

PROJECTS PROFILE



Kashem Nagar Hospital (PVT.) Limited

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Innovating Today for a
Better Tomorrow.

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INVESTMENT OPPORTUNITY

A Large-Scale Healthcare Investment Opportunity in Bogura, Bangladesh

Kashem Nagar Hospital Pvt. Ltd. is a proposed 1,000-bed healthcare project to be developed on approximately 100 acres of land in Bogura, Bangladesh, with a total estimated project cost of Euro 4.250 Billion.

The project is being positioned to develop a comprehensive healthcare platform supported by specialized medical services, advanced diagnostics, critical care, surgical facilities, and modern healthcare technology. The project's underlying proposal includes market feasibility, service-mix planning, capital-cost assessment, revenue modelling, and financial viability analysis.

Key Investment Highlights

Key Highlight	Project Details
Land Area	100 Acres
Hospital Capacity	1,000 Beds
Total Project Cost	Euro 4.250 Billion
Foreign Investor Participation	8 Foreign Investors joining as Directors
Ownership Structure	M. A. Kashem – 50% Mst. Sabina Yusmin – 50%
Advanced Emergency Mobility	200 Ambulances + Air Ambulance Service/Support
Healthcare Platform	Comprehensive healthcare platform with specialized medical services, advanced diagnostics, critical care, surgical facilities and modern healthcare technology
Long-Term Development	Scope for phased development and future healthcare service expansion

Investment Proposition

Invest in a scalable healthcare project designed to combine modern medical infrastructure, specialized healthcare services and long-term development potential in Bogura, Bangladesh.



PROJECT AT A GLANCE

Particular	Particular
Project Name	Kashem Nagar Hospital Pvt. Ltd.
Project Type	Proposed Large-Scale Healthcare Project
Location	Bogura, Bangladesh
Total Land Area	100 Acres
Hospital Capacity	1,000 Beds
Total Project Cost	EUR 4.250 Billion
Shareholder Structure	M. A. Kashem – 50% Mst. Sabina Yusmin – 50%
Emergency Transport Capacity	200 Ambulances + Air Ambulance Service / Support
Foreign Investors	8 Investors
Foreign Investor Role	Directors / Investor Participants
Healthcare Focus	Specialized Medical Services, Diagnostics, Critical Care, Surgery & Advanced Healthcare
Development Vision	Large-Scale Healthcare Development with Long-Term Expansion Potential



**100
Acres**



**1,000
Beds**



**Air
Ambulance**



**Ambulance
Service**



**EUR
4.250
Billion**



**8 Foreign
Investors**



**Free
Patient
Pickup**



**Dedicated
Call
Center**

EXECUTIVE SUMMARY

Project Overview

Particular	Project Information
Project Name	Kashem Nagar Hospital Pvt. Ltd.
Project Type	Proposed Large-Scale Healthcare Project
Location	Bogura, Bangladesh
Total Land Area	100 Acres
Hospital Capacity	1,000 Beds
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Shareholding Structure	M. A. Kashem – 50% Mst. Sabina Yusmin – 50%
Foreign Investors	8 Investors
Foreign Investor Role	Directors / Investor Participants
Project Focus	Specialized Healthcare, Diagnostics, Critical Care, Surgery & Modern Healthcare Technology
Development Vision	Large-Scale Healthcare Development with Long-Term Expansion Potential

Strategic Project Framework Overview

Key Area	Focus
Healthcare Market	Bogura & surrounding regional healthcare opportunity
Medical Services	Comprehensive medical, surgical, diagnostic and critical care services
Infrastructure	100-acre development with modern hospital infrastructure
Emergency & Patient Support	200 Ambulances, Air Ambulance Service / Support, Free Patient Pickup within 20 km & Dedicated Call Center
Technology	Advanced medical equipment and smart healthcare systems
Operations	Clinical workflow, SOP, KPI, HR and hospital management framework
Investment	Foreign investor participation and structured investment opportunity
Financial Feasibility	CAPEX, OPEX, Revenue, ROI, IRR, Payback, BEP & DSCR

PROJECT BACKGROUND & DEVELOPMENT CONCEPT

Project Background

Kashem Nagar Hospital Pvt. Ltd. is a proposed 1,000-bed healthcare project planned on 100 acres of land in Bogura, Bangladesh, focused on developing comprehensive healthcare services and modern medical infrastructure.

Strategic Importance

The project provides an opportunity to develop a major healthcare facility in Bogura with broad service coverage and long-term development potential.

Project Objectives

- Develop a large-scale healthcare facility.
- Provide comprehensive medical and specialized services.
- Establish modern diagnostic, surgical and critical care facilities.
- Support long-term healthcare development.

Development Philosophy

Patient-focused care, modern infrastructure, appropriate technology, operational efficiency and sustainable development.

Healthcare Sector Opportunity

The project is designed around the healthcare needs of Bogura and its surrounding service area, considering market demand, existing healthcare facilities, competitors and the healthcare demand-supply gap.

Long-Term Project Vision

To develop **Kashem Nagar Hospital Pvt. Ltd.** as a comprehensive healthcare destination serving Bogura and the surrounding region through quality medical services, advanced technology and continued expansion.

Proposed Development Concept



Medical Services



Specialized Departments & Digital Healthcare Systems



Diagnostic Services



Surgical Services



Critical Care & Emergency Services



Medical Equipment & Technology

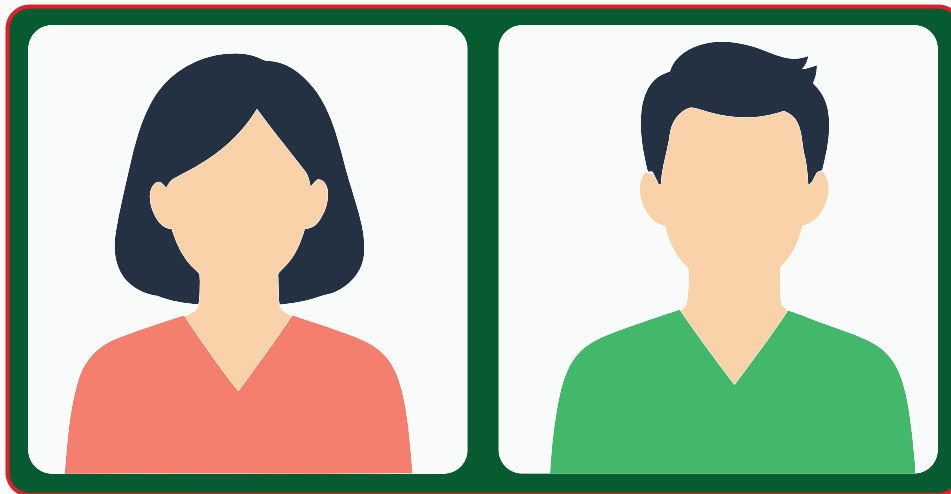
SHAREHOLDING & INVESTOR PARTICIPATION

Project Overview

Ownership Chart

M. A. Kashem — 50%

Mst. Sabina Yusmin — 50%



Foreign Investor Participation

8 Foreign Investors are joining the project as Directors / Investor Participants.



FOREIGN INVESTORS, DIRECTORS & GOVERNANCE

Foreign Investor

8 foreign investors will join the project as Directors / Investor Participants.



