Ltd. • Chairman, Bangladesh-China Renewable Energy Company Ltd.
Engr. Md Rezaul Karim Director	NWPGCL	• Chairman, Bangladesh Power Development Board • Director: North-West Power Generation Company Ltd.; • Ashuganj Power Station Company Ltd.; • Coal Power Generation Company Bangladesh Ltd.; • Power Grid Company Bangladesh Ltd.; • Ruppur Nuclear Power Plant Company Ltd.; • Bangladesh India Friendship Power Company Bangladesh Ltd.; • Bakhrabad Gas Distribution Company Ltd.; • Titas Gas Transmission & Distribution Company Ltd.; • Sembcorp North-West Power Company Ltd.; • Bay of Bengal Power Company Ltd.
Engr. Hasibul Hasan Director	NWPGCL	• Managing Director, North-West Power Generation Company Ltd. • Director, Sembcorp North-West Power Company Ltd. • Member of the Governing Body of BPMI
Mr. Wang Xin Director	CMC	• Chief Engineer, Genertec International Holdings Co., Ltd. (GTI), China
Mr. Qi Yue Director	CMC	• Executive Director & President, CMC, China • Director, Bangladesh-China Renewable Energy Company Ltd.
Mr. Ma Jie Director	CMC	• Managing Director, Power & Energy Division, Genertec International Holding Co., Ltd. (GTI), China

RESPONSIBILITIES OF THE BOARD

Under Article 47 of the Articles of Association (AoA), and subject to the Joint Venture Agreement and applicable law, the Board is responsible for the overall management, supervision, direction and control of the Company, and is accountable to shareholders. The Board believes the Company's success depends largely on a credible corporate governance practice.

GUIDING DUTY To be informed and to act ethically and in good faith, with due diligence and care, in the best interests of the Company and its shareholders.

STRATEGY AND PERFORMANCE

- Review and guide corporate strategy, major plans of action, risk policy, annual budgets and business plans
- Set performance objectives and monitor corporate performance
- Monitor implementation and effectiveness of approved strategic and operating plans

INTEGRITY, RISK AND CONTROL

- Ensure the integrity of accounting and financial reporting systems, including risk management, financial and operational control and legal compliance
- Review financial statements and oversee audit, accounting and reporting compliance
- Ensure appropriate internal control systems are established

GOVERNANCE AND COMMITTEES

- Oversee the corporate governance of the Company
- Ensure a formal and transparent nomination and election process for Board members
- Fix and disclose the mandate, composition and working procedures of committees

PEOPLE AND REMUNERATION

- Select, compensate, monitor and replace key executives and oversee succession planning
- Align top executives' and directors' remuneration with the longer-term interests of the Company and shareholders, as recommended by the Remuneration & Appointments Committee

BOARD MEETINGS AND PROCEDURES

13	4	1
Board meetings held in FY 2025-26	Directors minimum for quorum, including the Chairman	Minimum nominee of CMC or NWPGCL present

Meetings are called under the procedures in the Articles of Association, and quorum and leave of absence are ensured and recorded accordingly. The Chairman presides, and minutes and documentation are kept in line with the Bangladesh Secretarial Standard issued by ICSB. Quorum is maintained throughout each meeting.

STEP 1
Agenda
The Chairman, in consultation with the Managing Director, sets the agenda. Any Board member may request an item.

STEP 2
Board materials
Materials are provided well in advance so directors can prepare for discussion.

STEP 3
Senior management
At the Board's invitation, senior management attends to take part in discussions.

STEP 4
Quorum
At least 4 directors including the Chairman, with at least 1 CMC or NWPGCL nominee present.

BOARD SUB-COMMITTEES

Remuneration and Appointments Committee **2 meetings**	• Reviews the performance, appointment and remuneration of key officials before they go to the Board • Monitors the Company's administrative affairs and related activities • At least two nominee directors each from CMC and NWPGCL • Recommendations go to the Board for final approval
Audit Committee **2 meetings**	• Recommends on financial reporting and control; it has no independent decision-making authority, and the Board decides • A chairperson and four members, appointed by the Board from among its directors • Representation proportionated to the parties' shareholding • CFO is a permanent invitee without a vote
Technical and Procurement Review Committee **5 meetings**	• Oversees transparency in procurement activities and procedures • Supervises procurement matters that go beyond delegated authority • Once satisfied, recommends the agenda to the Board for final approval

DIRECTORS' REMUNERATION AND OTHER BENEFITS

Remuneration and benefits of the Managing Director, Chief Financial Officer and Plant Manager are reviewed and approved by the Board on the recommendation of the Remuneration and Appointments Committee, as disclosed in the financial statements. Non-executive directors receive only an attendance fee per meeting. Total Board meeting attendance fees, and fees paid to committee members, are disclosed in the financial statements.

LEADERSHIP ROLES

SEPARATION OF ROLES In line with the Corporate Governance Code, the Chairman and the Managing Director are different individuals. The Chairman leads the Board and its governance procedures; the Managing Director leads day-to-day management.

CHAIRMAN OF THE BOARD	• Mr.----------, Secretary, Energy & Mineral Resources Division, MoPEMR, nominated by NWPGCL • Appointed from among the nominee directors; holds a second or casting vote • Has no personal policy-making or executive authority and does not interfere in day-to-day affairs • Presides over general meetings, Board meetings and committee meetings where he is a member • Acts under company law, the AoA and regulatory notifications

MANAGING DIRECTOR	• Responsible for day-to-day operations, with significant managerial authority • Drives business operations and maintenance, and leads long-term strategy to create shareholder value • Implements long- and short-term plans and acts as liaison between the Board and management • Communicates for the Company with shareholders, employees, government, stakeholders and the public • Powers may be delegated or revoked by the Board; holds no similar role in any other listed company
COMPANY SECRETARY	• Assists the Board and liaises between shareholders and the Board • Arranges shareholder, Board and sub-committee meetings, prepares agendas and takes minutes • Advises the Board on good governance and compliance requirements • Files statutory returns and reports with regulators • Monitors company-wide compliance status and reports it to the Board

RESPONSIBILITIES OF MANAGEMENT

BCPCL's management devises and implements plans that align the organization with the objectives and policies set by the Board. It controls the Company's operations and is accountable to the Board and earns the Board's confidence by ensuring that activities meet high ethical standards and serve shareholders and other stakeholders while maximizing the Company's wealth.

01 Run business operations as per delegation of authority	**02** Prepare the business plan and budget	**03** Implement internal control, risk management and governance
04 Benchmark value creation for stakeholders	**05** Develop talent and manage human resources	**06** Improve corporate culture and core values

KEY FUNCTIONS OF MANAGEMENT

Strategy and delivery *Turning the Board's direction into results*

01 Implement approved strategy

Implements the corporate strategy, annual business plans, budgets, risk management policies and major operational initiatives approved by the Board, with regular performance updates, feedback and recommendations.

02 Monitor strategic initiatives

Implements the corporate strategy, annual business plans, budgets, risk management policies and major operational initiatives approved by the Board, with regular performance updates, feedback and recommendations.

03 Provide resources and capability

Ensures adequate resources, competencies and systems are in place for efficient operation and the achievement of strategic objectives.

Supporting the Board *Decisions, oversight and financial reporting*

04 Act on Board and Committee decisions

Implements the decisions, directives, reviews and recommendations of the Board and its Committees: The Audit Committee, the Remuneration & Appointments Committee and the Technical & Procurement Review Committee, as applicable.

05 Safeguard integrity of key frameworks

Supports the Board in safeguarding the integrity and effectiveness of financial reporting, risk management, internal control, operational management and compliance frameworks.

06 Support financial statement review

Assists the Board in reviewing the financial statements and ensuring compliance with accounting standards, auditing requirements, statutory obligations and corporate reporting requirements.

Systems and controls *Integrated management and delegated authority*

07 Maintain the Integrated Management System

Ensures effective implementation, maintenance and continual improvement of the IMS across all areas of operation, in line with applicable standards and organizational requirements.

08 Act on Board and Committee decisions

Ensures delegated authorities and management responsibilities are exercised in accordance with the governance framework, internal policies and established control mechanisms.

Culture and continuous improvement *Compliance, integrity and accountability*

09 Promote a culture of compliance

Promotes compliance, integrity and accountability by ensuring adherence to applicable laws, regulations, corporate policies, ethical standards and recognized governance practices.

10 Review and improve

Periodically reviews the effectiveness of governance, risk management and compliance practice and recommends improvements to the Board.

COMPLIANCE, IN LETTER AND IN SPIRIT

Adherence to laws, rules and regulations is a fundamental pillar of sound governance. BCPCL provides timely and accurate reporting and certifications to local authorities and maintains a robust framework to uphold the highest standards of governance, as a matter of genuine ethos and not only formality.

GOVERNING POLICIES, PROCEDURES AND RULES

BCPCL operates within a comprehensive framework of governing instruments, policies, rules, procedures and guidelines that underpin its corporate governance, management and day-to-day operations. These frameworks define the roles, responsibilities and authorities of the Board, management and employees, establish controls and accountability, and support compliance with applicable laws, regulations and contractual obligations.

GOVERNING INSTRUMENTS

1 Foundation *Constitutional and contractual basis*

Joint Venture Agreement (JVA)

Fundamental contractual basis of BCPCL and the relationship between joint venture partners NWPGCL and CMC. Signed primarily on 9 June 2014 at the Great Hall of the People, Beijing, in the presence of the Prime Ministers of Bangladesh and China.

COVERS Ownership structure • shareholder rights and obligations • governance and management • financing principles • matters needing partner consent

Memorandum & Articles of Association (MoA & AoA)

Principal constitutional documents, approved by the Registrar of Joint Stock Companies (RJSC) at registration in 2014. The MoA sets objectives, scope and powers; the AoA sets the framework for internal administration.

COVERS Board composition and functioning • Board and shareholder meetings • voting • management authority • shareholders' rights

2 Authority and control *Who decides, who approves, how we buy*

Delegation of Administrative Power

Assigns administrative authority and responsibility to different levels of management so routine matters are handled at the right level, with oversight retained.

COVERS HR • administration • operational support

Delegation of Financial Power (DoFP)

Sets financial authority and approval limits for management and designated authorities, with checks and controls, for prudent and disciplined financial management.

COVERS HR Expenditure • procurement • contracts • payments

Procurement Procedure

Framework for procuring goods, works and services for the power plants, projects and corporate functions, promoting transparency, fairness, efficiency and value for money.

COVERS Procurement methods • evaluation and approval • documentation • controls

3 People *Employment, development and welfare*

Employees' Service Rules

Governs the terms and conditions of service, giving consistency and clarity on the rights and obligations of the Company and its employees.

COVERS Appointment • duties • attendance • leave • conduct • discipline • benefits

Recruitment and Promotion Policy

Principles and procedures for attracting, selecting, appointing and developing competent people, with a structured basis for career progression.

COVERS Qualifications • experience • competence • performance • transparency

Employee Welfare Policy

Promotes the well-being, safety and welfare of employees through a healthy, safe and supportive working environment.

COVERS Welfare facilities • support measures • working and social environment

Fringe Benefits Policy

Framework for benefits and facilities available to eligible employees in addition to regular remuneration, applied consistently and transparently.

COVERS Eligibility • entitlement • administration

4 Operations and responsibility *Quality, safety, security and community*

Integrated Management System (IMS) Policy

Integrates quality, environmental and occupational health and safety management, supporting safe, reliable, efficient and environmentally responsible electricity generation.

COVERS Objectives • risks and opportunities • corrective action • continual improvement

Security Manual

Guidelines, responsibilities and procedures for protecting the power plants, corporate office, personnel, assets and critical resources.

