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INTELLIGENT INVESTMENT

Shaping Future Scale: Eastern India as a Vital Engine for Industrial and Logistics Growth

REPORT

INDIA
REAL ESTATE

CBRE RESEARCH
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Foreword

Eastern India is playing an increasingly decisive role in the country's industrial and logistics (I&L) landscape. This growth is driven by improving multimodal connectivity, evolving state-level policy frameworks, and deepening integration with both domestic and cross-border supply chains. This report examines how Kolkata, Guwahati, and Bhubaneswar are emerging as pivotal hubs within this transformation, each underpinned by distinct infrastructure, consumption, and trade advantages.

Recent public initiatives—including the continued rollout of PM Gati Shakti, Bharatmala, and Sagarmala, alongside the development of freight and industrial corridors, port-led infrastructure, and the Purvodaya-linked focus in Union Budget 2026–27—are reinforcing the region’s long-term growth foundations. In parallel, the formation of new governments in West Bengal and Assam following the 2026 assembly elections adds a fresh dimension to the regional outlook, with renewed focus on execution, investment facilitation, and the translation of infrastructure intent into on-ground momentum. Additionally, proposed industrial policy reforms in West Bengal, including measures aimed at enhancing industrial land availability and ease of doing business, signal an evolving policy environment that could further support the region’s I&L growth.

Against this backdrop, targeted state policy support, expanding warehousing demand, and growing investor interest are further strengthening the region’s position within the national logistics network. While structural constraints remain, Eastern India's strategic importance continues to strengthen as it consolidates its position as a vital engine of the nation's future I&L expansion.

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Regional Anchor: Eastern India Advancing the Nation's I&L Growth Arc

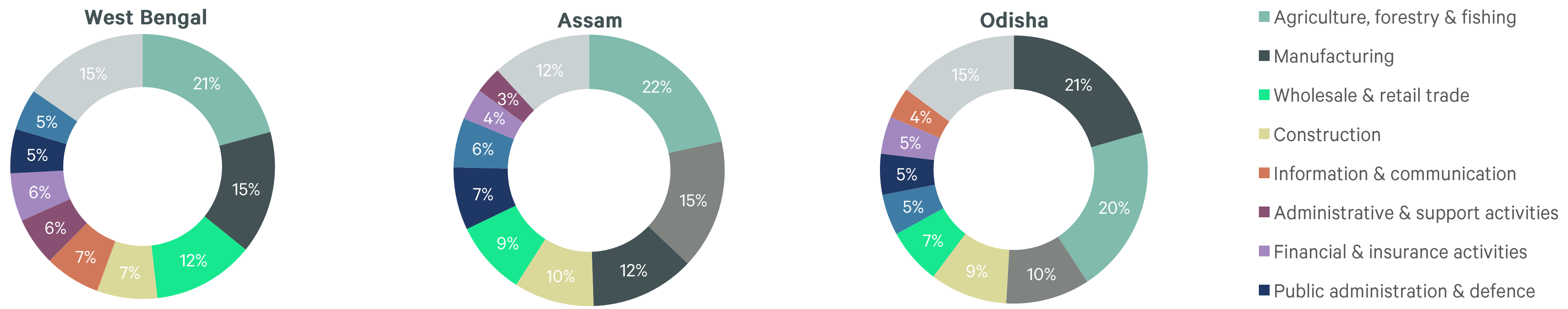
Regional Economic Baselines: Structural Foundations of the Eastern I&L Ecosystem

India's Eastern Zone, anchored by states including West Bengal, Odisha and Assam, is steadily strengthening its role within the national industrial and logistics (I&L) landscape. Supported by ongoing infrastructure upgrades and policy-led industrial development, the region is witnessing increasing integration with manufacturing and supply chain networks across India and neighbouring markets.

The advanced operationalisation of Bharatmala and Sagarmala-linked infrastructure, alongside the expansion of expressways, freight corridors, deep-water ports and multimodal transport networks, continues to improve regional connectivity. This evolving infrastructure base is supporting sustained investments across traditional sectors such as metallurgy, heavy manufacturing, leather, petrochemicals and food processing, while also attracting early-stage investments into emerging segments including semiconductor assembly and packaging, and hyperscale data centres.

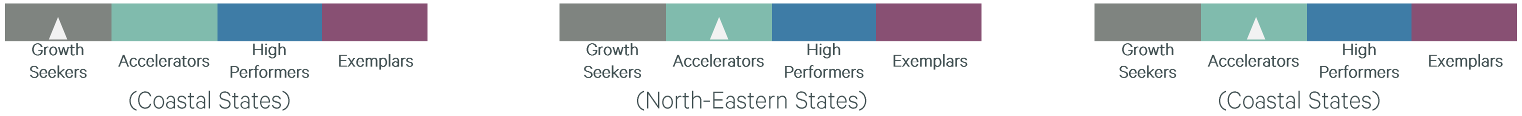
Within this broader network, Kolkata and Bhubaneswar continue to function as important land-sea distribution hubs, while Guwahati is gaining prominence as a key inland waterway and logistics gateway connecting Northeast India with wider regional trade and supply chain corridors.

Figure 1.1: State GDP breakdown by economic activities - 2025[1]



	West Bengal	Assam	Odisha
Population (2025) *(in millions)*[1]	106	37	49
Nominal GSDP growth projection for 2025-26[2]	12%	15%	9.5%
Per Capita Income (INR)[2]	1,65,000	1,86,761	1,54,222
Share of National GDP[3]	5.6%	1.9%	2.8%

Rank in Logistics Ease Across Different States (LEADS) 2025[4]

