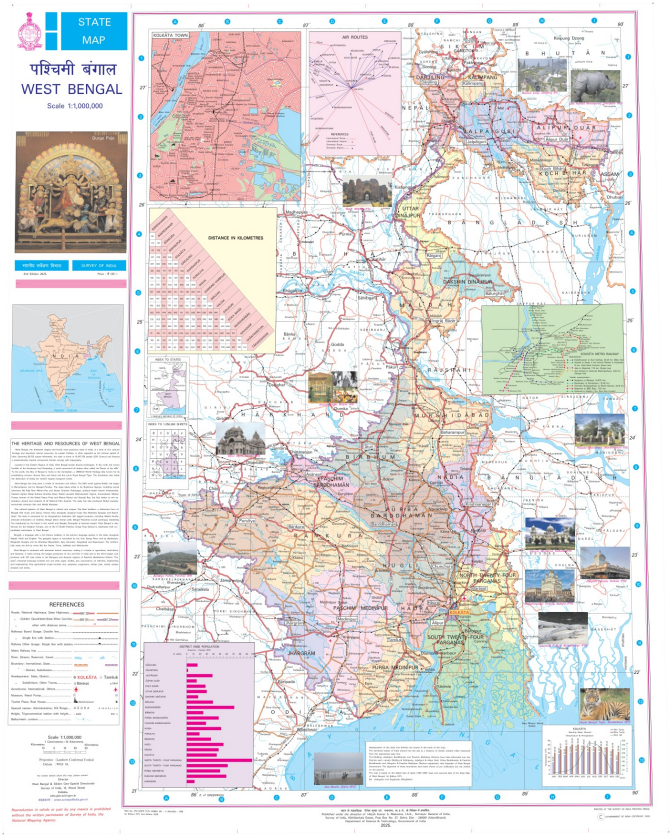
GEOGRAPHY & INVESTMENT PROFILE

Invest in West Bengal

Location, supply chains and policy - an independent industrial investment lens.

AREA
88, 752 sq km

CAPITAL
Kolkata



Official geographic context · full supplied sheet(s), resized ·

Neighbours. Bihar, Jharkhand, Odisha, Sikkim, Assam west-bengal-map

Investment discipline. Compare a customer-led project at the actual parcel. A map establishes context; it does not establish land availability, permits, utility allocation or cargo service.

OPPORTUNITIES & LOCATION

Propositions worth testing

Sector and location logic, commercial exposure, and a clear investment gate.

01 Food, fish and tea value addition

Evidence. Official profile identifies tea, fisheries and agricultural resources. W-PROFILE · west-bengal-map

Commercial case. Grading, traceability, processing and packaging serve existing production and demand.

Exposure. Food safety, seasonality, cold-chain uptime and buyer standards.

Before investment. Compare origin processing in North Bengal with Kolkata-region distribution using product-specific catchments.

02 Distribution and cold logistics

Evidence. International borders, existing ports and official logistics framework support a market-access thesis. W-LOGISTICS · W-PORT · west-bengal-map

Commercial case. Multiple cargo owners can diversify demand.

Exposure. Border procedures, backhaul balance, port draft compatibility and flood exposure.

Before investment. Obtain current route quotations, cargo commitments and parcel flood/drainage assessment.

03 Engineering supplies and industrial services

Evidence. Iron/steel, automotive components, petrochemicals and IT appear in the official profile. W-PROFILE

Commercial case. Repair, fabrication and digitisation can serve a varied industrial base.

Exposure. Qualification, competition, power quality and old-estate servicing.

Before investment. Compare locations on customer response time and actual utilities, not advertised subsidy.

Project decision sequence

Customer. Qualified demand and customer acceptance.

Site and utilities. Documented title or allotment, permitted use, power quality, water allocation and effluent capacity.

Logistics. Cargo acceptance, priced inbound/outbound routes, handling and contingencies.

Policy. Operative notification, eligible expenditure, filing dates, stacking limits and sanction.

CONNECTIVITY & DELIVERED COST

Build the transport chain

Inbound inputs and outbound finished goods require separate cost and service tests.

01 Road / regional distribution

Route / assessment. NH-19 and NH-16 form identified trunk links; test Howrah-Kolkata and Haldia approaches separately.

Status. Existing corridors; WBIDC describes Kolkata-Varanasi, Raxaul-Haldia, Kharagpur-Moregram and Siliguri-Gorakhpur greenfield expressways as under development.

Investor test. Use a gate-specific truck survey including entry restrictions, staging, drainage and alternate access; do not book savings from proposed expressways.

T-WB-ROAD

02 Rail / industrial port

Route / assessment. Howrah-Haldia electrified rail alignment; port-adjacent Haldia industrial geography.

Status. Existing railway/port context; a plot siding and dedicated cargo path are separate approvals.

Investor test. Obtain terminal access, unloading arrangements, freight quote and wagon/rail service commitment.

T-WB-HALDIA

03 Sea / outward and inward trade

Route / assessment. Kolkata Dock System and Haldia port system.

Status. SMP recorded an actual midstream container operation in April 2026; this is a demonstrated operation, not a promised regular service.