COVERS Access control • asset protection • security personnel • emergencies

Procurement Procedure

Framework for procuring goods, works and services for the power plants, projects and corporate functions, promoting transparency, fairness, efficiency and value for money.

COVERS Procurement methods • evaluation and approval • documentation • controls

COMPLIANCE REPORT ON IAS AND IFRS

These financial statements have been prepared in accordance with International Accounting Standards (IASs), International Financial Reporting Standards (IFRSs), the Companies Act 1994, Financial Reporting Act, 2015 and other applicable laws in Bangladesh. The following IASs and IFRSs are applicable for the preparation of financial statements for the year under review:

Name of IAS/IFRS	Compliance Status
IAS 1: Presentation of Financial Statements	Complied
IAS 2: Invento ries	Complied
IAS 7: Statement of Cash Flows	Complied
IAS 8: Accounting Policies, Changes in Accounting Estimates and Errors	Complied
IAS 10: Events after the Reporting Period	Complied
IAS 12: Income Taxes	Complied
IAS 16: Property, Plant and Equipment	Complied
IAS 19: Employee Benefits	Complied
IAS 20: Accounting for Government Grants and Disclosure of Government Assistance	Not Applicable
IAS 21: The Effects of Changes in Foreign Exchange Rates	Complied
IAS 23: Borrowing Costs	Complied
IAS 24: Related Party Disclosures	Complied
IAS 26: Accounting and Reporting by Retirement Benefit Plans	Not Applicable
IAS 27: Separate Financial Statements	Not Applicable
IAS 28: Investment in Associates and Joint Ventures	Not Applicable
IAS 29: Financial Reporting in Hyperinflationary Economics	Not Applicable
IAS 32: Financial Instruments: Disclosure and Presentation	Complied
IAS 33: Earnings Per Share	Complied
IAS 34: Interim Financial Reporting	Complied
IAS 36: Impairment of Assets	Complied
IAS 37: Provisions, Contingent Liabilities and Contingent assets	Complied
IAS 38: Intangible Assets	Complied
IAS 40: Investment Property	Not Applicable
IAS 41: Agriculture	Not Applicable

Name of IFRS (continued)	Compliance Status
IFRS 1: First time Adoption of International Financial Reporting Standards	Not Applicable
IFRS 2: Share based Payment	Not Applicable
IFRS 3: Business Combinations	Not Applicable
IFRS 5: Non-current Assets Held for Sale and Discontinued Operations	Not Applicable
IFRS 6: Exploration for and Evaluation of Mineral Resources	Not Applicable
IFRS 7: Financial Instruments: Disclosures	Complied
IFRS 8: Operating Segments	Not Applicable
IFRS 9: Financial Instruments	Complied
IFRS 10: Consolidated Financial Statements	Not Applicable
IFRS 11: Joint Arrangements	Complied
IFRS 12: Disclosure of Interests in Other Entities	Complied
IFRS 13: Fair Value Measurement	Complied
IFRS 14: Regulatory Deferral Accounts	Not Applicable
IFRS 15: Revenue from Contracts with Customers	Complied
IFRS 16: Leases	Complied
IFRS 17: Insurance Contracts	Not Applicable

The Company complied with the requirements of following laws and regulations from various government bodies:

i) The Companies Act, 1994;
ii) The Income Tax Act, 2023;
iii) The Income Tax Rules, 1984;
iv) The Value Added Tax Act, 2012;
v) The Value Added Tax Rules, 2016;
vi) The Stamp Act, 1899;
vii) The Bangladesh Labour Act, 2006 and amended in 2015;
viii) The Bangladesh Securities and Exchange Ordinance, 1969;
ix) The Bangladesh Securities and Exchange Rules, 1987;
x) Bangladesh Energy Regulatory Commission Act, 2003;
xi) Payra Port Authority Act, 2013;
xii) Environment Conservation Act, 1995 and the Amendments thereafter;
xiii) Other applicable laws and regulations.

CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) is a company's commitment to manage the social, environmental and economic effects of its operations responsibly and in line with public expectations. It contributes to public welfare and to the overall development of the state, and helps an organization build branding, transparency, accountability and integrity. CSR programs cover education, health, social, religious, environmental and scouting activities, as well as humanitarian aid during natural calamities, disasters and pandemics, and other welfare-related work. Bangladesh-China Power Company Limited (BCPCL) runs a range of such programs under its CSR activities.

Why CSR matters



CSR Policy Implementation

BCPCL implemented the "Corporate Social Responsibility Policy-2021" to carry out CSR within a clear framework. The policy covers CSR activities in the local areas of the Company's offices, power plants and projects, as well as national and social activities. Its nine focus fields are shown below.



Shawpner Thikana: Resettlement of Project Affected Persons

BCPCL is committed to improving the socio-economic status of people affected by land acquisition for its power plant projects. Through an effective Resettlement Action Plan (RAP) and community development activities in and around the plant, the Payra Thermal Power Plant Resettlement Project, "Shawpner Thikana", was successfully completed and inaugurated. House keys and related documents were handed over to the affected people on 27 October 2018. BCPCL manages public-area maintenance for the 130 dwellings, along with the cyclone shelter, mosque, community clinic and community centre. Monthly meetings with the Shawpner Thikana committee members help resolve residents' difficulties, and designated Payra Thermal Power Plant employees keep in constant touch with the committee to improve community life.

Shawpner Thikana at a glance

130 FAMILIES RESETTLED

16 ACRES OF LAND

48 TUBE WELLS

2 PONDS

7 COMMON FACILITY TYPES

Common facilities

- Bangladesh-China Technical institute (BCTI)
- Mosque and graveyard
- 48 tube wells and 2 ponds
- Office-cum-community centre
- Community clinic
- Cyclone shelter



Amar Thikana: Payra 1320 MW Power Plant Connecting Road (6-Lane) Resettlement

For people affected by land acquisition for the 6-lane power plant connecting road, BCPCL distributed financial compensation on 6 July 2023. Under its Resettlement Action Plan, "Amar Thikana" was completed and inaugurated, and house keys and related documents were handed over to the affected people on 9 June 2023, with community development activities for the affected persons alongside. BCPCL manages public-area maintenance for the 32 dwellings in Amar Thikana. It holds monthly meetings with the Amar Thikana committee to address residents' concerns, and designated divisions of the Payra Thermal Power Plant stay continuously engaged with the committee to support residents' well-being.

Amar Thikana at a glance

32 FAMILIES (32 HOUSES)

2 ACRES OF LAND

350 m INTERNAL ROAD

570 m DRAINAGE SYSTEM

8 TUBE WELLS

COMMON FACILITIES

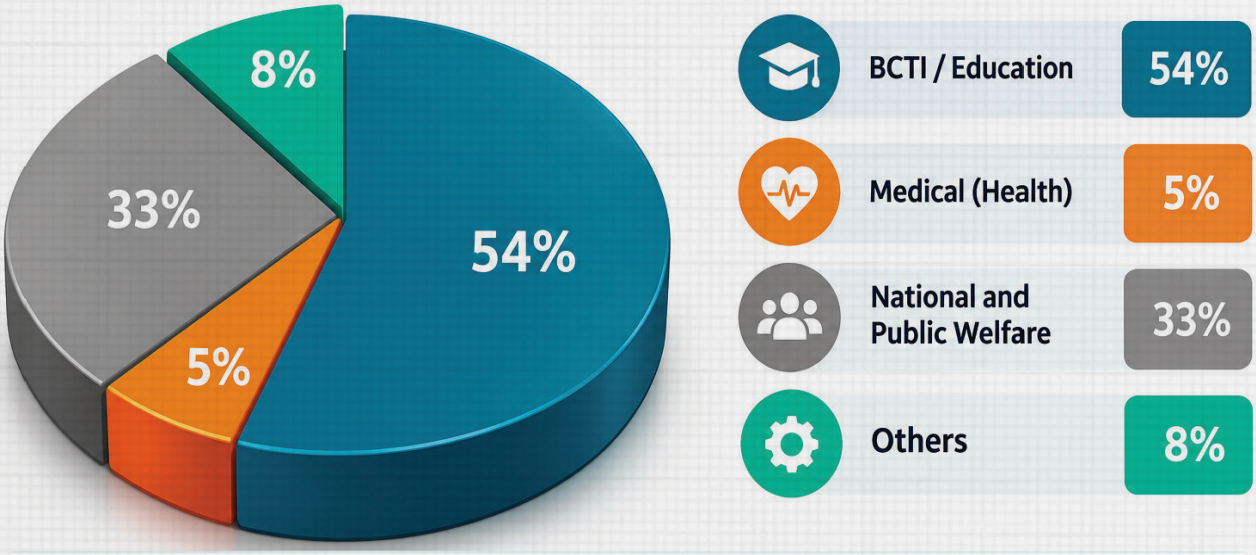
- Main entrance and boundary wall
- 350 m of internal road
- 570 m of drainage system
- 8 tube wells
- Electricity connection for each houshold



CSR activities during the FY 2025-2026

Throughout the period from FY 2025-2026, Bangladesh-China Power Company Ltd. (BCPCL) continued to demonstrate its strong commitment to community welfare, environmental awareness, and social development through a wide range of CSR initiatives across the country.

CSR Fund Activities in FY 2025-26



- **54% of the CSR fund was allocation to BCTI/Education, the largest category.**
- **33% was allocated to National and Public Welfare.**
- **8% was allocated to other activities.**
- **5% was allocated to Medical (Health).**

BCTI/Educationand National & Public Welfare together accound for 87% of the total CSR fund activities.

Blanket Distribution Program: During the winter season, BCPCL, under the instruction of the CSR Committee, undertook a blanket distribution program for poor, underprivileged, and needy families in Dhankhali Union. The Upazila Nirbahi Officer (UNO), Kalapara, extended valuable support and cooperation through the local administration to facilitate the successful implementation of the program. On 26th January 2026, BCPCL distributed a total of 600 blankets among deserving families in the local community. In addition, 162 blankets were distributed among the families of the 'Sopner Thikana' and 'Amader Thikana' resettlement areas. The initiative provided essential support to vulnerable families during the winter season and reflected BCPCL's continued commitment to community welfare and social responsibility.



Eid Gift Distribution Program: On the occasion of Eid-ul-Fitr 2026, the BCPCL CSR Committee undertook an initiative to distribute essential food items as Eid gifts among 162 families residing in the 'Sopner Thikana' and 'Amader Thikana' resettlement areas. The Eid gift packages included rice, dal, sugar, salt, two varieties of semai, soybean oil, and other essential items. The gifts were distributed to the families during Ramadan & before Eid day so that they could celebrate the festival with greater comfort and happiness.



Eid-ul-Azha Program: As decided by the CSR Committee, BCPCL provided a live cow to each of 162 families living in the 'Sopner Thikana' and 'Amader Thikana' resettlement areas for Qurbani. A festive environment was surrounded among all 162 families due to meet distribution. The initiative was warmly received by the beneficiary families, who expressed their gratitude and happiness for the support provided by BCPCL. The program demonstrated BCPCL's ongoing commitment to the well-being, dignity, and socio-economic support of the communities surrounding its operations.