Investor-Director Structure

8 Foreign Investors

→ Director / Investor Participants

→ Board-level participation

Board & Governance

Strategic decision-making

→ Corporate governance

→ Investment oversight

→ Management accountability

Investor Participation & Reporting

Project development participation

→ Financial & performance reporting

→ Strategic investment participation



VISION, MISSION & CORE VALUES

Our Vision

To become a trusted, advanced and comprehensive healthcare destination serving Bogura and surrounding regions with modern medical services and technology.



Our Mission

To deliver accessible, patient-focused and high-quality healthcare through specialized medical services, advanced diagnostics, critical care, modern infrastructure and skilled healthcare professionals.



Core Values



Patient-Centered Care

We place patients at the heart of our healthcare approach, prioritizing their safety, dignity, comfort and overall well-being.



Clinical Excellence

We are committed to maintaining high standards of medical practice, professional competence and quality patient outcomes.



Integrity & Transparency

We uphold ethical conduct, honesty, transparency and accountability in every professional and business relationship.



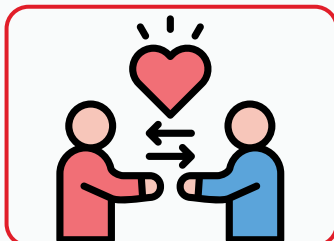
Safety & Quality

We focus on patient safety, clinical quality, infection prevention and continuous improvement across all areas of healthcare delivery.



Innovation & Technology

We embrace modern medical technology, digital healthcare and innovative solutions to enhance diagnosis, treatment and patient experience.



Compassion & Respect

We treat every patient, family member and colleague with empathy, dignity, respect and understanding.



Teamwork & Collaboration

We encourage collaboration among healthcare professionals, management and support teams to ensure coordinated and effective care.



Continuous Improvement

We continuously improve our services, systems, infrastructure and capabilities to support better healthcare outcomes and long-term excellence.

100-ACRE LAND & MASTER DEVELOPMENT PLAN

100-Acre Development Site

Kashem Nagar Hospital Pvt. Ltd. is planned on a 100-acre site in Bogura, Bangladesh, providing the land framework for development of the proposed large-scale healthcare project and its associated infrastructure.

Master Development Concept

The master development plan will establish the overall spatial framework of the project through site planning, zoning, area allocation, and functional organization. The planning approach will coordinate hospital facilities, supporting services, utilities, circulation, and open areas within the overall 100-acre site. The master plan will also accommodate a dedicated runway/airstrip for air ambulance operations and emergency patient transportation.

Key Planning Components

01

Hospital & Clinical Zone

Core healthcare facilities including patient care, clinical departments, surgical and critical-care areas.

02

Diagnostic & Medical Services Zone

Dedicated areas for diagnostic, imaging, laboratory and related medical services.

03

Support & Utility Zone

Engineering, utility and operational support facilities required for hospital operations.

04

Roads, Circulation, Parking & Runway

Planned internal movement, access routes, parking and emergency circulation for patients, visitors and staff, with a dedicated runway/airstrip to support air ambulance operations.

05

Green & Open Areas

Open spaces incorporated into the overall site planning to support a functional and comfortable healthcare environment.

06

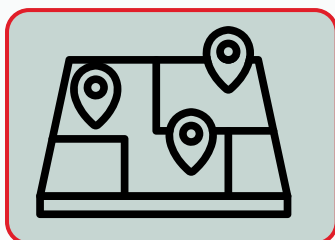
Future Development Zone

Reserved planning flexibility for future expansion of healthcare facilities and supporting infrastructure.

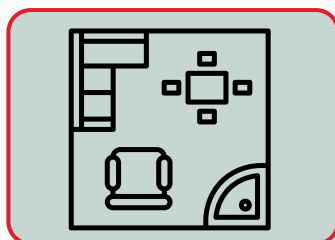
Master Planning Considerations



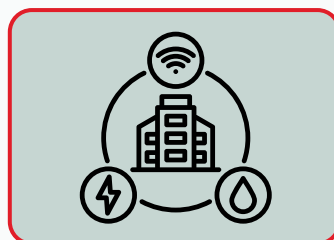
Site access and circulation



Functional zoning



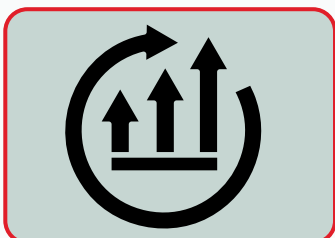
Built-up and open-space planning



Utility infrastructure placement



Water and waste-management facilities

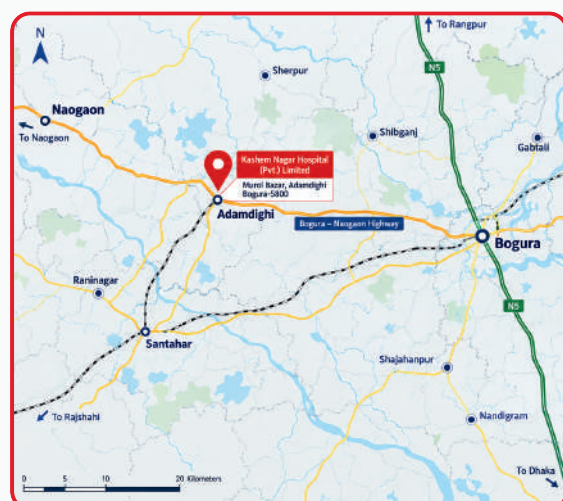


Future expansion flexibility



LOCATION, ACCESSIBILITY & REGIONAL CONNECTIVITY

Particular	Details
Project Location	Kashem Nagar Hospital Pvt. Ltd. is proposed at Murol Bazar, Adamdighi, Bogura-5800, Bangladesh, providing a strategic base for serving patients from Bogura and surrounding areas.
Bogura Overview	Bogura is an important industrial and commercial center of North Bengal and is widely regarded as a gateway to the region. The district is connected with other parts of Bangladesh through both road and rail networks.
Road Connectivity	Bogura is served by the N5 National Highway, which forms a major north-south road corridor connecting Dhaka, Bogura and northern Bangladesh. The Roads and Highways Department lists 64.74 km of N5 within Bogura district. Roads and Highways Department
Regional Connectivity	The project location is within Adamdighi Upazila, which is connected with Bogura through the Bogura-Naogaon road corridor. Official Upazila information places Adamdighi approximately 35 km west of Bogura district headquarters and identifies the Bogura-Naogaon road and Adamdighi Railway Station as key access points.
Catchment Accessibility	The location provides potential access to patients from Adamdighi and surrounding upazilas, while regional road and rail connectivity supports wider patient movement toward the proposed healthcare facility.
Nearby Population Centers	Adamdighi
	Bogura
	Santahar
	Naogaon-side communities



BOGURA & REGIONAL HEALTHCARE MARKET

Current Healthcare Scenario

Bogura has a diverse healthcare environment comprising public hospitals, private hospitals, clinics and diagnostic facilities, creating a strong regional healthcare service base.