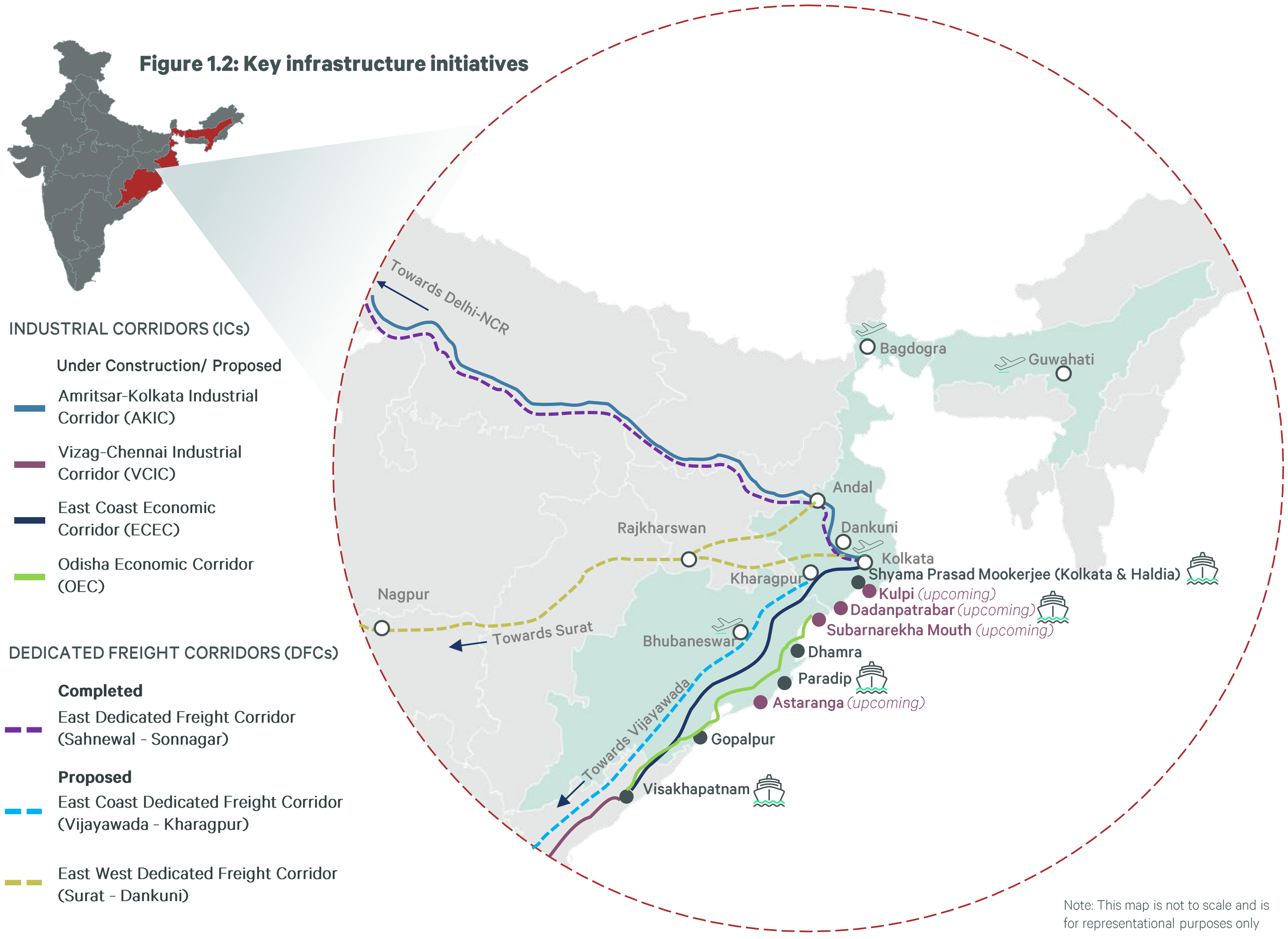


1. Oxford Economics (May 2026); utilising baseline projections from the Technical Group on Population Projections, MoHFW (July 2020); Note: Percentages in charts may not sum to 100% due to rounding; 2. GSDP Growth & Per Capita Income: Figures represent Nominal growth rates and Per Capita Net State Domestic Product (NSDP) at current prices based on official Advance Estimates derived from the respective State Economic Surveys and Budget documentations presented in February 2026; 3. Share of National GDP: Evaluated via the latest fully audited comparative benchmarks (FY 2023-24) across the respective states, as established in the Economic Advisory Council to the Prime Minister (EAC-PM) Working Paper published in September 2024.; 4. LEADS Tier: Classifications reflect the overhauled four-tier performance framework (Exemplars / High Performers / Accelerators / Growth Seekers) officially released in the LEADS 2025 Report by the DPIIT, Ministry of Commerce and Industry, in May 2026, with increased emphasis on objective, evidence-based indicators.

#Note: a) Population Base: Projected baseline figures for each individual state are sourced from the Report of the Technical Group on Population Projections, National Commission on Population (MoHFW), published in July 2020; b) Remittance Exclusion: Per Capita NSDP reflects income generated strictly within individual state boundaries and does not account for inbound domestic or international remittances.

Key Infrastructure Initiatives in Eastern India

Figure 1.2: Key infrastructure initiatives



Note: This map is not to scale and is for representational purposes only

Infrastructure Projects Fuelling Economic Growth

The expansion of multi-modal infrastructure remains a key driver of Eastern India's economic growth. Strengthening connectivity across road, rail, ports, and air networks is improving regional integration, enabling efficient freight movement, and supporting the growth of industrial and logistics ecosystems. The ongoing pipeline is expected to further reinforce the region's role in domestic and cross-border supply chains.

Airports

West Bengal:
Existing – 2 International, 1 Domestic
Upcoming – 1 International, 3 Domestic

Assam - 1 International, 5 Domestic
Odisha – 1 International, 1 Domestic

Railways

West Bengal – 4,000+ Route Kms
Assam – 2,000+ Route Kms
Odisha – 2,000+ Route Kms

National Highways

West Bengal – 3,000+ Kms
Assam – 4,000+ Kms
Odisha – 5,000+ Kms

Ports

West Bengal:
Existing – 1 Major Port with 2 dock complexes
Upcoming – 1 Major Port, 1 Non-major Port

Odisha :
Existing - 1 Major Port, 2 Non-major Ports
Upcoming - 2 Non-major Ports

*Major ports considered as given by the Ministry of Ports, Shipping & Waterways;
Source: National Industrial Corridor Corporation, GoI; Dedicated Freight Corridor Corporation, GoI; Ministry of Ports, Shipping & Waterways, GoI; Ministry of Railways, GoI; Ministry of Road Transport and Highways, GoI; Respective state government ministries; CBRE Research, Q2 2026

State Policy Frameworks Enabling I&L Growth in Eastern India

State-led policy initiatives across West Bengal, Odisha and Assam are accelerating industrial and logistics-led development across Eastern India. Through fiscal incentives, infrastructure support, and ease-of-doing-business reforms, these policy frameworks are strengthening regional manufacturing ecosystems and enhancing multimodal connectivity across key markets including Kolkata, Bhubaneswar and Guwahati.

Table 1.1: Key policy initiatives supporting Eastern India's industrial and logistics landscape

Policy	Land-related Incentives	Capital Subsidy	Stamp Duty Exemptions	Tax Benefits	Infrastructure Development Concessions & Subsidies	Ease of Doing Business	Skill Development / Employment	R&D Grants / Initiatives	Incentives/ Development of Industrial/ Logistics Parks	Green Initiatives
West Bengal Logistics Policy, 2023[1]	–	–	–	–	✓	✓	✓	✓	✓	✓
West Bengal Industrial and Economic Corridor Policy, 2023	–	–	✓	–	✓	✓	–	–	✓	✓
West Bengal New and Renewable Energy Manufacturing Promotion Policy, 2023	✓	–	✓	✓	–	✓	✓	–	–	✓
West Bengal Export Promotion Policy, 2023	–	–	–	–	✓	✓	✓	✓	–	–
Odisha Logistics Policy, 2022	✓	✓	✓	–	✓	✓	✓	✓	✓	✓
Odisha Port Policy, 2022	–	–	–	✓	✓	✓	✓	✓	–	✓
Odisha Industrial Policy Resolution, 2022	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Odisha Export Policy, 2022	–	✓	–	–	✓	✓	✓	✓	✓	✓
Industrial and Investment Policy of Assam, 2019 – (Amended 2023)	✓	✓	✓	✓	✓	✓	–	–	–	✓
Assam Logistics and Warehousing Policy, 2022	–	✓	✓	–	✓	✓	✓	✓	✓	✓

1. West Bengal granted industry status to the logistics sector in 2025, supporting warehousing and logistics park development. Note: In a few cases though the policies do not directly mention about a particular incentive, indications of indirect initiatives have been considered as a 'tick' mark.