Education: Bangladesh-China Technical Institute (BCTI)

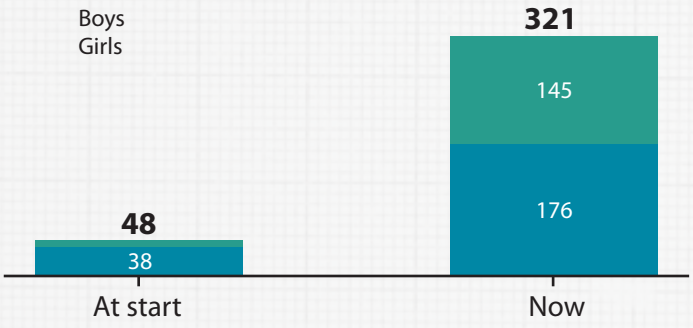
Education is the main strength of a nation. In order to meet the goal No. 4 of SDG (Sustainable Development Goal) and strengthen the educational status of the people by means of technical education in and around the Payra Thermal Power Plant, Bangladesh-China Power Company Limited (BCPCL) has established a Technical Institute named Bangladesh-China Technical Institute (BCTI) at the rehabilitation project "ShwapnerThikana" Dhankhali, Kalapara, Patuakhali. Hon'ble Managing Director of Bangladesh-China Power Company Limited inaugurated the BCTI on 15 February 2020.



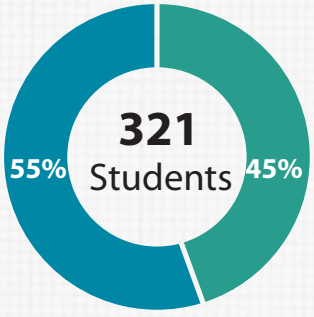
BCTI AT A GLANCE

321	7	5	20	163
Students (Class 6-12)	Classes running	Laboratories	Internet-connected computers	Library books

Student enrolment



Girls 145 | Boys 176



Programs offered Growing every year

2020	2023	2024	Language courses
SSC (Voc.)	**HSC (Voc.)**	**Pre-Vocational**	**Running now**
Electrical Maintenance Works	Electrical Works & Maintenance	Classes 6 to 8	Arabic
General Mechanics	Machine Tools Operation & Maintenance		Chinese
Computer & Information Technology	Computer Operation & Maintenance		English



Coming next: Malay, Korean, German and other language courses, open to students and local people planning to work abroad, to support manpower export to Malaysia, the Middle East and beyond.

Student support Facilities provided by BCTI

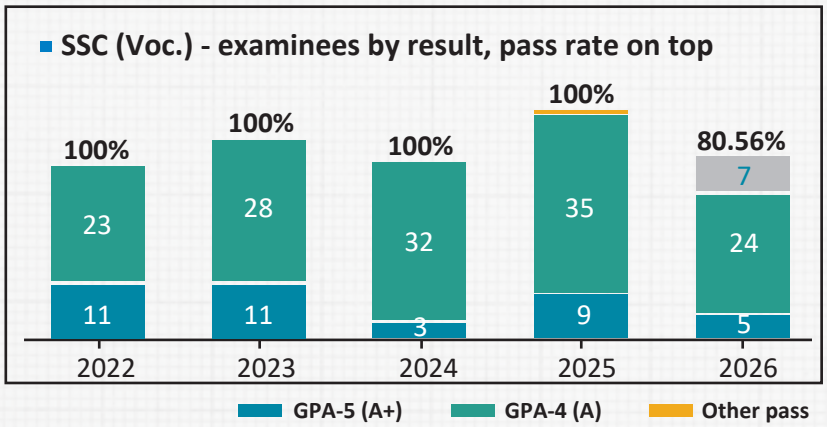
2 sets / year	**Daily**	**Tk 1,000 / month**	**Covered**	**Free**
School uniform	Tiffin	Stipend, as per exam result	Board registration & form fill-up fee	Tuition

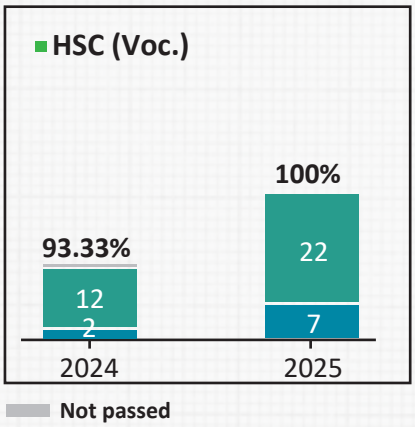
Labs & facilities

Electrical Maintenance Works Lab	**General Mechanics Lab**	**Computer & IT Lab**	**Physics Lab**	**Chemistry Lab**

Library: a reading room seating about 20 students with 163 books, available for borrowing. **IT:** 20 computers with internet in the Computer & IT Lab, and campus-wide connectivity.

Board examination results SSC (Voc.) 2022-2026 | HSC (Voc.) 2024-2025





GPA-5 (A+) GPA-4 (A) Other pass Not passed

Exam	Examinees	Pass rate	GPA-5	GPA-4	Standing (bypass rate & GPA-5 count)
HSC 2025 (2nd batch)	29	100%	07	22	1st in Kalapara, Patuakhali & Barishal, and 1st nationwide under BTEB
HSC 2024 (1st batch)	15	93.33%	02	12	1st in Kalapara Upazila, Patuakhali District & Barishal Division
SSC 2026 (5th batch)	36	80.56%	05	24	1st in Kalapara Upazila
SSC 2025 (4th batch)	45	100%	09	35	1st in Patuakhali District; 2nd in Barishal Division
SSC 2024 (3rd batch)	35	100%	03	32	1st in Kalapara Upazila
SSC 2023 (2nd batch)	39	100%	11	28	1st in Kalapara Upazila; 2nd in Patuakhali District
SSC 2022 (1st batch)	34	100%	11	23	1st in Kalapara Upazila

National Education Week Technical category awards

Year	Best Student	Best Class Teacher	Best Institute Head	Best Institution
2026	Rifatul Islam, Class 11 (Kalapara upazilla)	Mohammad Hadiul Islam, Instructor (Computer & IT) (Kalapara & Patuakhali District)	Md. Abdus Salam, Principal (***Kalapara*** upazilla, ***Patuakhali District & Barishal Division***)	BCTI (Kalapara upazilla)
2024	Mst. Sumaiya, Class 11 (Kalapara upazilla)	Hossain Mohammed Arfat, Instructor (Bangla) (Kalapara upazilla)	Md. Abdus Salam, Principal (*Kalapara* upazilla, *Patuakhali District)*	BCTI (Kalapara upazilla)





Sports achievements National sports competitions

Competition	Date	Highlights
49th Summer National Sports 2022	-	Best Swimmer, Kalapara Upazila: Sumon Mridha, Class 10
53rd Winter National Sports 2025	5 & 9 Feb 2025	**8 prizes**: 7 at Upazila level and 1 at District level. Upazila 1st: long jump, 200 m and 100 m (boys), skipping (girls); 2nd: 100 m and disc throw (girls); 3rd: high jump (boys). District 1st: long jump (boys)
54th Winter National Sports 2026	6 Jan 2026	**19 prizes** at Upazila level (boys & girls, big and small groups by size and age)
53rd Summer National Sports 2026	3 Sep 2026	**7 prizes** at Upazila level in swimming (1st Postion-02, 2nd Position-03, 3rd Position-01)

Organized by Bangladesh National Sports, Madrasa and Technical Education Sports Association.

FY 2025-26 highlights

29-30 Jan 2026	10 Feb 2026	29 Jun 2026
Annual Sports & Cultural Competition 24 sports events (12 girls, 12 boys) 8 cultural events for boys and girls	**Award Giving Ceremony** 18 meritorious SSC & HSC students Tk 5,000 (SSC) and Tk 8,000 (HSC), with gift box and flowers	**Stipend Distribution** 27 students recognized for merit Tk 6,000 each, paid twice a year at six-month intervals








স্বপ্নের ঠিকানা
মহান শহীদ দিবস ও
আন্তর্জাতিক মাতৃভাষা দিবস উপলক্ষে
প্রভাত ফেরী
বাংলাদেশ-চায়না টেকনিক্যাল ইনস্টিটিউট


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BANGLADESH-CHINA PREPARATORY SCHOOL (BCPS)

BCPS was established in 2023 to give young children a strong start through pre-primary and primary education. The school believes in equal opportunity and support for every student and nurtures each child's natural curiosity about learning. It aims for holistic growth in every part of a child's life, both at school and in the community.

Pre-Primary

STAGE 1

Play → Nursery

Primary

STAGE 2

One → Two → Three → Four

Equal Opportunity

Every student receives equal opportunity and support.

Curiosity to Learn

Fostering curiosity as the foundation for learning.

Reading & Writing

Building basic skills of reading and writing.

Cultural & Social Skills

Developing cultural competence, getting along with others and respecting other ways of thinking.

Healthy Habits

Encouraging healthy habits and respect for the environment.

Balanced Development

Ensuring balanced physical and psychological growth.

Facilities for Students

2
Uniform Sets
Provided to every student each year

1
Pair of Shoes
Provided to every student each year

0
Tuition Fee
Education at no tuition cost

Annual Sports & Cultural Competition

Annual Sports and Cultural Competition at BCPS: Annual Sports Competition-2025 held on 25 January 2025 at BCPS premises. Annual Sports comprised of 8 events among which 4 were for male and 4 were for female. Also, a cultural competition was held with 8 separate events.



Celebration of National and International Days

BCPS observes significant national and international days to promote students' awareness of the country's history, heritage, culture, and national identity. These observances help instill patriotism, respect for the mother language, and a sense of responsibility among students. BCPS along with its students observed, International Mother Language Day, Independence Day & Victory Day.



International Mother Language Day — 21 February



Independence Day — 26 March

Commitment to Holistic Education

BCPS strives to provide a well-rounded education that extends beyond academic learning. Through classroom instruction, extracurricular activities, sports, cultural programmes, and the observance of significant national and international days, the school aims to nurture knowledgeable, confident, disciplined, and socially responsible individuals.