Market Drivers

Healthcare demand, service gaps, specialized treatment needs, diagnostic requirements and regional patient movement are key drivers for the proposed development.

Healthcare Infrastructure

The region has established hospital, diagnostic and supporting healthcare infrastructure, while demand for quality and specialized services continues to shape the market.

Public & Private Healthcare

Healthcare services are delivered through both public and private sector providers, creating a broad and competitive healthcare market.

Regional Healthcare Environment

Healthcare demand is influenced by population, disease patterns, existing facilities, referral flows and availability of specialized services.

Market Opportunity

The project presents an opportunity to develop a comprehensive healthcare platform offering specialized treatment, diagnostics, surgery and critical care.

Healthcare Growth Factors

Growing healthcare demand

Increasing need for specialized treatment

Demand for advanced diagnostics

Expanding regional healthcare needs



DEMOGRAPHIC, SOCIO-ECONOMIC & CATCHMENT ANALYSIS

Population Profile

Bogura District has a population of approximately 3.73 million, while Adamdighi Upazila, where the project is located, has approximately 206,777 people according to the 2022 census.

Population Mix

Bogura has a broad population base distributed across urban and rural communities. The district's 2022 population included approximately 49.6% male and 50.4% female, with a predominantly rural population.

Catchment Area

The primary catchment is expected to include Adamdighi and Bogura, with potential secondary reach into nearby areas of Naogaon and Joypurhat, subject to detailed patient flow and market assessment.

Urban/Rural Profile

Bogura's population is predominantly rural, creating demand for accessible healthcare services beyond major urban centers. Adamdighi itself combines rural communities with urban settlements and has one municipality.

Socio-Economic Profile

Bogura is an important industrial and commercial center of North Bengal, with agriculture, small and medium industries, trade and service activities supporting the regional economy. Adamdighi also has established markets, banking facilities and industrial activity.

Healthcare-Seeking Behavior

The project's market framework considers healthcare demand, existing healthcare setups, referral patterns, service availability and patient movement as important factors in understanding regional healthcare needs.

Potential Patient Population

The combination of a large district population, the local Adamdighi population and surrounding regional communities creates a broad potential patient base for a large-scale healthcare facility. The final serviceable patient population should be established through detailed market and patient-flow analysis.



HEALTHCARE DEMAND & MARKET OPPORTUNITY

Current Healthcare Demand

Bogura has a broad and growing need for healthcare services across general medicine, specialized treatment, diagnostics, surgery and critical care. The project framework identifies healthcare demand and existing healthcare setups as key factors in assessing the proposed hospital opportunity.

Unmet Healthcare Needs

The market opportunity is supported by the need for greater access to specialized treatment, advanced diagnostics, critical care and comprehensive hospital services within the regional healthcare network.

Disease/Service Demand

Demand is increasingly influenced by non-communicable diseases such as cardiovascular disease, cancer, kidney disease, diabetes and chronic respiratory conditions, which together account for around seven in ten deaths in Bangladesh.

Patient Flow Opportunity

A comprehensive hospital offering multiple specialties, diagnostics, surgery and critical care can attract patients from Bogura and surrounding service areas, reducing the need to seek higher-level care outside the region.

Regional Demand

Bogura's large population base and surrounding regional catchment create a substantial healthcare service market. The 2022 Census recorded about 3.74 million people in Bogura District. National Skill Development Authority

Future Demand

Future demand is expected to be supported by population needs, chronic disease burden, increasing demand for specialized care and growing expectations for advanced healthcare technology and quality services.

Market Opportunity

Kashem Nagar Hospital can address this opportunity through a 1,000-bed, multi-specialty healthcare development offering integrated medical, surgical, diagnostic and critical-care services. The project's feasibility framework also calls for assessment of market size, competitors, referral systems, service pricing and the healthcare demand-supply gap.

EXISTING HEALTHCARE ECOSYSTEM

Healthcare Segment	Existing Market Environment
Existing Hospitals	Bogura has established public and private hospitals providing general, specialized and tertiary-level healthcare services.
Clinics	Private clinics and nursing facilities provide outpatient, inpatient and specialty-focused healthcare services across the region.
Diagnostic Centers	A broad network of diagnostic facilities supports laboratory testing, imaging and medical consultations.
Specialized Healthcare Facilities	Specialized services such as cardiac care, dialysis, diagnostics and other focused treatment facilities are available within the regional healthcare network.
Existing Healthcare Services	General medicine, specialist consultation, diagnostics, surgery, emergency care and other healthcare services are available through existing providers.
Existing Infrastructure	The healthcare ecosystem includes public hospitals, private hospitals, clinics, diagnostic centers and supporting healthcare facilities.
Referral Ecosystem	Patients move between clinics, diagnostic centers, hospitals and higher-level facilities based on their treatment and referral requirements.



COMPETITOR & MARKET ANALYSIS

Major Competitors

Bogura has a diversified healthcare market with major government, teaching, private hospital and diagnostic providers. Key institutions relevant to the proposed Kashem Nagar Hospital market include **Shaheed Ziaur Rahman Medical College Hospital, TMSS Medical College & Rafatullah Community Hospital, Ibn Sina Hospital & Diagnostic Center, and Popular Diagnostic Centre**. Current institutional information confirms substantial tertiary-care, specialized and diagnostic capabilities within the Bogura market.