Source: Respective state government ministries; CBRE Research, Q2 2026

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Core Regional I&L Clusters: Structural Overviews and Market Profiles

West Bengal
Kolkata

Assam
Guwahati

Odisha
Bhubaneswar

Geographic positioning, expanding logistics ecosystems, and enhanced multi-modal connectivity are anchoring the roles of Kolkata, Guwahati, and Bhubaneswar as the primary nodes of Eastern India’s industrial and logistics corridor. Backed by targeted policy mandates, core infrastructure upgrades, and regional trade linkages, these pivotal hubs continue to attract interest from institutional investors, manufacturers, and large occupiers.

The subsequent sections examine the growth drivers, infrastructure pipeline and market dynamics shaping each city.

Kolkata

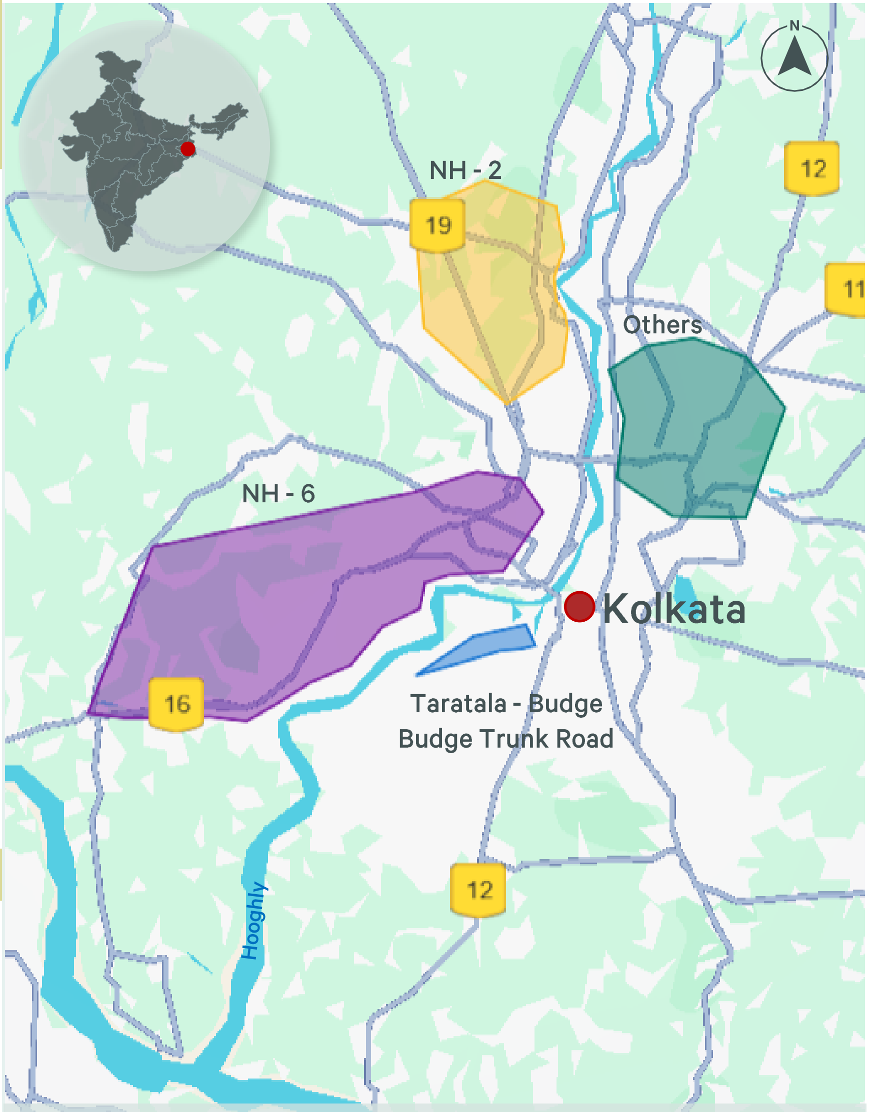
Supported by its strategic port infrastructure, established commercial base, and strong multimodal connectivity, Kolkata remains the primary I&L hub of Eastern India. The city continues to anchor regional trade and distribution activity, with extensive linkages across Eastern and Northeastern India as well as neighbouring markets such as Bangladesh, Nepal and Bhutan.

Table 2.1: Kolkata: Micro-market I&L stock and rental dynamics

Micro-market	Locations	Stock as of H1 2026 (million sq. ft.)	Upcoming supply till H1 2027 (million sq. ft.)*	Average I&L rentals (INR / sq. ft. / month)	Prominent sectors	Key tenants
NH - 2	Dankuni-Srirampur, Old Delhi Road, Kona, Panchla and Singur	~9.5	~1.5	22-25	Third-party logistics (3PL), E-commerce, Engineering & Manufacturing (E&M), Electronics & Electricals, Retail	Amazon, Flipkart, Kuehne+Nagel, Samsung, Balmer Lawrie, Whirlpool, Swiggy
NH - 6	Amta Road, Dhulagarh-Bagnan, Sankrail, Uluberia, Santragachi and Saraswati Bridge	~13.3	~1.6	18-22	3PL, E-commerce, Retail, E&M, Fast Moving Consumer Goods (FMCG)	Reliance Retail, Mahindra Logistics, Allcargo, Exide Industries, PepsiCo, Yusen Logistics, Ecom Express
Taratala - Budge Budge Trunk Road	Taratala and Budge Budge Trunk Road	~1.2	~0.1	25-30	3PL, E&M, E-commerce, FMCG	GATI, Khosla Electronics, Birla Paints, Century Ply
Others	Agarpara, Barasat, Khardaha, BT Road, Birati, Badu Road, Nimta	~0.4	~0.3	-	3PL, E&M, E-commerce, Retail, Pharmaceutical / Healthcare	Sigma Power Logistics, Kansai Nerolac Paints, Great Eastern Retail, Arambagh Foodmart, Kurlon

Micro-market	Accessibility	Physical infrastructure	Ease of doing business	Social infrastructure
NH - 2	Good	Good	Good	Average
NH - 6	Excellent	Good	Good	Average
Taratala - Budge Budge Trunk Road	Excellent	Average	Good	Average
Others	Good	Average	Average	Average

● Excellent ● Good ● Average



Map not to scale; the information on this map is for representation purpose only

Source: CBRE Research, Q2 2026; *Note: Upcoming supply figures are indicative estimates only.