ENVIRONMENT AND SUSTAINABILITY REPORT

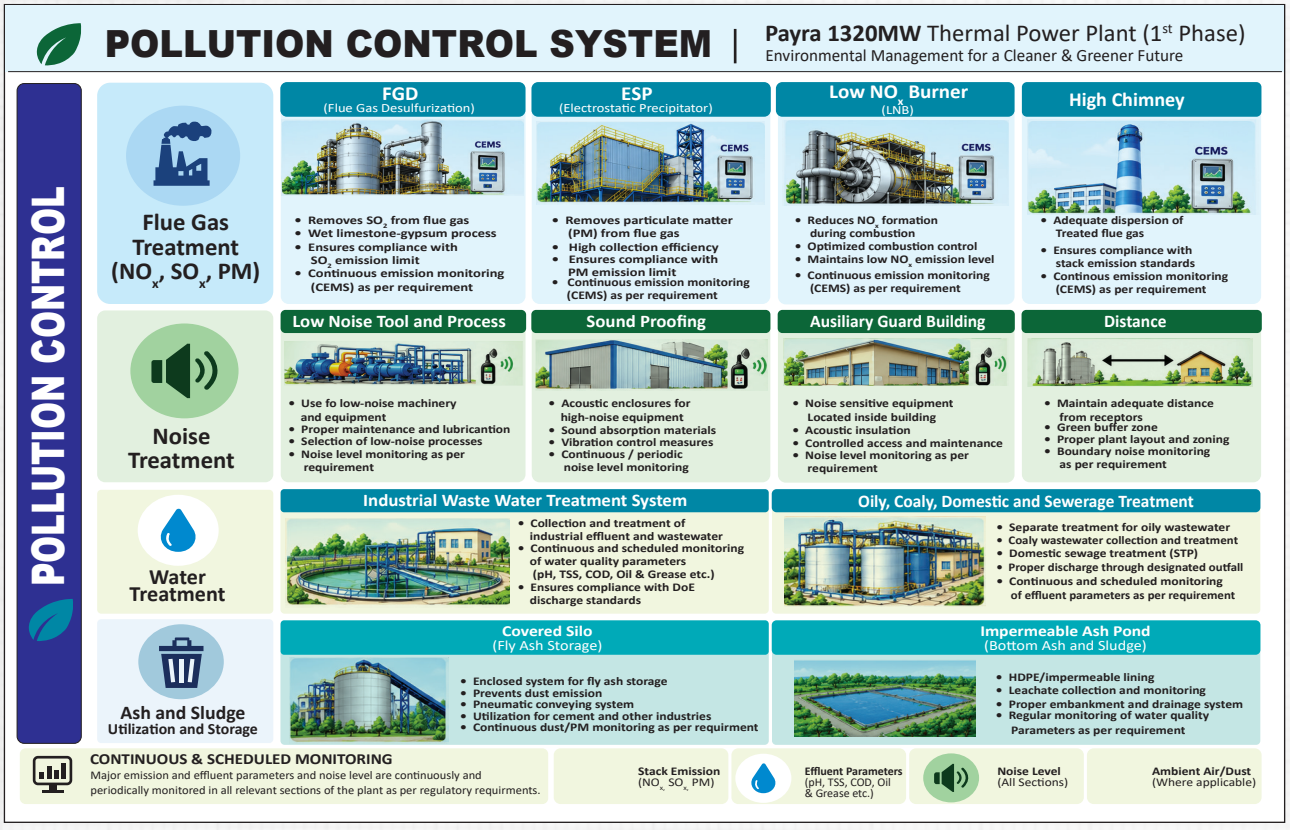
Environmental protection, occupational health and safety, and regulatory compliance are integral to BCPCL's approach to sustainable power generation. During FY 2025–26, the Environment, Health and Safety (EHS) Division continued to strengthen workplace safety practices, monitor environmental performance and enhance employee awareness at Payra Thermal Power Plant. The Division coordinated risk assessment, workplace inspections, emergency preparedness, environmental monitoring and statutory compliance. These activities supported implementation of the Integrated Management System (IMS) and continual improvement in EHS performance. The monthly emissions figures presented for FY 2025-26 remained below the design limits shown for Sulphur Dioxide, Nitrogen Oxides and Particulate Matter. Unit 1 had no reported emissions data for January 2026 while undergoing C-Class maintenance.

Leadership and accountability

The EHS Division operates under the overall leadership of the Managing Director and the administrative supervision of the Plant Manager. The Manager (EHS) leads EHS Department, supported by the other Departmental Heads (Executive Engineer and above), Sub-divisional Engineer/Deputy Manager, Assistant Engineer/Assistant Manager, Sub-assistant Engineer/ Jnr. Assistant Manager, Work Assistant and other staffs. Employees and interested parties (contractors) support this framework by following safety rules, using personal protective equipment, reporting hazards and participating in training. Communication, consultation and reporting connect divisional oversight with day-to-day plant activities.

Environmental protection

BCPCL manages environmental impacts through pollution prevention, treatment and monitoring systems covering air emissions, wastewater, noise, ash and sludge. These systems support compliance with applicable environmental requirements and prescribed emission and effluent discharge limits.



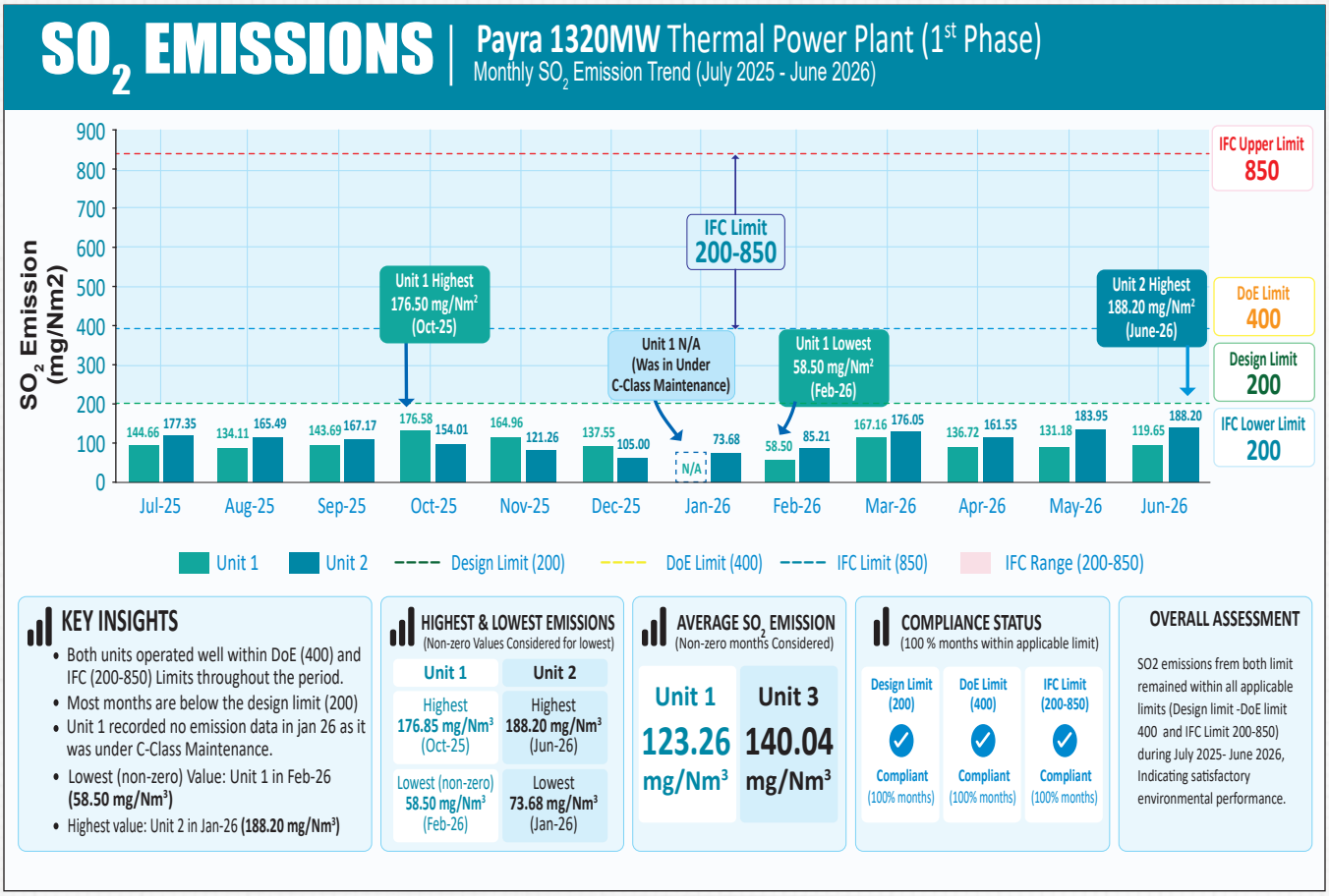
Air emissions performance

Monthly emissions data for July 2025 to June 2026 show that both units remained below the design limits presented for all three pollutants in each month with available data. The Department of Environment (DoE) and International Finance Corporation (IFC) reference values shown in the emissions material are summarized below.

Pollutant	Design limit	DoE limit	IFC reference
Sulphur dioxide SO_2	200	400	200–850
Nitrogen oxides NO_x	350	400	510
Particulate matter PM	50	100	50

All concentrations and reference values are in mg/Nm³. The SO_2 IFC value is presented as a range in the source emissions material.

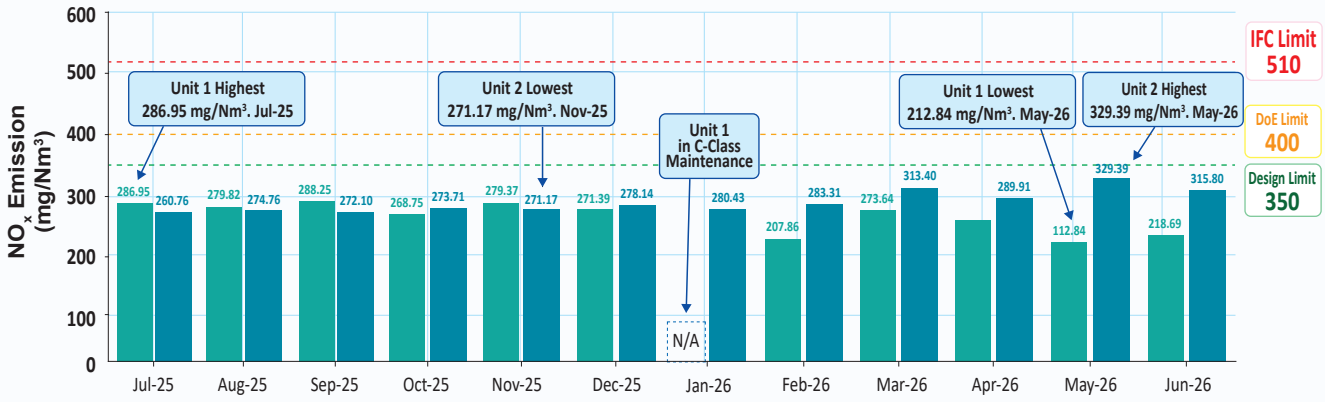
Emission Status (Monthly Basis) FY 2025-26



Emission Status (Monthly Basis) FY 2025-26

NO_x EMISSIONS | Payra 1320MW Thermal Power Plant (1st Phase)

Monthly NO_x Emission Trend (July 2025 - June 2026)



KEY INSIGHTS

- Both units operated well within DoE (400) and IFC (510) Limits throughout the period.
- Most months are below the design limit (350)
- Unit 1 recorded no emission data in jan 26 as it was under C-Class Maintenance.
- Highest value: Unit 2 in May-26 **(329.39 mg/Nm³).**
- Lowest (non-zero) value: Unit 1 in May-26 **(212.84 mg/Nm³)**

HIGHEST & LOWEST EMISSIONS

(Non-zero Values Considered for lowest)

Unit 1	Unit 2
Highest **286.95 mg/Nm³** (Jul-25)	Highest **329.39 mg/Nm³** (May-26)
Lowest (non-zero) **121.84 mg/Nm³** (May-26)	Lowest **271.17 mg/Nm³** (Nov-25)

AVERAGE NO_x EMISSION

(Non-zero months Considered)

Unit 1	Unit 3
253.14 mg/Nm³	**289.87 mg/Nm³**

COMPLIANCE STATUS

(100 % months within applicable limit)

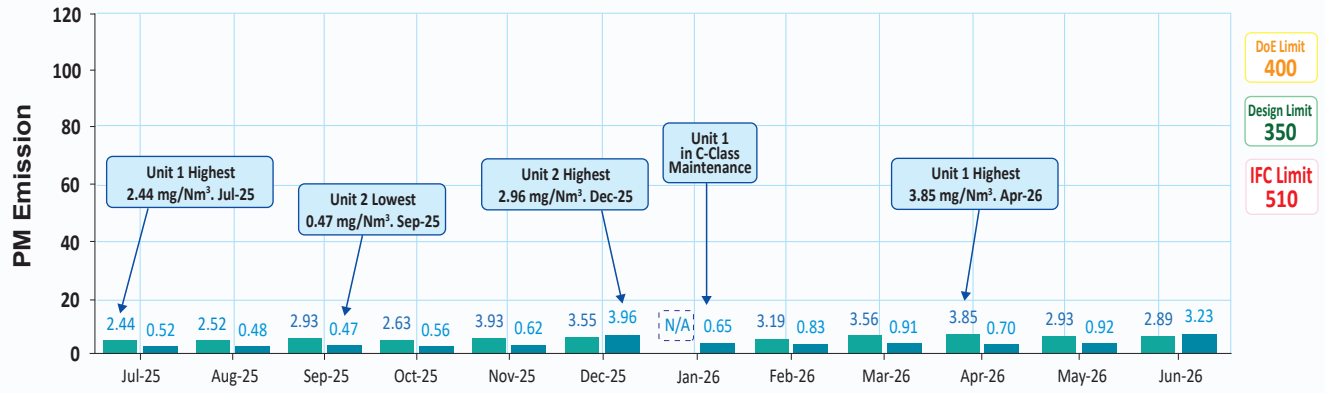
Design Limit (350)	DoE Limit (400)	IFC Limit (510)
Compliant (100% months)	Compliant (100% months)	Compliant (100% months)

OVERALL ASSESSMENT

NO_x emissions frem both limit remained within all applicable limits (Design limit -DoE limit 400 and IFC Limit 510) during July 2025- June 2026, Indicating satisfactory environmental performance.