Competitive Benchmark

Market Factor	Existing Market	Kashem Nagar Hospital Opportunity
Hospital Capacity	Major providers operate at significant scale, including SZRMCH and TMSS	1,000-bed planned hospital designed as a major integrated healthcare platform
Service Coverage	General, specialty, emergency and tertiary services are available across different institutions	Broad multi-specialty service platform under one coordinated development
Facilities	Advanced facilities are distributed across hospitals and diagnostic providers	Integrated healthcare infrastructure planned within a 100-acre development site
Specialty Care	Cardiac, cancer, trauma, medicine, surgery and other specialties are available in the market	Opportunity to develop comprehensive specialty departments and Centres of Excellence
Diagnostics	MRI, CT, imaging, pathology and specialized diagnostic services are already present	Integrated diagnostics connected directly with clinical, surgical and inpatient services
Critical Care	Existing tertiary providers offer ICU, CCU, NICU and emergency/trauma capabilities	Dedicated critical-care platform with planned advanced clinical infrastructure
Price / Tariff	Service charges vary by provider, specialty and diagnostic procedure	Scope for transparent, competitive and strategically structured tariff planning
Patient Experience	Existing providers offer different levels of specialization and service integration	Opportunity to differentiate through coordinated care, technology and patient-centered service

TMSS currently reports an 850-bed hospital with tertiary medical, surgical and emergency services, including ICU, CCU, NICU and trauma management. Ibn Sina's Bogura operations highlight advanced cardiac, imaging and laboratory services, while Popular Diagnostic operates a major diagnostic branch in Bogura.

Market Positioning

Kashem Nagar Hospital can be positioned as a large-scale, integrated healthcare destination for Bogura and its wider regional catchment, combining hospital care, specialist services, diagnostics, surgery, critical care and modern healthcare technology within a single planned development.

COMPETITOR & MARKET ANALYSIS

Competitive Differentiation

Scale & Development Platform

Integrated Healthcare Model

Specialized Care Potential

Technology-Enabled Healthcare

Investor-Supported Development

SWOT & Market Challenges

Strengths	Weaknesses
1,000-bed planned capacity	New project with no operating history
100-acre development opportunity	High development and implementation requirements
Comprehensive healthcare model	Significant manpower and operational capability required
Foreign investor participation	Large capital-intensive project

Opportunities	Threats / Challenges
Growing demand for specialized care	Established healthcare providers in Bogura
Regional demand for advanced diagnostics	Regulatory and licensing requirements
Integrated critical care and surgery	Recruitment and retention of skilled professionals
Technology-driven healthcare delivery	Capital, execution and long-term operating risks

Strategic Response

Kashem Nagar Hospital should compete through integration, service breadth, quality, technology, patient experience and regional accessibility rather than price alone. The market already demonstrates strong diagnostic and tertiary-care capabilities; therefore, the project's competitive strategy should focus on building a differentiated, full-service healthcare ecosystem with long-term expansion potential.



TOTAL HEALTHCARE SERVICES

Service Area	Key Services
OPD Services	Outpatient consultation, specialist consultation and follow-up care
IPD Services	Inpatient admission, ward care, nursing and clinical management
Emergency & Trauma Care	24/7 emergency assessment, stabilization and trauma management
Critical Care Services	ICU, NICU, CCU and HDU-based intensive care
Surgical Services	General, specialized and minimally invasive surgical care
Diagnostic & Imaging Services	MRI, CT, X-ray, ultrasound and other diagnostic imaging
Laboratory Services	Clinical pathology, hematology, biochemistry, immunology and specialized laboratory testing
Cardiac Care Services	Cardiology, cardiac diagnostics, intervention and cardiac care
Mother & Child Care	Obstetrics, gynecology, pediatrics and neonatal care
Oncology & Cancer Care	Cancer diagnosis, treatment support and oncology services
Nephrology & Dialysis	Kidney care, nephrology consultation and dialysis services
Neurology & Neurosciences	Neurological diagnosis, treatment and neuroscience care
Orthopedics & Trauma Care	Bone, joint, musculoskeletal and trauma treatment
Urology Services	Diagnosis and treatment of urinary and urological conditions
Gastroenterology & Hepatology	Digestive system, liver and related specialty care
Dermatology & Cosmetology	Skin, hair, dermatological and cosmetic care
Ophthalmology	Eye examination, diagnosis, treatment and surgical care
ENT Services	Ear, nose and throat diagnosis and treatment
Psychiatry & Mental Health	Mental health assessment, psychiatric consultation and treatment
Physiotherapy & Rehabilitation	Physical therapy, rehabilitation and functional recovery
Burn & Reconstructive Care	Burn management, wound care and reconstructive treatment
Pharmacy	In-house pharmaceutical services and medication support
Blood Bank	Blood collection, testing, storage and transfusion support
Telemedicine	Remote consultation and specialist access
Digital Health Services	Digital patient records, healthcare technology and connected services
Patient Support Services	Emergency transport, Air ambulance support, Free patient pickup within 20 km, Call center support

Integrated Service Model

consultation → diagnosis → treatment → surgery → critical care → rehabilitation → follow-up

MEDICAL DEPARTMENTS & CENTRES OF EXCELLENCE

Core Medical Departments

- | | | |
|------------------------------|----------------------------------|-----------------------------------|
| 01 Internal Medicine | 06 Obstetrics & Gynecology | 06 Dermatology & Cosmetology |
| 02 Cardiology & Cardiac Care | 07 Pediatrics & Neonatal Care | 07 Ophthalmology |
| 03 Neurology & Neurosciences | 08 Oncology & Cancer Care | 08 General & Laparoscopic Surgery |
| 04 Orthopedics & Trauma Care | 09 Urology & ENT | 09 Psychiatry & Mental Health |
| 05 Nephrology & Dialysis | 10 Gastroenterology & Hepatology | 10 Physiotherapy & Rehabilitation |

Proposed Centres of Excellence



Cardiac Care Centre



Mother & Child Care Centre



Neurosciences Centre



Nephrology & Dialysis Centre



Oncology & Cancer Care Centre



Orthopedics & Trauma Centre



Surgical Excellence Centre



Burn & Reconstructive Care Centre

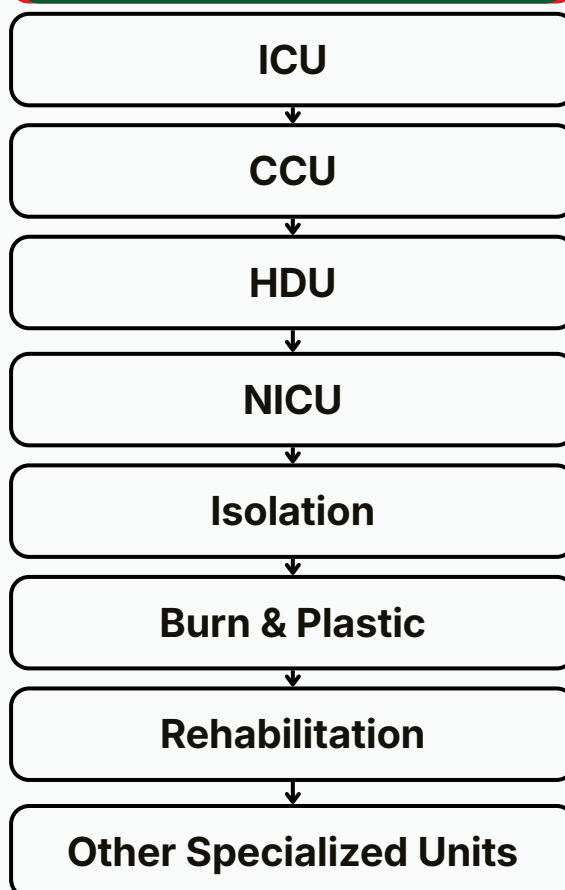
HOSPITAL BED CAPACITY & BED DISTRIBUTION