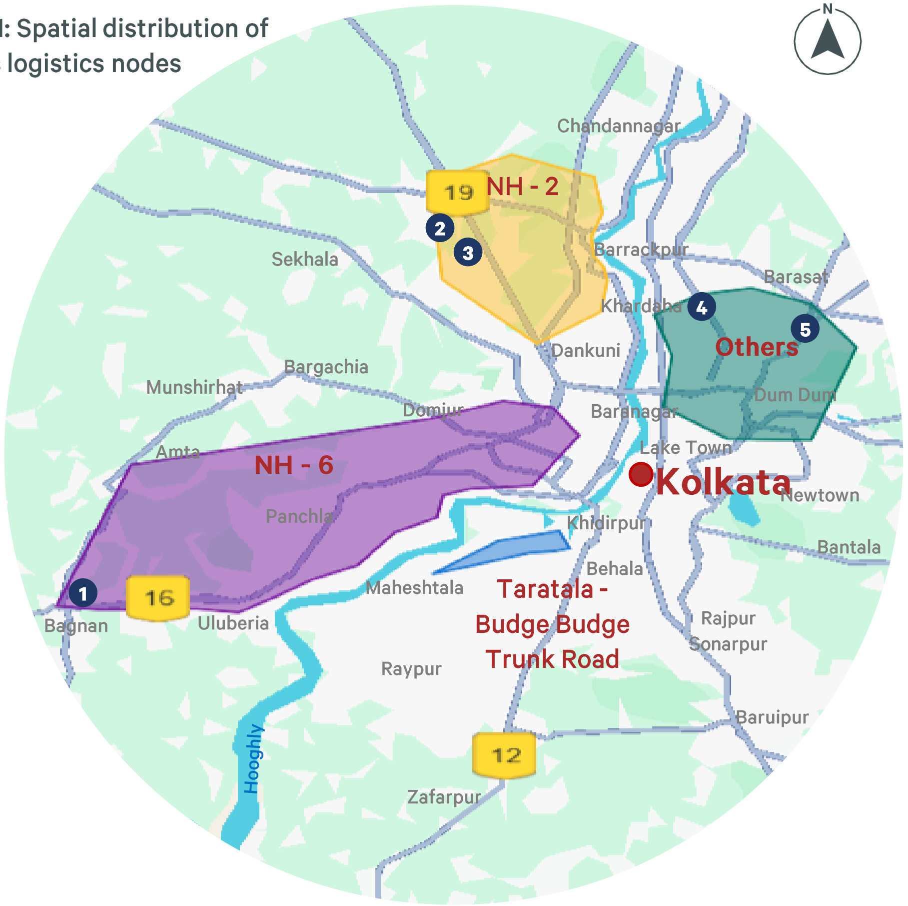
Kolkata: Catalysts for Growth

To anchor its regional distribution network, Kolkata's infrastructure framework is undergoing a targeted, capital-intensive overhaul. Reflecting the key priorities of the new government's policy focus, the following landmark connectivity and industrial projects are pivotal to modernising the region's logistics footprint—expected to drive down freight costs, expand institutional warehousing catchments, and accelerate industrial cluster development.

Major infrastructure projects driving long-term I&L expansion

- **East Coast Industrial Corridor (Durgapur Node)[1]:** Announced under Union Budget 2026–27's Purvodaya initiative, the Durgapur node is envisioned as an integrated I&L node with plug-and-play infrastructure. Strategically located along the Eastern DFC and key upcoming expressway networks, the project is expected to strengthen industrial connectivity and support manufacturing and logistics growth across the region.
- **Dankuni Multimodal Logistics Hub & Freight Corridor Enablement[2]:** The West Bengal Budget 2026–27 prioritises resolving key bottlenecks, including land acquisition, for the Eastern Dedicated Freight Corridor linking Dankuni with Ludhiana, alongside a multimodal logistics hub at Dankuni. The Union Budget 2026–27's proposed Dankuni–Surat DFC will further strengthen east–west connectivity, positioning Dankuni as a critical freight aggregation, warehousing, and distribution gateway for Kolkata and Eastern India.
- **Varanasi–Kolkata Greenfield Expressway (NH-319B)[3]:** The planned 610-kilometre, six-lane Varanasi–Ranchi–Kolkata Greenfield Expressway is expected to significantly improve road connectivity between Northern and Eastern India. Upon completion, the corridor is likely to reduce transit times, improve freight movement efficiency and support the development of I&L clusters along the route.
- **Dadanpatrabar Greenfield Deep Sea Port[3]:** Announced in the West Bengal Budget 2026–27, the proposed greenfield deep-sea port at Dadanpatrabar in Purba Medinipur will be developed under a PPP model with an integrated port estate for cargo and ancillary industries. It aims to address low draft and high turnaround constraints at Kolkata and Haldia ports, enabling larger vessels, improving EXIM cargo efficiency, and supporting port-led industrialisation and logistics growth across the state's hinterland.
- **Port Upgradation[3]:** Serving as a key maritime gateway for Eastern India, Syama Prasad Mookerjee Port also plays a strategically important role in facilitating trade with landlocked Nepal and Bhutan. Ongoing capacity expansion and modernisation initiatives at the port, including Netaji Subhas Dock and Haldia Dock Complex, are expected to strengthen the region's maritime and cargo-handling infrastructure. Key developments include container terminal expansion, berth mechanisation and bulk cargo handling upgrades aimed at improving operational efficiency, cargo evacuation and overall throughput capacity. These investments are expected to enhance hinterland connectivity, support industrial growth across the region, and reinforce Kolkata's position as a critical logistics hub for Eastern India and neighbouring markets.
- **Roll-on/Roll-off Terminals along Shalimar–Garden Reach[3]:** The proposed Ro-Ro terminals along the Shalimar–Garden Reach stretch are expected to reduce traffic pressure on Vidyasagar Setu and key arterial roads across Kolkata and Howrah. By enabling more efficient cross-river cargo movement, the project is likely to improve last-mile freight connectivity between port and industrial and warehousing nodes, thereby supporting faster cargo evacuation within the city's core logistics network.

Figure 2.1: Spatial distribution of Kolkata's logistics nodes



Existing I&L markets
NH – 6
NH – 2
Others
Taratala - Budge Budge Trunk Road

Emerging I&L markets
1 Bagnan
2 Singur 3 Telipukur
4 Kalyani Expressway 5 Madhyamgram

1. Travelling Across the Industrial Corridors of India, Press Information Bureau, GoI, February 2026; 2. North Central Railway, May 2026; 3. Publicly available information, CBRE Research Q2 2026.; *Map not to scale, the information is for representative purposes only

Guwahati

Driven by robust regional consumption and a targeted policy architecture, Guwahati has evolved into the definitive I&L nerve centre for Northeast India. Leveraging high-capacity highway corridors, a rapidly modernising inland waterway network, and proximity to international trade borders, the city acts as the primary hub for multi-state distribution while anchoring emerging manufacturing and technology investments across the region.