PARTICULATE MATTER (PM) EMISSIONS | Payra 1320MW Thermal Power Plant (1st Phase)

Monthly PM Emission Trend (July 2025 - June 2026)



KEY INSIGHTS

- Both units operated well within DoE (400) and IFC (510) Limits throughout the period.
- Most months are below the design limit (50)
- Unit 1 recorded no emission data in jan 26 as it was under C-Class Maintenance.
- Highest value: Unit 1 in Apr-26 **(3.85).**
- Lowest (non-zero) value: Unit 1 in May-26 **(2.44 mg/Nm³)**

HIGHEST & LOWEST EMISSIONS

(Non-zero Values Considered for lowest)

Unit 1	Unit 2
Highest **3.85 mg/Nm³** (Apr-26)	Highest **3.96 mg/Nm³** (Dec-25)
Lowest (non-zero) **2.44 mg/Nm³** (May-26)	Lowest **0.47 mg/Nm³** (Sep-25)

AVERAGE NO_x EMISSION

(Non-zero months Considered)

Unit 1	Unit 3
2.84 mg/Nm³	**1.15 mg/Nm³**

COMPLIANCE STATUS

(100 % months within applicable limit)

Design Limit (350)	DoE Limit (400)	IFC Limit (510)
Compliant (100% months)	Compliant (100% months)	Compliant (100% months)

OVERALL ASSESSMENT

PM emissions from both Units remained within all applicable limits **(Design limit 350, DoE limit 400 and IFC Limit 510)** during July 2025- June 2026, Indicating satisfactory environmental performance.

Occupational Health and Safety

BCPCL's occupational health and safety programme covers employees, contractors, visitors and other stakeholders. The EHS Division coordinates preventive controls, workforce awareness and monitoring to support a safe and healthy working environment.



Integrated management System (IMS) and Coordination

BCPCL, adopted Integrated Management System, brings quality, environmental management, and occupational health and safety into a unified framework for plant operations. It supports risk-based planning, operational control, performance monitoring, internal audits and management review.

Standard	Management system
ISO 9001:2015	Quality Management
ISO 14001:2015	Environmental Management
ISO 45001:2018	Occupational Health and Safety Management

Compliance and continual improvement

The Division oversees regulatory compliance (mandatory), incident reporting and safety performance monitoring. Its compliance and reporting functions cover the authorities identified in the EHS framework, including DoE, DIFE, FSCD, Boiler Office, Explosive Department, WARPO etc, alongside the environmental and occupational health and safety management standards.

Through the IMS, BCPCL seeks to strengthen accountability, regulatory compliance and resource efficiency, reduce environmental impacts, and support safe and reliable power generation. Inspection findings, monitoring results, audit outcomes and management review provide the basis for continual improvement.

Glimpses of EHS Activities









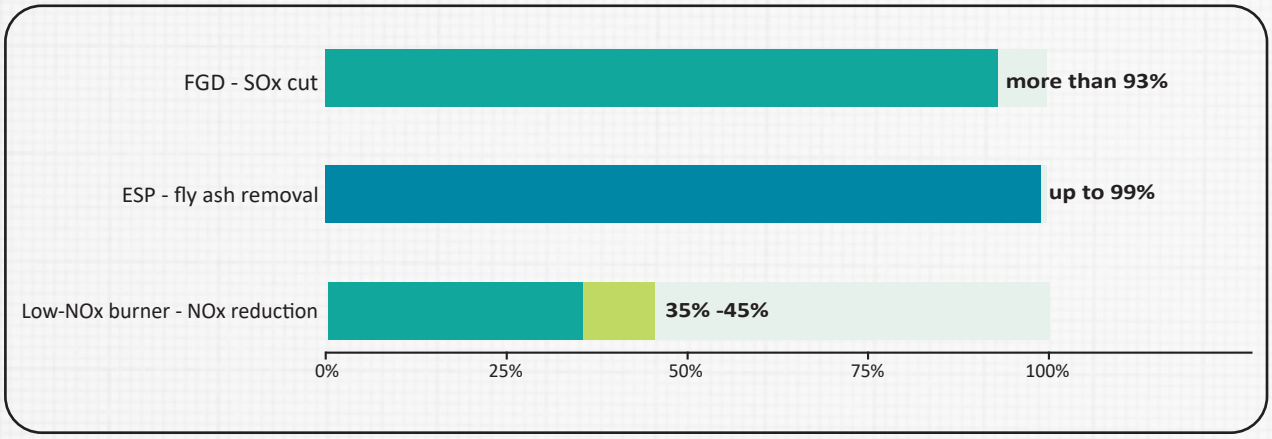

ENVIRONMENTAL AND SUSTAINABILITY COMMITMENTS

BCPCL supports the UN Sustainable Development Goals through its operations and initiatives. Some contributions are direct and actively pursued; others are indirect, arising from the company's actions without being a primary focus. Together they advance sustainability across six focus areas.

Environmental performance at a glance

>93%	35–45%	Up to 99%	24,500	80,000 m²
SOx emissions cut by the FGD system	NOx reduction from Low-NOx burners	Fly ash removed by the ESP	Trees planted in the plant premises	Water bodies built in the premises

Emission-control systems at the plant



SDG alignment by focus area, in detail

Supply of secure and reliable electricity



RELEVANT SDGs

FOCUS SUBTOPICS

- Secure and reliable power supply
- Business adaption and resilience

HOW BCPCL IS RESPONDING

- Established an affordable, reliable and energy-efficient ultra supercritical power plant to support a smooth transition toward sustainable energy sources.
- Maintaining optimum coal stock to ensure a consistent and uninterrupted power supply.
- Long-term O&M contract in place.

Climate change management



RELEVANT SDGs

FOCUS SUBTOPICS

- Policy and regulatory guidelines for environmental issues
- Greenhouse gas emissions from operations
- Physical impacts of climate change
- Green plantation
- Maintaining water bodies (pond and lake)

HOW BCPCL IS RESPONDING

- High-efficiency, low-emission ultra supercritical technology, resulting in less carbon dioxide and mercury emissions.
- FGD system cuts SOx emissions by more than 93%.
- Low-NOx burners reduce NOx by 35–45%.
- ESP removes up to 99% of fly ash.
- IDCT cooling tower to reduce water use.
- About 24,500 trees planted in the plant premises.
- About 80,000 m² of water bodies constructed in the premises.
- Biodiversity maintained; buildings designed for maximum use of daylight.

Future readiness and business continuity



RELEVANT SDGs

FOCUS SUBTOPICS

- Risk management
- New business opportunities
- Innovation and collaborations
- Responsible supply chain

HOW BCPCL IS RESPONDING

- Standard risk management techniques are in practice.
- Ongoing development activities are actively pursued.
- A dedicated Planning & Development department has been established.
- A specialized supply chain department works to ensure a responsible supply chain for primary and secondary fuels.

Workforce well-being



RELEVANT SDGs

FOCUS SUBTOPICS

- Health and safety
- Diversity
- Workforce restructuring
- New employees

HOW BCPCL IS RESPONDING

- Protect labour rights and ensure a safe, healthy and secure work environment for all employees.
- Zero tolerance of discrimination on the basis of gender, ethnic background or any other diversity factor.
- Equal opportunities and diversity fostered in leadership positions.
- Employee training and development.
- Medical facility for employees.
- Occupational health and safety maintained.

Business integrity and corporate governance



RELEVANT SDGs

FOCUS SUBTOPICS

- Compliance and governance
- Transparency and accountability in business
- Human rights along the value chain

HOW BCPCL IS RESPONDING

- Strengthening our compliance culture and protecting the business from corruption risks.
- Fostering effective, accountable and transparent institutions at all levels.
- Zero tolerance of forced labor, child labor and human trafficking.

Social responsibility



RELEVANT SDGs

FOCUS SUBTOPICS

- Stakeholder engagement
- Food safety for communities
- Accommodation for employees
- Health and education for local communities

HOW BCPCL IS RESPONDING

- Proactive engagement with stakeholders to foster transparency and ongoing dialogue about operations.
- Resettlement project for distressed people.
- Educational institutes and health clinics for local communities.
- Aid and support for poor people.
- Power plant established outside the city area.
- Quality accommodation options for employees.

SECURITY MANAGMENT

Payra 1320 MW Thermal Power Plant is an important Key Point Installation (KPI) of Bangladesh. Considering its national and economic importance, Payra 1320 MW Thermal Power Plant was declared on 14 February 2021 as a 1 (Ka) class KPI by the Ministry of Home Affairs. To maintain its status as a 1 (Ka) Class KPI, the plant follows the KPI Security Policy-2013 and recommendations from the KPI survey committee.

1 (Ka) Class KPI Declared 14 February 2021	**~1,000 Acres secured** Land under security cover	**8.7 km Perimeter wall** Topped with concertina wire	**18 Watch towers** Along the patrol road
7 Layers of defence From fence line to patrol	**2 Main gates** Gate-pass controlled entry and exit	**16 Fire personnel** Leaders, firefighters and drivers	**3 24/7 hotlines Security, fir and medical**

KPI Status

Declared a 1 (Ka) class Key Point Installation by the Ministry of Home Affairs on 14 February 2021. The plant follows the KPI Security Policy-2013 and the recommendations of the KPI survey committee to maintain this status.

ISPS Code Compliance

The coal jetty and its surroundings form the “BCPCL Port Facility” – an internationally recognized port facility approved by the Ministry of Shipping.
International ships can berth directly, and BCPCL complies with the International Ship and Port Facility Security (ISPS) Code.



ARRANGEMENT OF THE KPI SECURITY

The arrangement of the security system of the Payra thermal power plant is two-dimensional as it has a long perimeter and two jetties/Port Facility. The plant is maintaining land and Maritime security. Being the KPI of the government, all areas of the plant are Key Point (KP) areas. It includes the plant's entire land boundary, coal jetty and service jetty area. Vulnerable Points (VP) within the key point area are given much preference from the security point of view. From the plant's perspective, the Power block and Coal Jetty area are the vulnerable points. Additional security system is in place for the vulnerable points. The outer perimeter of the plant is surrounded by a barbed wire fencing followed by heightened slope area. Next is the perimeter wall with concertina wire above that. Likewise, security of land area and two jetties are ensured by a layered security system.