Kashem Nagar Hospital is planned as a 1,000-bed integrated healthcare facility, combining major medical specialties, surgical services, critical-care units, women and child care, rehabilitation and other specialized services. The hospital bed structure is designed to support both routine healthcare demand and advanced tertiary-care requirements.

Department-wise Bed Distribution

Department / Unit	Proposed Beds
Internal Medicine	180
General Surgery	150
Cardiology	50
Cardiac Surgery	30
Neurology	25
Neurosurgery	25
Orthopedics	60
Nephrology	25
Urology	25
Oncology	40
Gynecology & Obstetrics	70
Pediatrics	60
NICU	25
ICU	50
CCU	20
HDU	30
Isolation	20
Psychiatry	20
Dermatology	10
ENT	10
Ophthalmology	10
Burn & Plastic	20
Rehabilitation	15
Other Specialized Units	30
TOTAL CAPACITY	1,000

Critical & Specialized Capacity



Market Positioning

Kashem Nagar Hospital can be positioned as a large-scale, integrated healthcare destination for Bogura and its wider regional catchment, combining hospital care, specialist services, diagnostics, surgery, critical care and modern healthcare technology within a single planned development.



CRITICAL CARE, EMERGENCY & TRAUMA SERVICES

Kashem Nagar Hospital will incorporate an integrated critical care, emergency and trauma platform designed to provide rapid assessment, stabilization, intensive monitoring and specialized support for critically ill and emergency patients. The planned service structure aligns with the hospital's proposed multi-specialty and tertiary-care model.

ICU



Intensive monitoring and management of critically ill adult patients, including advanced life-support capability

NICU



Specialized neonatal intensive care, including monitoring and neonatal life-support support

CCU



Dedicated coronary care with continuous cardiac monitoring and emergency cardiac management

HDU



Intermediate critical care for patients requiring enhanced monitoring and specialized nursing

Emergency Department



Rapid assessment, stabilization and treatment of acute medical and surgical emergencies

Emergency Observation



Continuous observation and monitoring of patients requiring short-term clinical assessment

Trauma Care



Rapid evaluation and management of trauma and accident-related conditions

Emergency Resuscitation



Resuscitation facilities and rapid-response support for life-threatening emergencies

Mechanical Ventilation Support



Ventilatory support for patients with severe respiratory or critical-care needs

Neonatal Life Support



Specialized support for critically ill and premature newborns

Cardiac Monitoring



Continuous ECG and vital-sign monitoring for high-risk and cardiac patients

Post-Surgical Critical Care



Intensive monitoring and recovery support following major surgical procedures

Ambulance



Fast & reliable emergency medical transport with 200 ambulances.

Air Ambulance Service



Providing rapid and specialized air medical transportation for critical patients and emergency care.

Free Patient Pickup



Free and reliable patient pickup service within a 20 KM radius for timely access to medical care.

Dedicated Call Center



24/7 coordinated emergency support for fast response and timely patient care.

DIAGNOSTIC, IMAGING & LABORATORY SERVICES

Diagnostic & Imaging Services

MRI



CT Scan



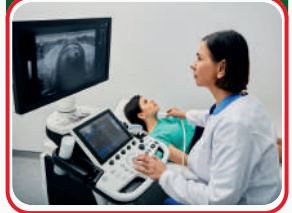
Digital X-Ray



Mobile X-Ray



Ultrasound



Portable Ultrasound



Color Doppler



Mammography



PET-CT



DEXA



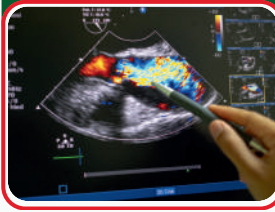
Fluoroscopy



ECG



Echocardiography



Endoscopy

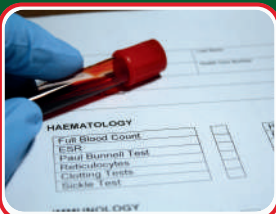


Colonoscopy



Laboratory Services

Hematology



Biochemistry



Immunology



Molecular Biology



Histopathology



Microbiology



Blood Gas



PCR



Blood Banking



Integrated Diagnostic Model

The diagnostic platform will be designed to connect **Imaging + Laboratory + Endoscopy + Cardiac Diagnostics** with the hospital's **OPD, IPD, Emergency, Surgical and Critical-Care Departments**, supporting faster clinical decision-making and coordinated patient care.

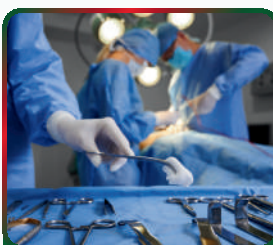
OPERATION THEATER & SURGICAL SERVICES

Kashem Nagar Hospital will incorporate an integrated critical care, emergency and trauma platform designed to provide rapid assessment, stabilization, intensive monitoring and specialized support for critically ill and emergency patients. The planned service structure aligns with the hospital's proposed multi-specialty and tertiary-care model.

Operation Theater & Surgical Facilities



25 Modular Operation Theaters



General Surgery



Laparoscopic Surgery



Orthopedic Surgery



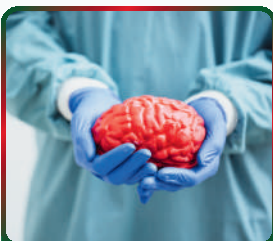
Urology Surgery



ENT Surgery



Ophthalmic Surgery



Neurosurgery



Cardiac Surgery



Gynecology & Obstetric Surgery



Anesthesia



Sterilization



Post-Anesthesia Recovery



Day Care / Surgical Support

Integrated Surgical Workflow



The OT complex will be integrated with diagnostic services, anesthesia, sterilization, critical care and post-operative care to support efficient and coordinated surgical patient management.