Investor test. Check vessel and parcel compatibility, published sailing, tidal/draft window, handling charges and demurrage allocation.

T-WB-PORT

04 Inland and cross-border waterways

Route / assessment. Haldia MMT / NW-1 and India-Bangladesh Protocol route context.

Status. Haldia terminal developed; IWAI identifies ongoing MMT rail connectivity. International routing remains subject to current protocol/customs permissions.

Investor test. Obtain route permission, actual operator timetable, draft and first/last-mile quote; test a road/rail fallback.

T-IWAI · T-WB-ROAD

CONNECTIVITY & DELIVERED COST

West Bengal | continued

Evidence, conditions and investment tests continued from the preceding page.

05 Air / high-value goods

Route / assessment. Kolkata and Bagdogra cargo infrastructure; split southern industrial and northern agricultural catchments.

Status. AAI lists cargo handling; current accepted commodities and direct services not verified.

Investor test. Validate terminal customs/cold-chain scope, destination transfer and shipment economics; passenger flight connectivity alone is insufficient.

T-AIR

Central framework and original documents

India entry guide: nationality and beneficial ownership; sectoral FDI route; entity and tax structure; customs and import rules; land and environment; labour and social security; remittance and treaty conditions. Central schemes are project-specific and cannot be assumed to stack with state support.

Full state profile and detailed policy conditions · Canonical evidence repository

Model conditions, not headlines

Project category, eligible cost, deadlines and sanction control the usable benefit.

01 Banglashree 2020

Terms. Historical micro Zone C/D/E capital 25/40/60%; small 15/30/40%. Do not market these as current offer.

Conditions. Commercial production 1 Apr 2019-31 Mar 2025; first application within 12 months subject scheme rules.

Window / version. Scheme 1 Apr 2020-31 Mar 2025; last example first claim 30 Mar 2026. No extension verified.

Evidence status. Historical; not open new 2026 production

W-BANGLASHREE

02 Logistics policy / industrial status

Terms. Facilitation framework; no blanket cash rate asserted.

Conditions. Project type, permitted use, applicable status and approval route require verification.

Window / version. Current general 2026 industrial successor not established; Cabinet-stage material excluded.

Evidence status. Official originals located; fiscal clauses not fully reviewed

W-LOGISTICS · W-STATUS

SWOT & EXECUTION

Turn constraints into action

AKHB analysis: each opportunity depends on deliverable prerequisites.

Strengths

Diversified industrial/agricultural economy plus a metropolitan and port gateway. W-PROFILE · W-PORT

Weaknesses

Long north-south geography complicates a single-site catchment strategy. west-bengal-map

Banglashree new-production window is closed. W-BANGLASHREE

Opportunities

Food traceability, cold logistics and industrial services fit existing activity. W-PROFILE · W-LOGISTICS

Threats

Border-route disruption and coastal/river site exposure need explicit sensitivity testing. west-bengal-map

Old scheme listings may overstate available fiscal support. W-BANGLASHREE

Specific evidence still required

No selected-site flood/drainage survey, port berth/cargo booking, sailing schedule or current cross-border restriction assessment.

New expressway route completion and proposed ports not independently commissioned here.

Who acts, and what must change

Treat execution responsibility and residual risk as part of the investment case.

01 Constraint-to-opportunity case

Constraint. The long north-south catchment makes a single processing/warehouse location a weak default.

Action. Place primary aggregation near origin and consolidation near the chosen market/gateway; contract the inter-node cold chain.

Owner. Processor and specialist 3 PL

Opportunity. Traceable tea/food value addition and multi-customer temperature-controlled distribution.

Prerequisites. Origin volumes, temperature logs, dwell limits and buyer acceptance must support both nodes.

Residual risk. Two nodes add fixed cost and handling; the design can be uneconomic at low volume.

T-WB-ROAD · T-AIR

DELIVERY PLAN & RISK

West Bengal | continued

Evidence, conditions and investment tests continued from the preceding page.

02 Constraint-to-opportunity case

Constraint. LEADS contains stakeholder-reported port approach congestion, waterlogging and service variability, not an engineering audit.

Action. Validate the bottleneck locally; establish off-port staging, appointment dispatch and resilient drainage where permitted.

Owner. Port/estate authority plus private terminal or warehouse operator

Opportunity. Truck holding, cross-dock and cargo-visibility services tied to committed throughput.

Prerequisites. Access permission, recurring customers and measured turnaround improvement.

Residual risk. Public-road and port operating changes can affect the business; no guaranteed saving asserted.

T-LEADS

03 Constraint-to-opportunity case

Constraint. Waterway and river-port access require vessel, handling and schedule compatibility.

Action. Bundle cargo into a pilot service and compare inventory-adjusted cost with road/rail; retain a backup gateway.

Owner. Shipper, barge operator, terminal and shipping line

Opportunity. Contracted hinterland aggregation and barge-to-port handling for qualified cargo.

Prerequisites. Executed trial, lawful route, shipment insurance and confirmed sailing connection.

Residual risk. Draft/seasonal or shipping-line changes can remove the advantage.

T-IWAI · T-WB-PORT