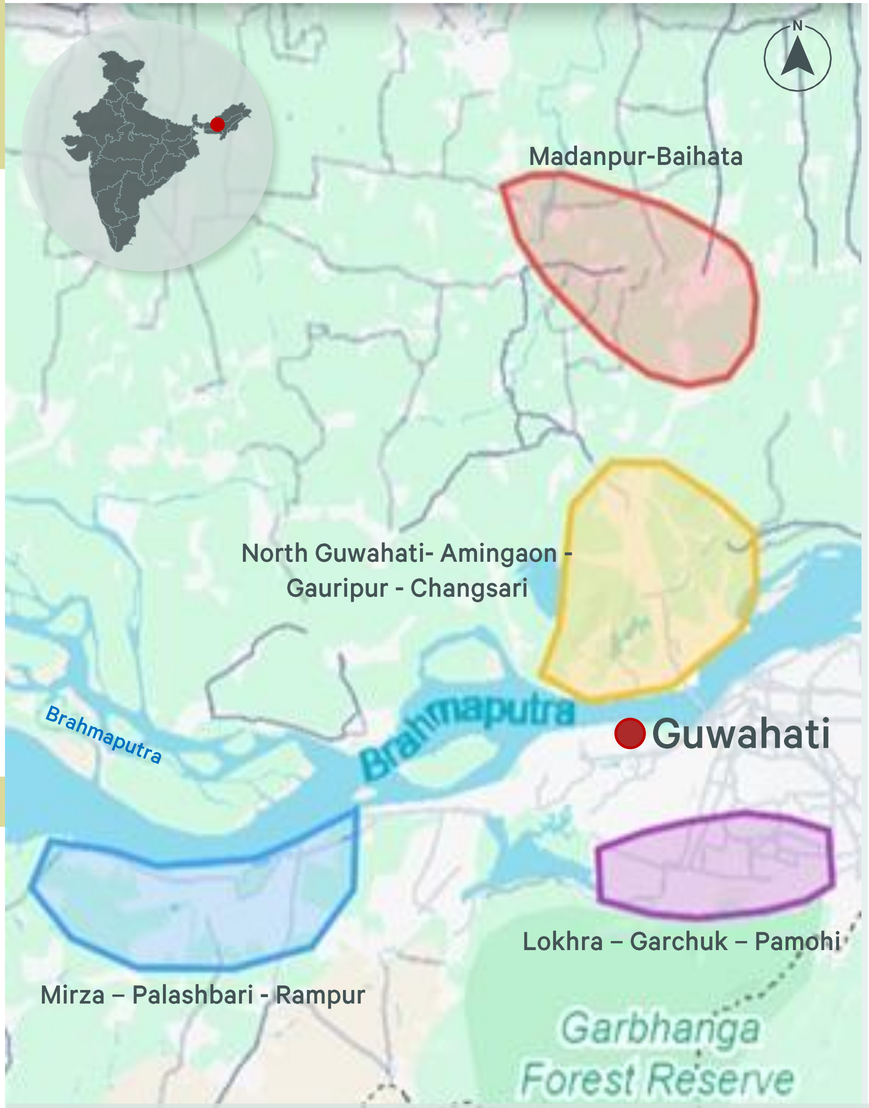
*BBIN: Bangladesh, Bhutan, India and Nepal

Table 2.2: Guwahati: Micro-market I&L stock and rental dynamics

Micro-market	Locations	Stock as of H1 2026 (million sq. ft.)	Upcoming supply (million sq. ft.)*	Average I&L rentals (INR / sq. ft. / month)	Prominent sectors	Key tenants
North Guwahati-Amingaon - Gauripur - Changsari	Gauripur, Changsari	~5.9	~0.2	20-23	FMCG, FMCD, Manufacturing,	HUL, Nestle, Godrej Consumer, Reliance, Marico, Haldiram's, P&G, ITC, Coca-Cola
Madanpur	Madanpur, Chariali	~2.8	~0.8	17-19	FMCG, FMCD, 3PL, E-commerce	Mahindra Accelo, Dabur, Tata Consumer, Asian Paints, Reliance Retail
Lokhra – Garchuk – Pamohi	Lokhra, Garchuk, Pamohi	~2.4	-	23-25	E-commerce, FMCG, 3PL	Adani Wilmar, Pidilite, BigBasket, Vodafone Idea, Unicharm, Sony India, KD Logistics, Blue Dart, Cadbury(Mondelez)
Mirza – Palashbari - Rampur	Mirza, Palashbari, Rampur	~4.8	~0.4	18-22	E-commerce, 3PL	Flipkart, Airtel, Nykaa, Mahindra Logistics, Swiggy, Myntra, ITC Limited

Micro-market	Accessibility	Physical infrastructure	Ease of doing business	Social infrastructure
North Guwahati-Amingaon - Gauripur - Changsari	Good	Average	Good	Average
Madanpur-Baihata	Good	Average	Good	Average
Lokhra – Garchuk – Pamohi	Good	Average	Good	Good
Mirza – Palashbari - Rampur	Good	Average	Good	Good

Excellent Good Average



Map not to scale; The information shown on this map is for representation purposes only

Source: CBRE Research, Q2 2025; *Note: Upcoming supply figures are indicative estimates only.