KEY HEALTHCARE INFRASTRUCTURE & RESOURCE HIGHLIGHTS

Key Infrastructure / Resource	Planned Capacity / Feature
Doctors & Specialists	600+
Total Workforce	3,000+
Modular Operation Theaters	25
Ambulance Fleet	200 Ambulances
Air Ambulance	Air Ambulance Service / Support
MRI Systems	3 Systems
CT Scanners	4 Scanners
Cath Labs	4 Labs
Dialysis Stations	50+ Stations
Critical Care Facilities	Advanced ICU / NICU / CCU / HDU
Emergency & Trauma	24/7 Emergency & Trauma Services
Telemedicine	Integrated Telemedicine Services
Hospital Management	Smart Hospital Management System



MEDICAL EQUIPMENT & MACHINERY

ICU & Critical Care

- | | | |
|--|---|---|
|  Ventilator |  Multi-Parameter Patient Monitor |  ECG Monitor |
|  Transport Ventilator |  Central Monitoring Station |  Pulse Oximeter |
|  BiPAP |  Capnograph |  Infusion Pump |
|  CPAP |  Defibrillator |  Syringe Pump |
|  HFNC |  AED |  Volumetric Pump |
|  Oxygen Concentrator | |  Blood Warmer |

OT & Surgical

- | | |
|---|---|
|  Modular Operating Table |  Laparoscopy System |
|  Surgical Microscope |  Arthroscopy System |
|  Shadowless Surgical Light |  C-Arm X-Ray Machine |
|  Surgical Suction Unit |  Endoscopy Tower |
|  Electrosurgical Unit |  Autoclave |
|  Anesthesia Workstation |  Washer Disinfector |
|  Anesthesia Monitor |  Plasma Sterilizer |



MEDICAL EQUIPMENT & MACHINERY

Diagnostic Imaging

- | | | |
|---|---|---|
|  MRI Scanner |  Mammography Machine |  Ultrasound Machine |
|  CT Scanner |  PET Scanner |  Portable Ultrasound |
|  Digital X-Ray |  PET-CT Scanner |  Fluoroscopy Unit |
|  Mobile X-Ray |  DEXA |  Color Doppler |

Cardiac

- | | | |
|---|---|---|
|  ECG Machine |  Holter Monitor |  Cath Lab System |
|  Echocardiography |  Event Recorder |  Angiography System |
|  TMT |  TEE |  IABP |

Laboratory

- | | | |
|---|---|---|
|  Hematology Analyzer |  PCR Machine |  Spectrophotometer |
|  Biochemistry Analyzer |  Real-Time PCR |  Incubator |
|  Immunoassay Analyzer |  Centrifuge |  Electrolyte Analyzer |
|  Blood Gas Analyzer |  ELISA Reader |  Laboratory Microscope |



MEDICAL EQUIPMENT & MACHINERY

Emergency

- | | | |
|--|---|---|
|  Crash Cart |  Portable Ultrasound |  Cervical Collar |
|  Emergency Stretcher |  Portable X-Ray |  Spine Board |
|  Emergency Ventilator |  Ambu Bag |  ECG Machine |

Blood Bank & Dialysis

- | | | |
|--|---|--|
|  Blood Bank Refrigerator |  Platelet Incubator |  Dialysis Chair |
|  Blood Collection Monitor |  Blood Storage Cabinet |  Patient Monitor |
|  Plasma Freezer |  Hemodialysis Machine |  RO Water Treatment Plant |
|  Blood Bag Sealer |  Dialyzer Reprocessor | |

NICU / Neurology

- | | | |
|---|---|---|
|  Infant Incubator |  Neonatal Ventilator |  Transcranial Doppler |
|  Infant Resuscitator |  Neonatal Monitor |  ICP Monitor |
|  Radiant Warmer |  EEG Machine |  Nerve Conduction System |
|  Phototherapy Unit |  EMG Machine | |

Endoscopy / Ophthalmology / Dental / Physiotherapy

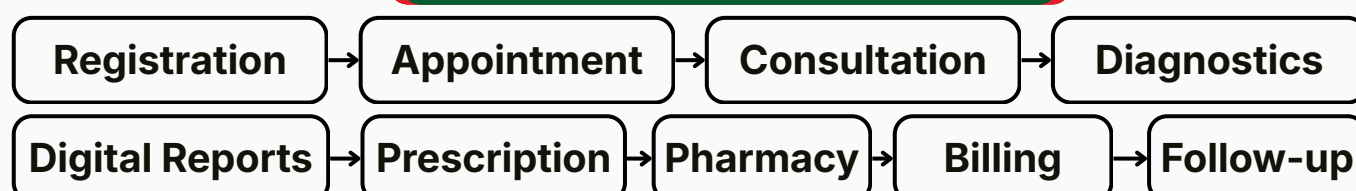
- | | | |
|--|---|--|
|  Gastroscope |  Tonometer |  Dental X-Ray Machine |
|  Colonoscope |  Auto Refractometer |  Ultrasonic Scaler |
|  Cystoscope |  Phacoemulsification Machine |  TENS Unit |
|  Bronchoscope |  Fundus Camera |  Traction Unit |
|  Endoscopic Camera System |  Dental Chair Unit |  Ultrasound Therapy Machine |
|  Slit Lamp |  Dental Autoclave |  Exercise Bicycle |

SMART HOSPITAL & DIGITAL HEALTHCARE

Kashem Nagar Hospital is planned to integrate digital healthcare systems, connected medical technologies and smart hospital solutions to improve clinical efficiency, patient convenience, information access and hospital-wide coordination. The project framework includes HIS, EMR/EHR, digital registration, billing, laboratory/pharmacy integration, PACS/RIS, telemedicine, CCTV, nurse call, BMS and future AI integration.

Smart / Digital System	Planned Function
Hospital Information System (HIS)	Centralized hospital-wide information and operational management
EMR / EHR	Digital patient medical records and clinical information
Digital Registration	Paperless patient registration and record creation
Online Appointment	Digital appointment booking and scheduling
Billing Integration	Integrated billing and financial transaction management
Pharmacy Integration	Connected pharmacy, prescription and medication workflow
Laboratory Integration	Direct integration of laboratory orders and results
PACS / RIS	Digital management, storage and access of medical imaging
Telemedicine	Remote healthcare consultation and specialist access
Online / Specialist Consultation	Digital access to specialist consultation services
Patient Portal	Patient access to appointments, records, reports and services
Remote Patient Monitoring	Digital monitoring of selected patient health parameters
Digital Reports & Prescriptions	Electronic diagnostic reports and prescriptions
SMS / Email Notifications	Automated patient and service notifications
CCTV	Security, surveillance and facility monitoring
Nurse Call	Digital patient-to-nursing communication
BMS	Building and facility management system
Medical Equipment Integration	Connectivity between selected medical devices and hospital systems
Future AI Integration	Scope for future AI-enabled healthcare and hospital applications

Smart Healthcare Ecosystem



HEALTHCARE PROFESSIONALS & MANPOWER PLAN

Kashem Nagar Hospital will require a multidisciplinary workforce covering clinical services, nursing, diagnostics, pharmacy, rehabilitation, administration and hospital support functions. Manpower will be aligned with departmental requirements, hospital capacity, patient volume and phased development.