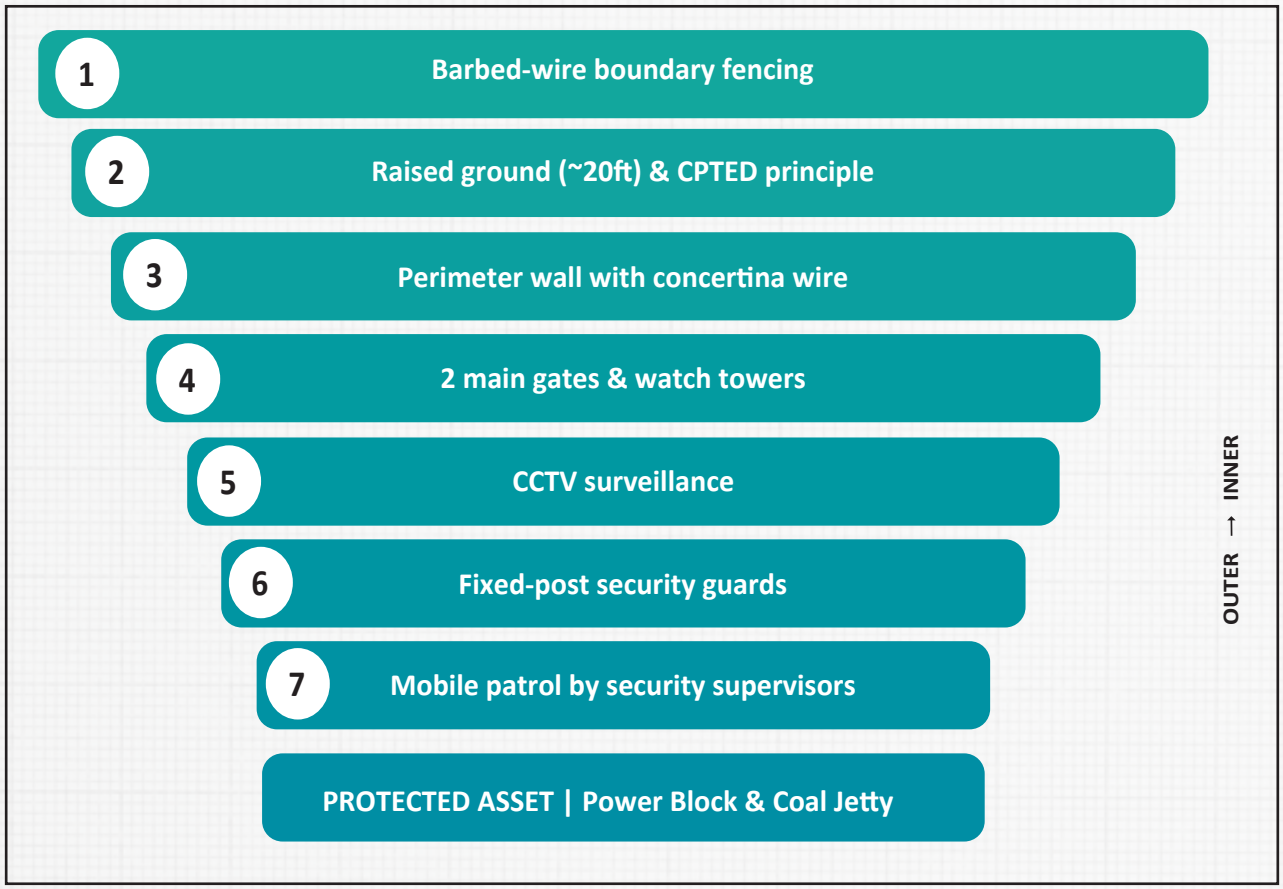
The overall approach toward security is enumerated below:

- The site is located over a vast parcel of land covering nearly 1000 acres of land and the outer layer of boundary (beyond perimeter wall) is protected by barbed wire fencing, and it is demarking the boundary line of plant. Boundary pillar and fencing are installed in the outer slope of the plant.
- Next is the heightened area of plant. The plant is almost 20 feet high from the surrounding area due to sand filling, which is natural barrier itself.
- On top of slope area is a long and stretched boundary wall having a length of approximately 8.7 kilometers. Concertina wire has been installed over the boundary wall to add an additional layer of security. Recently, one additional layer of concertina wire is added in top of the previous one.
- Along the boundary wall, an embankment road has been prepared for patrolling. Eighteen numbers watch towers have been erected for maintaining the proper distance along the patrolling road.
- For entrance and exit, two main gates have been built in the plant area. A gate pass system is being maintained which needs prior approval from the competent authority for every entrance or exit of people, goods, and equipment. At the entrance and exit points, metal detectors, archway gates, and vehicle searching mirrors are being used. Besides, various registers are being maintained for the record of the visitors, personnel and laborers' entry and exit, materials entry and exit etc.
- At every important location (Main Gate, Power block, Administration Building, Embankment, Jetty area), CCTVs are installed to surveil the movement of people, and these CCTVs are monitored centrally from CCTV control room. For the security purpose of the plant, vehicle support is available. Motorbikes are used by the security supervisors to patrol and ensure vigilance on the plant premises. To strengthen the communication system, sufficient high-range walkie-talkies are being used at the Plant including the jetty area.

A comprehensive and holistic security system has been established inside the plant in coordination with the proprietary security personnel and other security forces including the police. These are: Proprietary Security Force, Contracted Security Force, District police and Range reserve Force (RRF) and Armed Police Battalion (APBn)

POLICY 1: THE CONCEPT OF LAYERED DEFENCE

Security of the land area and both jetties is ensured through seven concentric layers, each one reinforcing the next.



POLICY 2: THE FOUR D'S

D1	D2	D3	D4
Deter	Deny	Detect	Delay

PORT FACILITY (MARITIME) SECURITY

Recently BCPCL coal jetty is recognized as an international port facility and named "BCPCL Port Facility". BCPCL is implementing the International Ship and Port Facility Security (ISPS) Code, which is a comprehensive set of measures designed to enhance the security of ships and port facilities. It was implemented by the International Maritime Organization (IMO) as part of the Safety of Life at Sea (SOLAS) Convention in response to security threats like terrorism, piracy, and smuggling.

What the ISPS Code sets out to do

01	02	03
Detect and assess security threats.	Implement preventive measures against security incidents involving ships and port facilities.	Ensure maritime safety through a standardized global approach.

Main elements of the ISPS Code

Port Facility Security Assessment -PFSA	**Port Facility Security Plan-PFSP**	**Designated Security Roles: Port Facility Security Officer (PFSO)**
Security Levels Security Level 1 (Normal) Security Level 2 (Heightened) Security Level 3 (Exceptional)	**Access Control & Monitoring**	**Training & Drills**

Security Equipment & Tools

Equipment	Deployment
CCTV Camera	Steps taken to increase the CC camera and bring the whole plant under CCTV coverage.
CCTV Control Room	Used in main gates
Vehicle Search Mirror	Used for physical Checking
Handheld Metal Detector	Used at main gates & Power block gates
Archway Metal Detector	Used in all duty posts
Vehicle Access Bar	Power Block Entrance
Luggage Scanner	Power Block Entrance
Personnel Access Control	Power Block Entrance
Riot Barrier	Administrative Building
Walkie-Talkie	Used in all entrances
Security Signages	Used wherever necessary

What the Security Department Does Throughout the Year

1	Protects the plant from threats created by the immediate neighborhood, locals and insiders.
2	Maintains 1 (Ka) class KPI status through half-yearly surveys by the KPI survey team.
3	Maintains the BCPCL Port Facility status of the coal jetty by implementing directives from DG Shipping.
4	Conducts regular security vetting of all personnel, including foreigners.
5	Holds regular security coordination meetings with the local administration and law-enforcement agencies.
6	Attends the monthly KPI-related security meeting chaired by the Power Division.
7	Maintains liaison with DGFI, NSI, local police and other surrounding organizations.









THE FIRE SAFETY PLAN

The principal risk management tool of the Payra thermal power plant is the Fire Safety Plan. The Fire Safety Plan describes actions required of those with key responsibilities in the prevention and mitigation of fire risks, as well as the responsibilities of plant personnel. The Fire Safety Plan is verified by the Bangladesh Fire Service and Civil Défense department.

Arrangement of the Fire Safety System

Led by the Manager (Security)

The department has a strength of 16 personnel:

2 Fire Leaders | 11 Firefighters | 3 Fire Drivers

As required of a 1 (Ka) class KPI, the department is well equipped with modern firefighting equipment and vehicles. Every building and installation have fire hydrants, smoke detectors, sprinkler systems, alarms and other modern appliances, while evacuation routes and assembly points are clearly signposted.

Firefighting Equipment

Category	Equipment & systems
Fire tenders	Water Tender, Foam Tender, Turn Table Ladder (TTL), Fire pick-up
Automatic systems	Deluge (Water), Deluge (Foam), FM200, CO2 Suppression, IG-541 Inert Gas, Water Gun
Manual systems	Portable Fire Extinguisher, Fire Point, Indoor Hydrant, Outdoor Hydrant
Detection & alarm	Smoke/Heat Detector, LHD, Manual Call Point, Fire Alarm System, Fire Alarm Panel Board
Extinguishers – power block	DCP 3 kg, 5 kg, 25 kg and 50 kg; CO2 5 L; Foam 10 L
Extinguishers – outside power block	DCP 5 kg and 25 kg; CO2 5 L
Fire pumps	Electric pump, Jockey pump, Diesel pump
Also available	Fire water reservoir, walkie-talkies, rescue equipment

Always Ready: Fire Department Activities

The fire station is situated within the power block area and in a separate building to face any fire and rescue incidents immediately. A fire drill/training is carried out every month, where all the off-duty personnel attend to remain acquainted with the emergency fire drills. Besides, hands-on training in portable firefighting extinguishers and rescue equipment takes place regularly to keep the personnel ready to face any emergency including fire. The fire department also carries out combined fire exercises with the nearest fire brigade twice in a year. Importantly, besides firefighting, the firefighters are also involved in all sorts of rescue operations.









Implementation of Emergency Hot Numbers

The plant maintains three 24/7 emergency numbers. One is for security emergency; another is for fire emergency and the final one is for medical emergency.

Innovative Cafeteria Management, Payra 1320 MW TPP

BCPCL launched an in-house cafeteria at Payra on 1 September 2026, run entirely by existing employees and overseen by an eight-member Cafeteria Management Committee drawn from Security, HR, Accounts & Finance, Civil and Facility. The model avoids additional hiring, reduces costs and encourages interdepartmental collaboration.

The cafeteria is guided by good governance principles: transparency, accountability, participation and responsiveness. Feedback from staff and contractors' shapes decisions on quality, hygiene and pricing. Digital tools support this, including management software for inventory and transactions, online ordering, digital payments and a dedicated hotline for grievances.

It serves a multicultural workforce of Bangladeshi and Chinese employees, contractors and security personnel, with meals suited to diverse cultural and dietary needs. It also hosts birthday gatherings, annual programmes and Pahela Baishakh food booths, building camaraderie and a sense of belonging. Total Quality Management principles (food quality, hygiene, safety, timely service and waste reduction) keep standards improving. Looking ahead, BCPCL plans to expand the cafeteria into a broader employee engagement facility, with meeting spaces, family programmes, a super shop and cross-cultural events.

Five pillars of the model

Participatory governance	Digital services	Multicultural service	Beyond dining	Total Quality Management
Transparency, accountability, responsiveness; staff and contractor feedback shapes quality, hygiene and pricing	Management software, online ordering, digital payment and a grievance hotline	Meals and snacks for Chinese and Bangladeshi staff, contractors and security personnel	Birthdays, gatherings, annual programmes and Pahela Baishakh food booths	Food quality, hygiene, kitchen safety, timely service and less waste

Looking ahead: a super shop for daily needs, meeting and conference space on the top floor, family programmes, experience-sharing sessions and Chinese-Bangladeshi cultural exchange, growing the cafeteria into a full employee engagement facility.