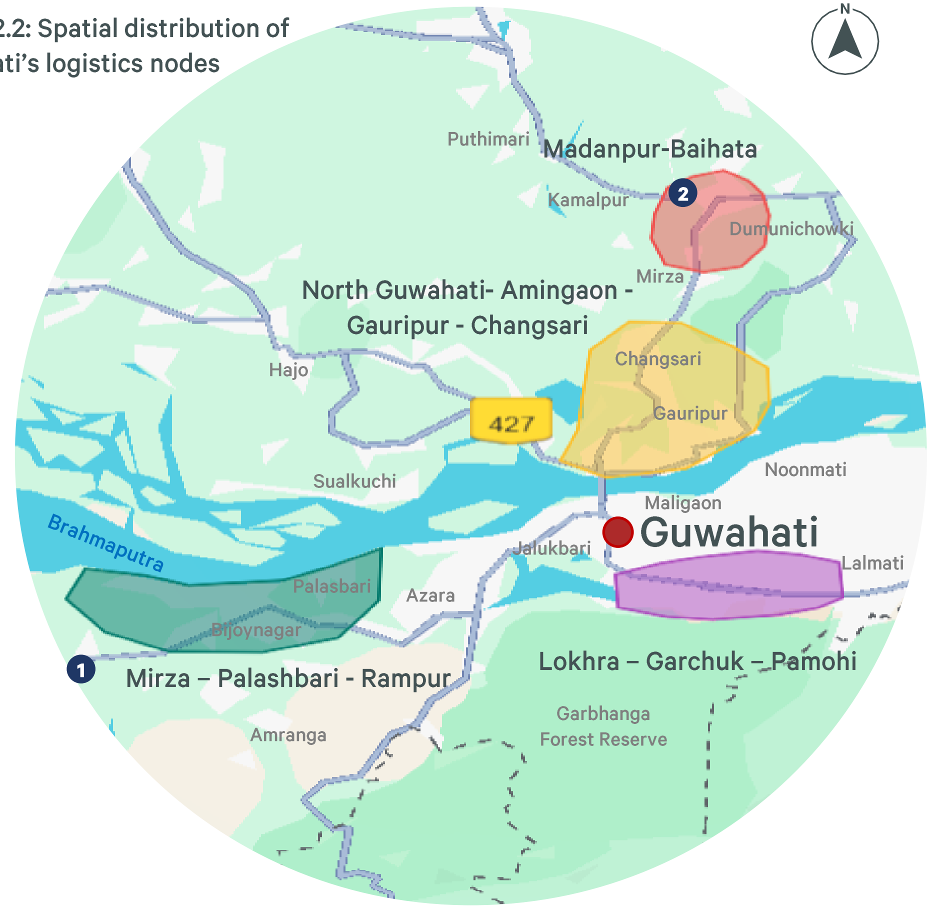
Guwahati: Catalysts for Growth

Guwahati is strengthening its position as the principal I&L gateway for Northeast India, supported by its strategic location, expanding connectivity, and increasing integration with domestic supply chain networks. Recent initiatives to enhance cargo movement along the Brahmaputra (National Waterway-2), alongside policy support for inland water transport across the Northeast including the Barak system (NW-16), are further diversifying the region's logistics ecosystem[1]. The city serves as a critical link connecting the region to the rest of the country, while also supporting cross-border trade linkages with Bangladesh and Bhutan. Driven by rising consumption and a heavy concentration of wholesale trade, demand for modern warehousing and distribution infrastructure continues to surge across Guwahati's key industrial clusters and supporting markets.

Major infrastructure projects driving long-term I&L expansion

- **Multi-Modal Logistics Parks (MMLP):** India's first international Multi-Modal Logistics Park (MMLP) is nearing operational readiness at Jogighopa, Assam, developed via National Highways Logistics Management Limited (NHLML). Designed as an integrated logistics hub, the project is expected to enhance multimodal cargo movement and strengthen cross-border trade connectivity with neighbouring markets including Bangladesh, Bhutan, and Nepal. The park features state-of-the-art warehousing, specialised cold storage, and dedicated customs-clearance infrastructure. To further deepen this network, a secondary MMLP is under development in Dibrugarh to enhance logistics coverage across the state[2].
- **Jagiroad Electronics & Semiconductor Hub:** Located in Morigaon district, Jagiroad (~50 km from Guwahati) is rapidly developing into a hub for semiconductor and advanced manufacturing. Underpinned by Tata Electronics' INR 27,000-crore semiconductor assembly and test facility, the site is expected to support the gradual development of ancillary supplier ecosystems over time. This high-tech industrial cluster is poised to generate significant long-term demand for specialised industrial facilities, Grade-A warehousing, and supporting real estate infrastructure[3].
- **Roads, Bridges, Rail and Freight Connectivity:** Greater Guwahati's industrial nodes are undergoing significant de-bottlenecking through a series of key transport projects. The Guwahati Ring Road, Kumar Bhaskar Varma Setu, and the Palasbari–Sualkuchi Bridge are structurally improving local transit patterns. Combined with the Jogighopa–Guwahati freight corridor, capacity enhancements on key rail links, and the upcoming second Saraighat Rail-cum-Road Bridge, these interventions are expected to improve cargo movement efficiency, reduce transit times, unlock underserved micro-markets, and strengthen regional logistics integration across Assam and the wider Northeast[4].
- **Emerging Inland Waterway Corridors:** The designation of the Tizu–Zungki river system in Nagaland as National Waterway-101 is expected to strengthen the Northeast's multimodal logistics ecosystem over the long term. Positioned along the India–Myanmar frontier, the corridor could enhance regional connectivity, support cross-border trade, and reinforce the Northeast's gateway role to Southeast Asia, while complementing Guwahati's position as the region's primary logistics and distribution hub[1].

Figure 2.2: Spatial distribution of Guwahati's logistics nodes



Existing I&L markets	Emerging I&L markets
Mirza – Palashbari - Rampur	1 Chhaygaon
Lokhra – Garchuk – Pamohi	2 Baihata
North Guwahati- Amingaon - Gauripur - Changsari	
Madanpur-Baihata	

1. Ministry of Ports, Shipping and Waterways, PIB, January 2026; 2. Ministry of Road Transport & Highways, PIB, March 2023; 3. Ministry of Electronics & IT, PIB, November 2024; 4. Media reports and Ministry of Railways, April 2025; *Map not to scale; The information shown on this map is for representation purposes only

Bhubaneswar

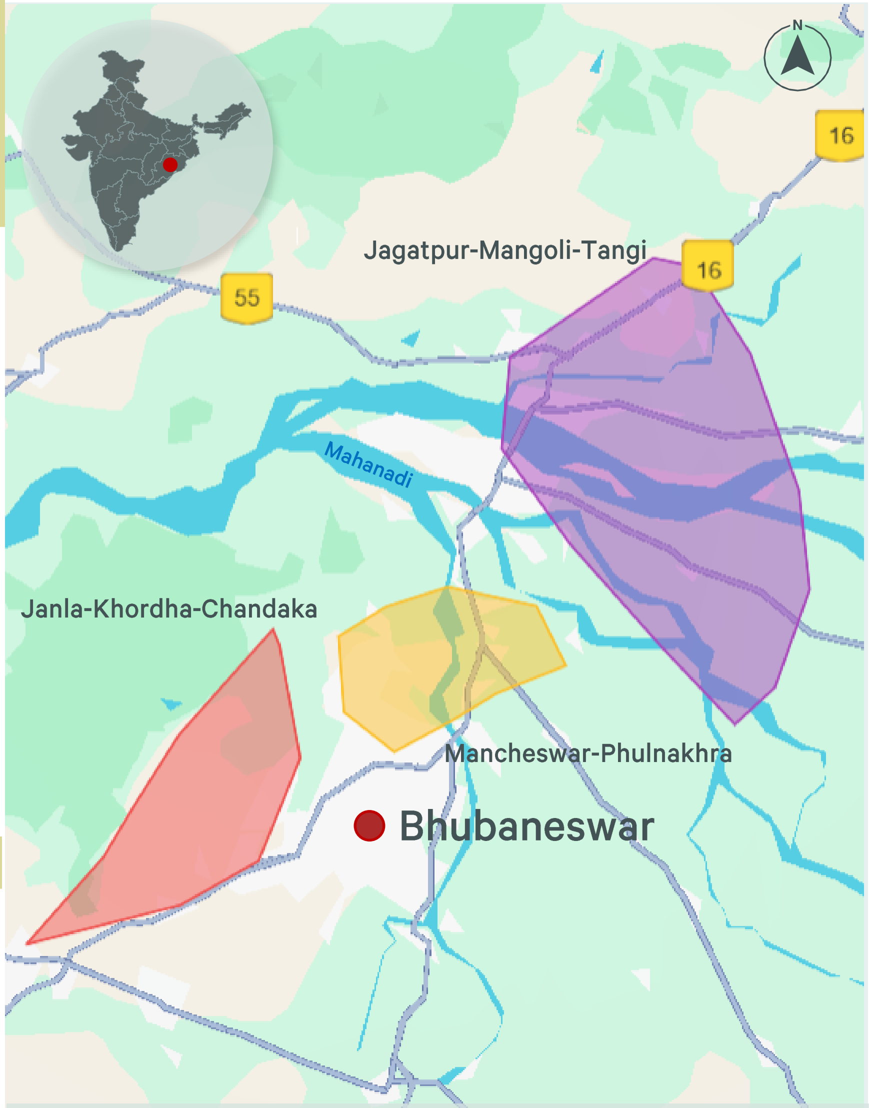
Capitalising on its proximity to major deep-water ports and robust multimodal connectivity, Bhubaneswar is rapidly consolidating its position as one of the primary I&L hubs in Eastern India. The city's seamless integration with national freight corridors enables efficient cargo movement across surrounding markets. This infrastructure network, combined with an expanding domestic consumption base, is driving institutional interest and accelerating demand for organised warehousing spaces across Odisha.