Clinical & Medical Team

- ✓ **Doctors**
- ✓ **Consultants**
- ✓ **Specialists**

Responsible for diagnosis, specialist consultation, treatment planning and clinical care across major medical and surgical departments.



Nursing & Patient Care

- ✓ **Critical Care Nursing**
- ✓ **Neonatal Nursing**
- ✓ **Emergency Nursing**
- ✓ **Surgical Nursing**
- ✓ **Healthcare Assistants**

Focused on continuous patient care, monitoring, emergency response, peri-operative support and specialized nursing services.



Diagnostic & Technical Team

- ✓ **Medical Technologists**
- ✓ **Laboratory Technologists**
- ✓ **Radiology Technologists**

Supporting laboratory, imaging, diagnostic and other technical healthcare services.



Pharmacy, Nutrition & Rehabilitation

- ✓ **Pharmacists**
- ✓ **Nutritionists**
- ✓ **Physiotherapists**

Providing medication management, nutritional support and rehabilitation services.



Administration & Support

- ✓ **Administrative Staff**
- ✓ **Support Staff**

Covering administration, finance, coordination, housekeeping, security, maintenance, transport and other essential hospital support functions.



Manpower Planning Framework

Department-wise Manpower

Staffing requirements will be determined according to individual clinical and support departments.

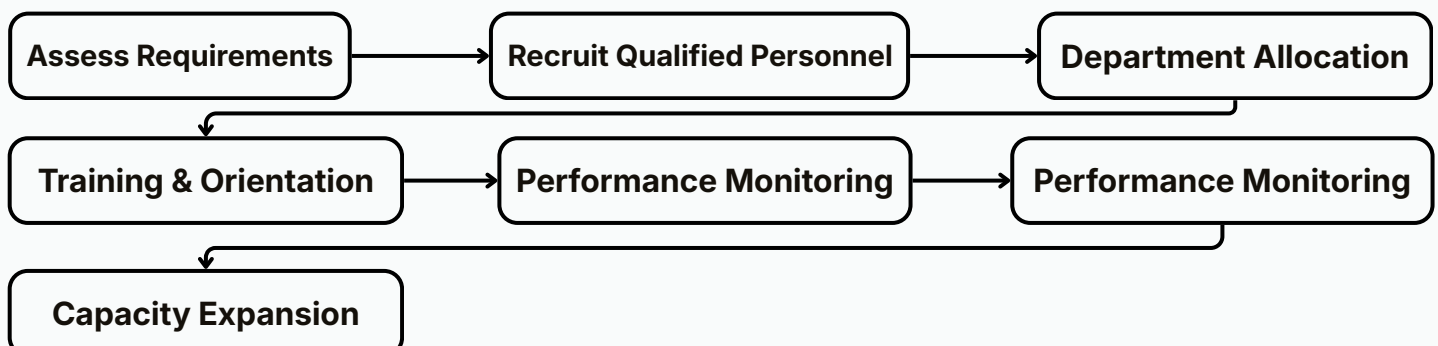
Recruitment

Phased recruitment will align workforce deployment with hospital commissioning, service activation and capacity expansion.

Training & Development

Continuous professional development will support clinical competency, patient safety, emergency preparedness, technology use and service quality.

Workforce Planning Approach



HOSPITAL OPERATIONS & CLINICAL GOVERNANCE

Clinical Operations

Hospital Operating Model

Integrated coordination of clinical, administrative and support functions.

Clinical Workflow

Standardized patient journey across consultation, diagnosis, treatment, surgery, critical care and follow-up.

Department Management

Integrated coordination of clinical, administrative and support functions.

Hospital Operating Model

Integrated coordination of clinical, administrative and support functions.

Governance, SOP & Performance

SOP Framework

Standard Operating Procedures to ensure consistent service delivery.

KPI Framework

Performance indicators for clinical quality, operational efficiency and service performance.

Internal Reporting

Structured clinical, operational, financial and management reporting.

Management Accountability

Clear responsibilities, monitoring and decision-making across hospital operations.

Resource & Financial Management

Procurement Management

Systematic procurement of medical equipment, medicines, supplies and operational requirements.

Inventory Management

Controlled storage, replenishment and monitoring of medicines, equipment and consumables.

Financial Controls

Budgeting, expenditure monitoring, billing control and financial accountability.

Facility Management

Engineering, maintenance, utilities and hospital infrastructure management.

Support Operations & Outsourcing

Hospital Management Cycle

Plan

Organize

Operate

Monitor

Evaluate

Improve

Clinical Governance Focus

Patient Safety

Standardization

Accountability

Performance Monitoring

Continuous Improvement

MARKETING, REFERRAL NETWORK & PATIENT ACQUISITION

Clinical Operations

Brand Positioning

Position Kashem Nagar Hospital as a large-scale, comprehensive and technology-enabled healthcare destination serving Bogura and its surrounding regional market.

Doctor Referral Network

Develop professional relationships with physicians, clinics, hospitals and healthcare practitioners to support appropriate patient referrals and continuity of care.

Corporate Healthcare Partnerships

Build partnerships with companies and organizations for corporate healthcare services, employee health programs, diagnostics and treatment access.

Insurance / TPA Opportunities

Explore collaboration with insurance companies and Third-Party Administrators (TPAs) to facilitate insured patient services and institutional healthcare arrangements.

Digital Marketing

Use website, social media, digital campaigns and online healthcare communication to increase visibility, service awareness and patient engagement.

Regional Patient Acquisition

Develop targeted outreach across Bogura and surrounding areas to attract patients for specialty care, diagnostics, surgery, emergency and other hospital services.

International Patient Strategy

Develop an international patient pathway covering service information, consultation coordination, treatment support and patient assistance for potential overseas patients.

Medical Tourism Opportunity

Assess the potential to attract patients from outside the local market through specialized medical services, advanced diagnostics, coordinated treatment and international patient support.

Patient Acquisition Framework



Brand Awareness



Referral Network



Digital Engagement



Patient Enquiry



Consultation



Diagnosis & Treatment



Follow-up & Patient Retention

DEVELOPMENT ROADMAP & FUTURE EXPANSION

Kashem Nagar Hospital is planned as a phased, long-term healthcare development across its 100-acre site. The development roadmap is intended to align infrastructure, healthcare services, bed capacity, medical technology and future specialties with investment availability, market demand and project priorities. The project framework specifically identifies Phase 1–3 development, land allocation, infrastructure expansion, healthcare service expansion, capacity expansion, future specialty development and investment requirements.