MILESTONES & ACHIEVEMENTS

BENCHMARKS & MILESTONE

2014

19 Mar MOU signed for Payra 1320 MW TPPP

09 Jun JVA signed at the Great Hall, Beijing, China

01 Oct BCPCL incorporated

2015

15 Jun Land acquisition

29 Sep Invitation for EPC bid

2016

29 Mar EPC contract signed for Payra 1320 MW TPPP

19 Jun Contract signed for Owner's Engineering Service

08 Sep PPA and IA of 1st Phase signed

2017

12 May Facility Agreement signed

25 Sep First steel structure erection

2018

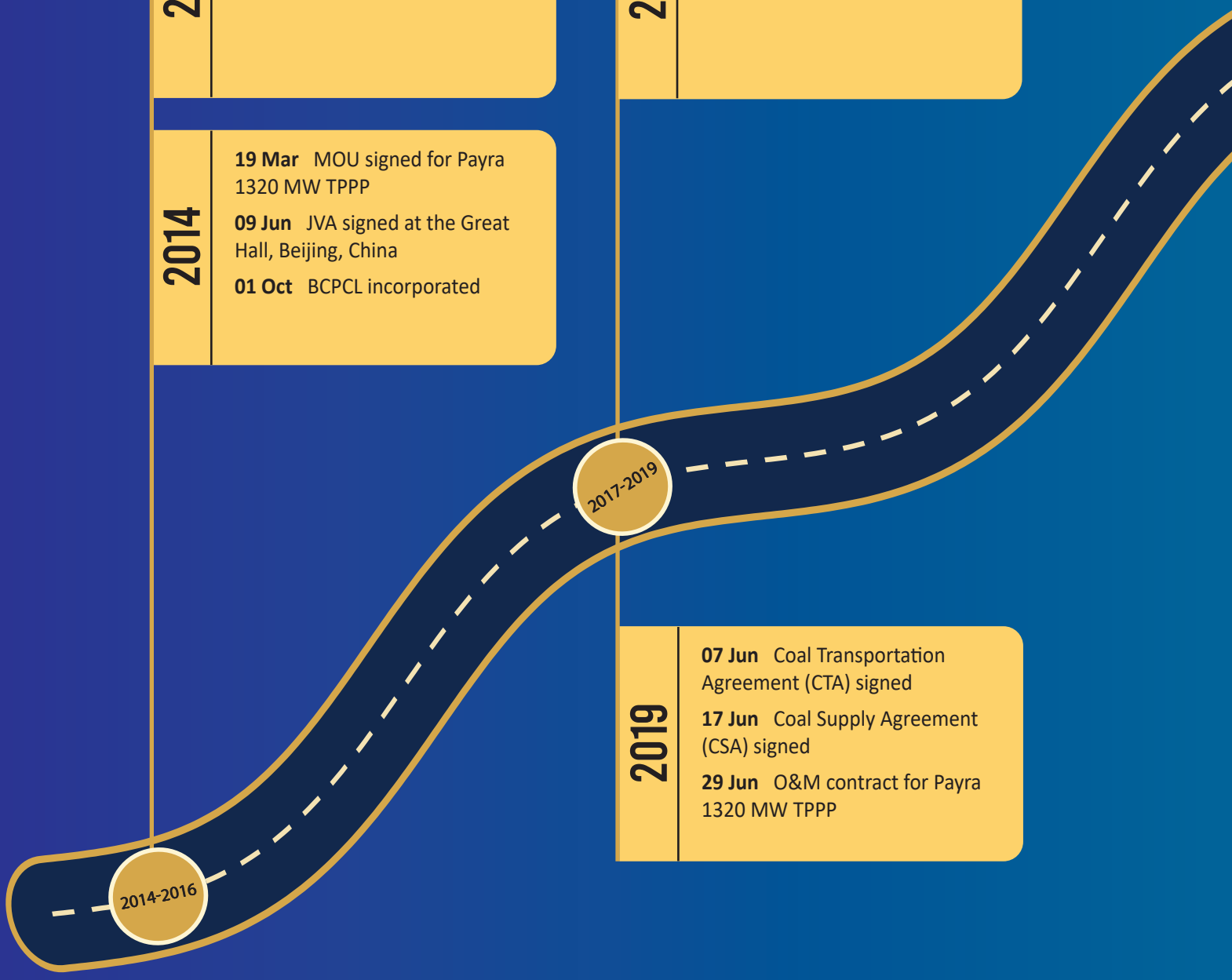
03 May Financial Closing (1st drawdown)

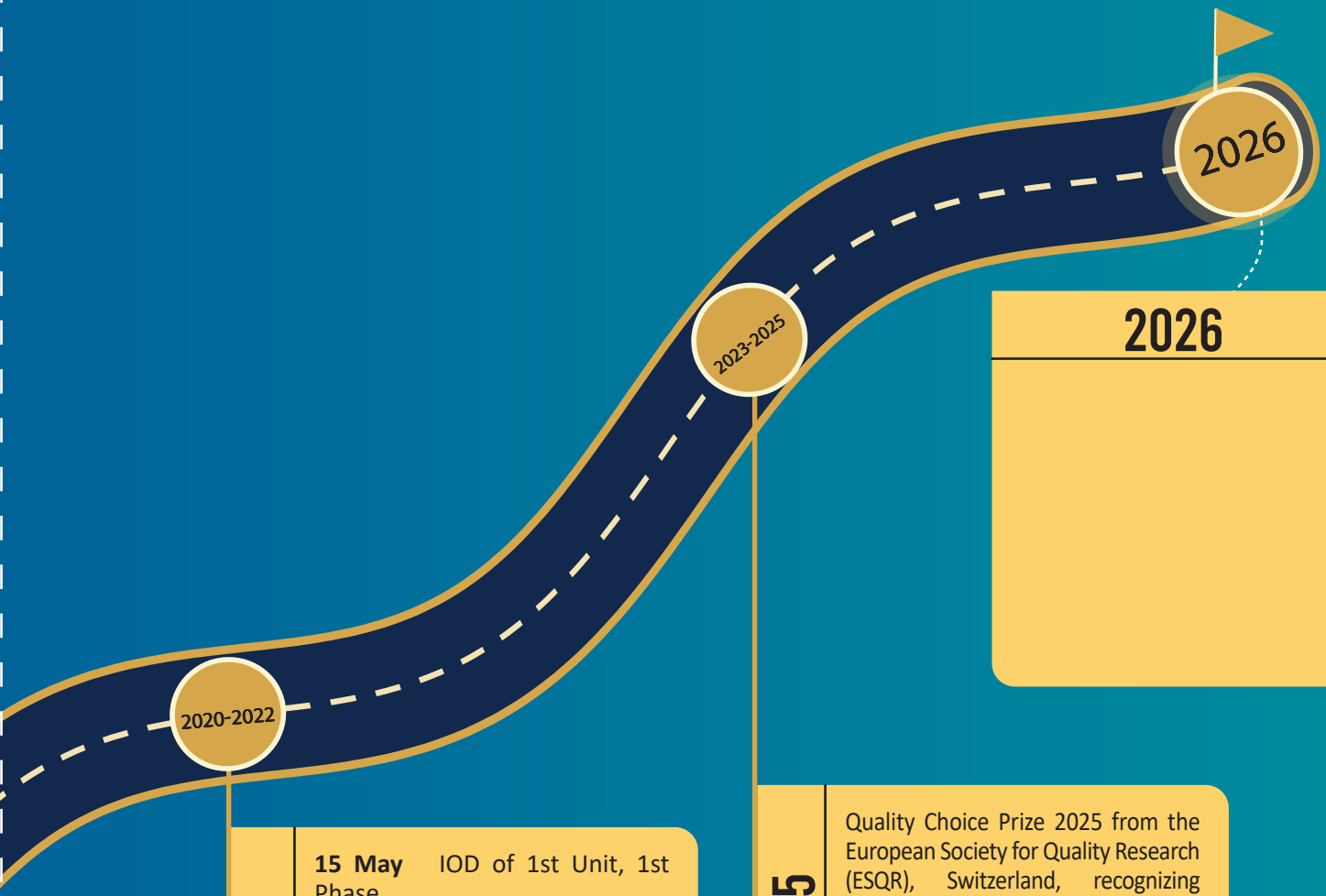
2019

07 Jun Coal Transportation Agreement (CTA) signed

17 Jun Coal Supply Agreement (CSA) signed

29 Jun O&M contract for Payra 1320 MW TPPP





2020

15 May IOD of 1st Unit, 1st Phase

08 Dec COD of 1st Phase

2021

01 Jun Implementation Agreement of 2nd Phase signed

01 Jun PPA with BPDB for 2nd Phase signed

13 Jul EPC contract signed for 400 kV transmission line project

2022

21 Mar Payra 1320 MW TPP (1st Phase) inaugurated by the Hon'ble Prime Minister

30 Jun Operational Acceptance Certificate (OAC) handed over to EPC contractor
Coal Supply Agreement (CSA) signed with ATC (MHU)

2023

25 Apr Limestone Supply Agreement (LSA) signed with SAEET

27 Sep Coal Supply Agreement (CSA) signed with CMC

2024

Contract signed with JDN, Belgium for 400 kV transmission line river-crossing portion dredging

Final Acceptance Certificate issued for Payra 1320 MW 1st Phase.

2025

Quality Choice Prize 2025 from the European Society for Quality Research (ESQR), Switzerland, recognizing ethics and initiatives showing exceptional success in quality management and in maximizing the full potential of services through quality-oriented practices.

2026

Awards & Recognition



AWARDS & RECOGNITION







AWARDS & RECOGNITION

European Society for Quality Research

"Bangladesh-China Power Company (Pvt.) Limited"
For Attention: Mr. A. M. Khurshedul Alam, Managing Director
UTC Building (Level-5) 8, Panthapath
Kawran Bazar, Dhaka-1215, Bangladesh

January 15, 2025

Dear Mr. A.M. Khurshedul Alam, Managing Director:

In **Stockholm** (Sweden), on **Thursday, May 29, 2025,** the ESQR, in the framework of its annual recognition program, will present the ESQR's **Quality Choice Prize 2025** to selected companies, institutions, public administrations and organizations representing different sectors from Europe, Asia, the Americas, Africa and Australia, in its Convention to be held at the hotel **Scandic Grand Central Stockholm** (the former Lundberg Palace). The Quality Choice Prize recognizes those with ethics and initiatives that demonstrate exceptional success in quality management and that maximize the full potential of their services through quality-oriented practices. It is our pleasure to inform you that **"Bangladesh-China Power Company (Pvt.) Limited"** has also been selected by the ESQR to receive the above mentioned award in Stockholm. We, therefore, kindly invite you and/or the representative(s) of **"Bangladesh-China Power Company (Pvt.) Limited"** to participate in our Convention and receive the Quality Choice Prize 2025 in Stockholm on the above-mentioned day.

The Convention and the Awards giving ceremony with the Gala Dinner will take place on Thursday, May 29, 2025, at the spectacular Vasa Theatre ballroom of the hotel Scandic Grand Central Stockholm (address: Kungsgatan 70, Stockholm SE-111 20, Sweden). Business leaders, academic experts and quality professionals from all over the world will participate in the above mentioned event and the most significant moments will be covered by photographers and cameramen. In the morning of the same day (May 29, 2025), the conference is scheduled, where, besides the keynote speeches of quality experts, the participating companies, institutions, organizations and public administrations representatives will have as well an opportunity to offer a speech about their activities to the international audience and also to network with business leaders, academic experts, civil servants and diplomats from different countries. It will be a very good opportunity to meet and establish contacts with delegates from all over the world and find in them possible partners, clients or investors.