Table 2.3: Bhubaneswar: Micro-market I&L stock and rental dynamics

Micro-market	Locations	Stock as of H1 2026 (million sq. ft.)	Upcoming supply (million sq. ft.)*	Average I&L rentals (INR / sq. ft. / month)	Prominent sectors	Key tenants
Mancheswar -Phulnakhra	Mancheswar, Phulnakhara, Pahala	~1.5	~0.15	28-32	FMCG, FMCD, 3PL	Delhivery, Blue Dart, Udaan, BigBasket, VRL Logistics, Asian Paints, XpressBees
Janla-Khordha-Chandaka	Janla, Khordha, Chandaka	~3.5	~0.2	19-24	FMCD, FMCG, 3PL, E-commerce	Asian Paints, Dabur, TVS Logistics, Safexpress, Swiggy, Reliance, Godrej, Coca-Cola
Jagatpur-Mangoli	Jagatpur, Manguli	~6.0	~2.9	18-22	E-commerce, FMCG, FMCD, 3PL	Reliance, Flipkart, Mondelez, Parle Agro, Marico

Micro-market	Accessibility	Physical infrastructure	Ease of doing business	Social infrastructure
Mancheswar-Phulnakhra	Good	Good	Good	Good
Janla-Khordha-Chandaka	Good	Good	Good	Average
Jagatpur-Mangoli-Tangi	Good	Good	Good	Average

Excellent Good Average



Map not to scale; The information shown on this map is for representation purposes only

Source: CBRE Research, Q2 2025; *Note: Upcoming supply figures are indicative estimates only.

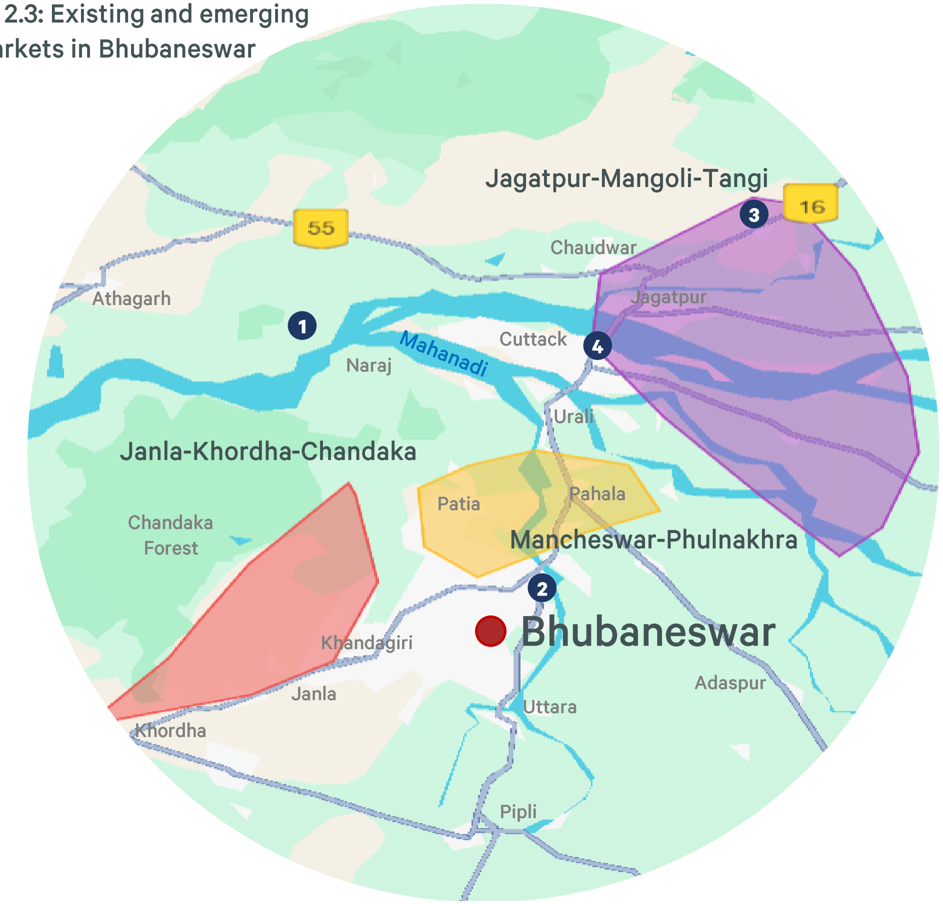
Bhubaneswar: Catalysts for Growth

Supported by sustained industrial growth and its strategic positioning within Eastern India, Bhubaneswar's logistics landscape is witnessing increasing infrastructure-driven expansion. The city's economic profile—anchored by metals, minerals, manufacturing activity and proximity to key maritime gateways—continues to support the expansion of organised warehousing and logistics infrastructure across Odisha. This momentum is further supported by a pipeline of connectivity and industrial corridor projects aimed at strengthening regional supply chains and improving freight movement efficiency.

Major infrastructure projects driving long-term I&L expansion

- **Odisha Economic Corridor (OEC):** Spanning approximately 600 kilometres along the NH 16, the OEC forms a key component of the East Coast Economic Corridor and includes multiple planned industrial clusters across the state. By strengthening connectivity between manufacturing zones and maritime gateways such as the Paradip Port, the corridor is expected to significantly support industrial development and logistics activity in the state[1].
- **Capital Region Ring Road (CRRR):** The proposed 110.8-kilometre, six-lane Capital Region Ring Road is designed to improve regional connectivity across the Bhubaneswar–Cuttack–Khordha urban region by diverting heavy commercial traffic away from the congested city corridors. The project is expected to improve freight movement efficiency, expand logistics development catchments and support the growth of warehousing and distribution infrastructure along peripheral locations[2].
- **Strategic Port Expansions:** Odisha continues to strengthen its maritime infrastructure through ongoing capacity expansion at Paradip Port and proposed developments along its ~575 km coastline. This is further reinforced by the state's announcement of over INR 50,000 crore investment in a new deep-sea port at Ganjam and a Paradip-led shipbuilding cluster, aimed at strengthening Odisha's role in India's maritime economy. These initiatives are expected to support cargo handling capacity, improve trade connectivity, and drive demand for logistics infrastructure, including warehousing, container handling, and freight support facilities across the wider hinterland.[3].