01 Initial Development

The initial phase will focus on establishing the core hospital infrastructure, essential clinical services, diagnostic capabilities, critical-care facilities, surgical facilities and supporting utilities required for hospital commissioning.

02 Future Expansion

Subsequent phases will allow the project to expand its healthcare infrastructure, service portfolio, clinical capacity and supporting facilities based on operational performance and regional demand.

03 100-Acre Development Roadmap

The 100-acre site provides a long-term development platform with scope for phased allocation of land for:
Hospital Infrastructure → Medical & Diagnostic Facilities → Support Services → Circulation & Parking → Future Development

04 Infrastructure Expansion

Future development may include expansion of clinical areas, support facilities, utilities, patient amenities, circulation systems and other hospital infrastructure according to the approved master plan.

05 Healthcare Service Expansion

The hospital can progressively introduce additional specialty services, advanced clinical programs, diagnostic capabilities and supporting healthcare services as demand and operational readiness increase.

06 Bed Capacity Expansion

Bed capacity can be expanded in line with service demand, infrastructure readiness, staffing capacity and approved development phases.

07 Equipment & Technology Expansion

Medical equipment and technology can be progressively upgraded or expanded to support new specialties, advanced diagnostics, surgical capabilities, critical care and digital healthcare systems.

08 Future Specialty Development

Future phases may accommodate new Centres of Excellence, super-specialty services and other high-demand clinical programs based on market assessment and healthcare needs.

09 Expansion Priorities

Clinical Services → Critical Care → Diagnostics → Surgery → Specialty Care → Digital Healthcare → Supporting Infrastructure

10 Future Investment Requirements

Future investment requirements will be determined on a phase-by-phase basis, covering infrastructure, medical equipment, technology, utilities, supporting facilities, working capital and other approved development requirements.

PROJECT COST, USE OF FUNDS & BUSINESS MODEL

Clinical Operations

Total Project Cost	The confirmed Kashem Nagar Hospital project cost is EUR 4.250 Billion.
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Use of Funds

Investment Area	Purpose
Civil Construction	Hospital buildings, clinical spaces and supporting structures
Medical Infrastructure	Clinical, surgical, critical-care and diagnostic infrastructure
Equipment & Machinery	Medical, diagnostic, laboratory, OT and critical-care equipment
IT & Digital Infrastructure	HIS, EMR/EHR, PACS/RIS, telemedicine and digital systems
Utility Infrastructure	Power, water, medical gas, waste management and essential utilities
Furniture & Fixtures	Patient areas, clinical areas, offices and support facilities
Pre-operative Expenses	Planning, professional services, licensing and project preparation
Working Capital	Initial operational and working-capital requirements
Contingency	Provision for unforeseen project-development requirements
Fund Allocation	Phase-wise allocation according to project development priorities

Revenue Model

Revenue Stream	Primary Source
OPD Revenue	Outpatient consultation and specialist services
IPD Revenue	Inpatient admission, room/bed and clinical care
Surgery Revenue	Surgical procedures and related services
Diagnostic Revenue	Imaging, laboratory and diagnostic investigations
Emergency Revenue	Emergency consultations and treatment
Critical Care Revenue	ICU, CCU, HDU, NICU and related critical-care services
Pharmacy Revenue	Medicines and pharmaceutical services
Dialysis Revenue	Nephrology and dialysis services
Specialized Service Revenue	Specialty departments and Centres of Excellence
Other Supporting Revenue	Other approved healthcare and supporting services

Revenue Diversification Strategy

OPD + IPD + Surgery + Diagnostics + Emergency + Critical Care + Pharmacy + Dialysis + Specialized Services

WHY INVEST IN KASHEM NAGAR HOSPITAL?

Kashem Nagar Hospital is envisioned as a large-scale, integrated healthcare development in Bogura, planned across 100 acres with a proposed capacity of 1,000 beds and a total project cost of EUR 4.250 Billion. The project framework combines comprehensive healthcare services, advanced diagnostics, surgery, critical care, digital healthcare and phased long-term development. Kashem Nagarhospital



**Large-Scale
Development Platform**



**1,000-Bed Healthcare
Capacity**



**Comprehensive
Healthcare Ecosystem**



**Advanced Medical
Infrastructure**



**Strong Emergency &
Patient Mobility Platform**



**Dedicated Air Ambulance
Infrastructure**



**Regional Healthcare
Market Opportunity**



**Future Expansion
Potential**



**International Participation
Opportunity**

FINANCIAL VIABILITY, INVESTOR RETURNS, RISK & LONG-TERM GROWTH

01

Financial Viability

Financial Area	Assessment Focus
CAPEX	Capital expenditure for land-related development, construction, medical infrastructure, equipment, IT, utilities and other project requirements
OPEX	Operating expenditure including manpower, medical supplies, utilities, maintenance, administration and other operating costs
Revenue Projection	OPD, IPD, surgery, diagnostics, emergency, critical care, pharmacy, dialysis and specialized healthcare revenues
Profit Projection	Projected operating and net profitability based on revenue and cost assumptions
Cash Flow	Project cash inflows, outflows and liquidity across development and operating phases
Break-even Point	Level of activity at which project revenues cover operating and relevant fixed costs
ROI	Assessment of investment return relative to invested capital
IRR	Evaluation of the project's expected internal rate of return
Payback Period	Estimated period required to recover the invested capital
DSCR	Assessment of debt-servicing capacity where project financing involves debt
Sensitivity Analysis	Impact of changes in occupancy, pricing, costs, investment and other key assumptions
Scenario Analysis	Comparison of base, optimistic and downside development/operating scenarios

02

Project Risks & Mitigation

Project Risks:

- Market and demand risk
- Construction and development risk
- Regulatory and compliance risk
- Operational risk
- Financial risk
- Technology risk
- Human-resource risk

Risk Mitigation:

- Phased project development
- Structured operational planning
- Regulatory and licensing compliance
- Skilled manpower planning and training
- Procurement and financial controls
- Technology planning and system integration
- Continuous performance and risk monitoring

03

ESG & Sustainability

Environmental Sustainability:

Responsible use of resources, utility planning, waste management and environmentally conscious hospital development.

Social Impact:

Improved access to healthcare, specialized services, and advanced medical facilities for regional communities.

Employment & Economic Impact:

Creation of direct and indirect employment opportunities across clinical, technical, administrative and support functions.

04

Long-Term Growth

05

Strategic Expansion



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