The ESQR is a European organization, with Head Office in Lausanne (Switzerland), dedicated to quality improvement techniques recognition and research. ESQR makes a positive contribution to quality culture through its annual conventions and award giving ceremonies in the major cities. It recognizes excellence, disseminates innovation and visionary thinking, spreads knowledge, shares conformity assessment practices and facilitates networking.

You can see some of the winners of our awards by visiting our website at **www.esqr.org** and by clicking on the section **AWARD WINNERS.**

We have attached a participation information sheet to the present notification where you can find the details on participation conditions and scheduled program.

To confirm your participation in the award giving ceremony and the convention in Stockholm, please fill in the Participation Confirmation Form (see the enclosed information sheet) and send it to us by e-mail: **info@esqr.org** You can also visit our website: **www.esqr.org** or call us: **+41 21 312 58 52** and our international staff will be at your disposal to answer your questions in English, French or Spanish.

We hope to see you at our Convention in Stockholm and make it an unforgettable experience for you

Sincerely,

Dr. A. Arista,
Executive Director

Address: Avenue Villamont 17, 1005 Lausanne, Switzerland
Tel.: +41 21 312 58 52
E-mail: info@esqr.org
Website: www.esqr.org

ISO CERTIFICATION & COMPLIANCE

BCPCL is committed to maintaining and improving its Quality, Environment and Occupational Health & Safety by setting specific goals. BCPCL set up a Policy for Integrated Management System (IMS) which includes following areas:

- Bangladesh-China Power Company Ltd. (BCPCL) is the largest coal-fired thermal power company at Payra in Bangladesh, designed to generate 1320 MW reliable power energy. BCPCL is a joint venture company of NWPGCL, Bangladesh and CMC, China.

- BCPCL wants to achieve customer satisfaction through the best quality of service, operational excellence, innovation, ownership mentality among the employees as well as integration of quality, health & safety and environmental protection in all business aspects and operations.

- BCPCL has strong commitment to the protection of the environment, elimination of hazards and reduction of OH&S risks with the fulfilment of legal and other requirements.

- BCPCL is also committed to consultation and participation of workers for a good and accountable OH&S management system.



IMS POLICY

Integrated Management System

Bangladesh-China Power Company (Pvt) Limited (BCPCL) is the largest coal-fired thermal power company at Payra in Bangladesh, designed to generate 1320 MW reliable power energy. BCPCL is a joint venture company of NWPGCL,Bangladesh and CMC, China.

BCPCL wants to achieve customer satisfaction through the best quality of service, operational excellence, innovation, ownership mentality among the employees as well as integration of quality, health & safety and environmental protection in all business aspects and operations.

BCPCL has strong commitment to the protection of the environment, elimination of hazards and reduction of OH&S risks with the fulfilment of legal and other requirements.

BCPCL is also committed to consultation and participation of workers for a good and accountable OH&S management system.

Our Vision is to be a world-class organization and the leading power company in Bangladesh by the continual improvement of our staffs by training program, the prevention of injury and ill-health as well as enhancement of environmental performance and sustainability.

Shah Abdul Moula
Project Director (CE)
Payra 1320 MW TPP, BCPCL

- Our Vision is to be a world-class organization and the leading power company in Bangladesh by the continual improvement of our staffs by training program, the prevention of injury and ill-health as well as enhancement of environmental performance and sustainability.

ISO certification is a Symbol of approval from a third-party body that a company runs with one of the international standards developed and published by the International Organization for Standardization (ISO). With the continuation of the trend of improvement, BCPCL received an ISO certificate for Corporate Office and Payra 1320MW Thermal Power Plant from the certification body Bureau Veritas, on 22nd December 2021. The validity of certification will remain for 3 (three) years. The standards are ISO 9001:2015 (Quality Management System), 14001:2015 (Environmental Management System), 45001:2018 (Occupational Health and Safety Management System). To comply with the terms and conditions of ISO certification system, two internal audits and one surveillance audit had been conducted in every fiscal year.

Bureau Veritas Certification

BANGLADESH-CHINA POWER COMPANY LTD.

HEAD OFFICE: UTC Building (Level 5), 8 Panthapath, Kawranbazar, Dhaka-1215, Bangladesh.

This is a multi-site certificate, additional site(s) are listed on the next page(s)

Bureau Veritas Certification Holding SAS – UK Branch certifies that the Management System of the above Organisation has been audited and found to be in accordance with the requirements of the Management System Standards detailed below.

Standards

ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018

Scope of certification

CORPORATE MANAGEMENT OF POWER PLANTS, POWER GENERATION & SUPPLY TO THE NATIONAL GRID

Original cycle start date: **22 December 2021**
Expiry date of previous cycle: **21 December 2024**
Recertification Audit date: **10 December 2024**
Recertification cycle start date: **31 March 2025**

Subject to the continued satisfactory operation of the Organisation's Management System, this certificate is valid until: **21 December 2027**

Certificate No. **IND.25.692/IM/U** Version: **1** Issue date: **31 March 2025**

Signed on behalf of BVCH SAS UK Branch
Dr. JN MANIAN
Director – CERTIFICATION, South Asia
Commodities, Industry & Facilities Division

Certification body address: 5th Floor, 100 Lower Thames Street, London, EC3R 6DL, United Kingdom.

Local office: Bureau Veritas (Bangladesh) Pvt. Ltd.
Symphony (5th Floor), Plot- SE(F)9, Road-142
South Avenue, Gulshan-1, Dhaka-1212, Bangladesh.

Pg 1 of 2

Further clarifications regarding the scope of this certificate and the applicability of the management system requirements may be obtained by consulting the organisation.
To check this certificate validity please call **+ 88 (02) 8836765. OR E-mail:** cert.india@bureauveritas.com



Bureau Veritas Certification

BANGLADESH-CHINA POWER COMPANY LTD.

Standards

ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018

Scope of certification

SITE	ADDRESS	SCOPE
HEAD OFFICE	UTC Building (Level 5), 8 Panthapath, Kawranbazar, Dhaka - 1215, Bangladesh.	CORPORATE MANAGEMENT OF POWER PLANTS ALONG WITH HR, ADMIN AND PROCUREMENT DIVISION
PLANT	Dhankhali, Kalapara, Patuakhali - 8650, Bangladesh.	GENERATION OF POWER AND SUPPLY TO THE NATIONAL GRID

Certificate No. **IND.25.692/IM/U** Version: **1** Issue date: **31 March 2025**

Signed on behalf of BVCH SAS UK Branch
Dr. JN MANIAN
Director – CERTIFICATION, South Asia
Commodities, Industry & Facilities Division

Certification body address: 5th Floor, 100 Lower Thames Street, London, EC3R 6DL, United Kingdom.

Local office: Bureau Veritas (Bangladesh) Pvt. Ltd.
Symphony (5th Floor), Plot- SE(F)9, Road-142
South Avenue, Gulshan-1, Dhaka-1212, Bangladesh.

Pg 2 of 2

Further clarifications regarding the scope of this certificate and the applicability of the management system requirements may be obtained by consulting the organisation.
To check this certificate validity please call **+ 88 (02) 8836765. OR E-mail:** cert.india@bureauveritas.com

Bureau Veritas Certification

BANGLADESH-CHINA POWER COMPANY LTD.

Bureau Veritas Certification Holding SAS – UK Branch certify that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the Management System Standards detailed below

Standards

ISO 9001:2015, ISO 14001:2015 & ISO 45001:2018

The following site is part of the Management System of the above organisation:

PAYRA 1320MW THERMAL POWER PLANT

Dhankhali, Kalapara, Patuakhali - 8650, Bangladesh.

Scope of certification

GENERATION OF POWER AND SUPPLY TO THE NATIONAL GRID

Certificate No. **IND.25.692/IM/U *1 of 1*** Version: **1** Issue date: **31 March 2025**

The validity of this certificate depends on the validity of the main certificate, which valid until: ***21 December 2027***

Signed on behalf of BVCH SAS UK Branch
Dr. JN MANIAN
Director – CERTIFICATION, South Asia
Commodities, Industry & Facilities Division

Certification body address: 5th Floor, 100 Lower Thames Street, London, EC3R 6DL, United Kingdom.

Local office: Bureau Veritas (Bangladesh) Pvt. Ltd.
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South Avenue, Gulshan-1, Dhaka-1212, Bangladesh.

Further clarifications regarding the scope of this certificate and the applicability of the management system requirements may be obtained by consulting the organisation.
To check this certificate validity please call **+ 88 (02) 8836765. OR E-mail:** cert.india@bureauveritas.com

11TH ANNUAL GENERAL MEETING (AGM)

The 11th Annual General Meeting (AGM) of Bangladesh-China Power Company Ltd. brought shareholders, directors and senior officials together to review the Company's performance for the year ended 30 June 2025 and to approve the formal agenda.

AT A GLANCE

DATE	**13 December 2025**
VENUE	Bijoy Hall, Bidyut Bhaban (Level-14), 01 Abdul Gani Road, Dhaka-1000
FINANCIAL YEAR REVIEWED	Year ended 30 June 2025

WHO ATTENDED

Name	Role at the AGM	Position
Mr. Mohammad Saiful Islam	Chairman of the Board	Secretary, Energy and Mineral Resources Division, MoPEMR, Bangladesh
Engr. Md. Rezaul Karim	Director	Chairman (Grade-1), BPDB, Bangladesh
Engr. Hasibul Hasan	Director	Director, BCPCL Board; Managing Director, NWPGCL, Bangladesh
Mr. Qi Yue	Director	Director, BCPCL Board; President, CMC, China
Mr. Ma Jie	Director	Managing Director, Power & Energy Division, GTI, China
Mr. Md. Anamul Haque	Company Secretary	Company Secretary, BCPCL

Other senior officials of the Company also attended. CMC and NWPGCL are the Company's two shareholders



After formal inauguration, the Chairman welcomed the shareholders, directors and other officials in the 11th Annual General Meeting. The Meeting started with the Speech of the President, CMC and Acting Managing Director of BCPCL. After that, formal agenda was presented to the shareholders for approval. Later, Chairman of BDPB and Managing Director of NWPGCL delivered their valuable speech and finally, the Chairman of BCPCL delivered a hopeful and directional speech in the meeting.

At the AGM, first of all, the Directors' Report and Audited Financial Statements for the year ended 30 June 2025 were placed to approve. The shareholders unanimously approved the audited financial statements. Proposal for appointment of Rahman Rahman Huq (KPMG in Bangladesh) as Statutory Auditor of the Company to hold office till the conclusion of the next AGM for auditing the Company's accounts for the year ending 30 June 2026 was approved by the shareholders.

The shareholders actively involved in a discussion, focusing on the Company's overall performance. The Chairman and Managing Director addressed queries raised by distinguished shareholders and provided explanations regarding various comments. The esteemed shareholders expressed their appreciation for the Company's performance throughout the financial year during the meeting. The session concluded with a vote of thanks extended to the chair.









MEMORABLE

EVENTS









Visit of Minister,
Ministry of Civil Aviation
and Tourism at
Payra power plant





National Mother Language Day 21



Independence Day and National Genocide Day.



Victory Day in Bangladesh celebrated on 16 December



Chinese New Year 2026



Celebration of Iftar
Cum Dinner Party 2026







Visit of State Minister, Ministry of Planning at payra power plant





Registered Office & Corporate Office:

BANGLADESH-CHINA POWER COMPANY LTD.

UTC Building (Level 5)
8 Panthapath, Kawranbazar, Dhaka-1215, Bangladesh
Phone: 02-48118307, 02-48118308
E-mail: info@bcpcl.org.bd
Website: www.bcpcl.org.bd