Figure 2.3: Existing and emerging I&L markets in Bhubaneswar



Existing I&L markets	Emerging I&L markets
Jagatpur-Mangoli-Tangi	1 Sambalpur Highway
Mancheswar-Phulnakhra	2 Puri Bypass Highway
Janla-Khordha-Chandaka	3 Tangi
	4 Cuttack-Raipur Highway

1. Odisha Industrial Infrastructure Development Corporation, June 2026; 2. PIB, February 2026; 3. Publicly available information, CBRE Research Q2 2026; *Map not to scale; the information shown on this map is for representation purposes only

03

Kolkata

Market Dynamics and Core Logistics Nodes

Kolkata I&L Market: Rising Absorption Backed by Supply Expansion

Demand for warehousing space in Kolkata has expanded significantly since the COVID-19 pandemic, driven primarily by the NH-2 and NH-6 micro-markets. The city's I&L absorption grew at a CAGR of 25% between 2020 and 2025, with over 80% of total leasing during this period occurring between 2022 and 2025. This momentum was supported by major supply additions in 2022 and 2024, which together accounted for nearly 70% of post-2020 completions.

In 2024, absorption peaked, increasing nearly threefold Y-o-Y to 8.3 million sq. ft. While activity moderated in 2025 to 4.5 million sq. ft., it remained the second-highest annual volume since 2020. During January–June (H1) 2026, ~1.8 million sq. ft. of space take-up was recorded, marking a 69% increase over the previous six-month period and signalling sustained growth momentum for the remainder of the year.

24+

million sq. ft. of warehousing stock as of H1 2026

~ USD 170 million[1]

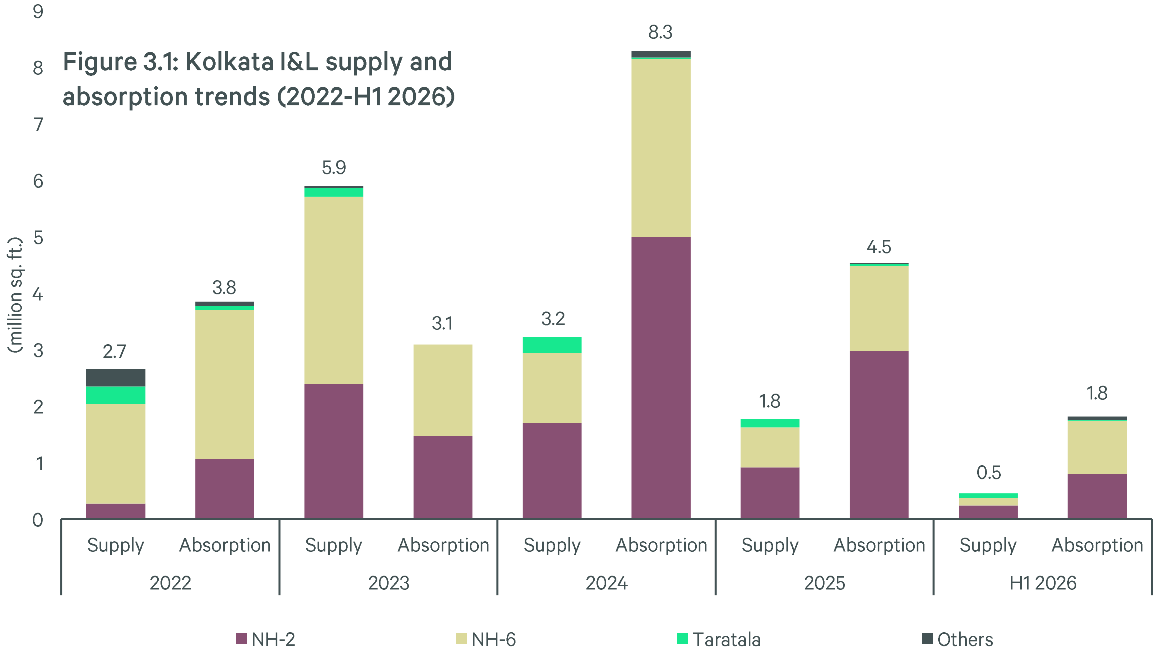
I&L investments during 2020-H1 2026

Sectoral Demand Drivers

From 2020 onwards, 3PL providers have consistently led space take-up in the city, mirroring broader trends observed across India. Post-pandemic, occupiers have blended 'just-in-time' and 'just-in-case' inventory management strategies to optimise storage and delivery, thereby mitigating supply chain risks and extended lead times. However, in 2024 and 2025, the e-commerce sector witnessed a sharp surge in leasing activity. This was driven by major e-commerce and quick-commerce companies, which accounted for over 80% of the sector's total space take-up. In H1 2026, FMCG space take-up rose 4X Y-o-Y, driven primarily by major F&B players, which accounted for over 70% of the segment's total leasing activity.

Source: CBRE Research, Q2 2026; 1. Real Capital Analytics, media reports and CBRE Research Q2 2026

Figure 3.1: Kolkata I&L supply and absorption trends (2022-H1 2026)



Source: CBRE Research, Q2 2026

Top five sectors driving over 80% absorption from 2020 to H1 2026

3PL	E-commerce	Retail	E&M	FMCG
35%	15%	12%	11%	11%

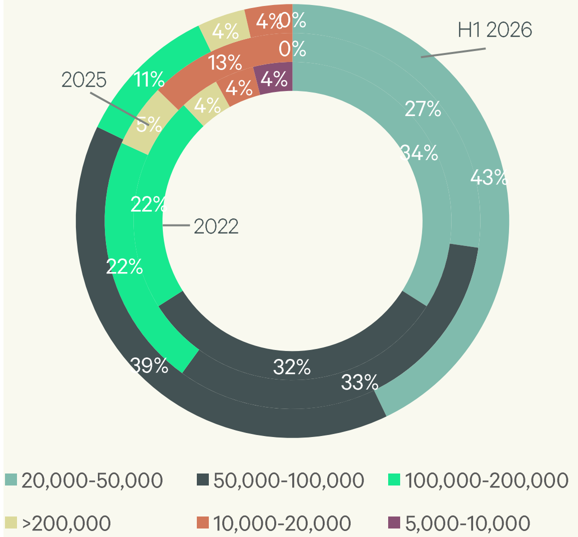
Source: CBRE Research, Q2 2026

Note: The data presented in this report was compiled at the time of report generation and may be revised in subsequent quarters as more information becomes available. Therefore, the data should be considered provisional and subject to ongoing refinement.

Growing Prominence of Large-Scale Transactions

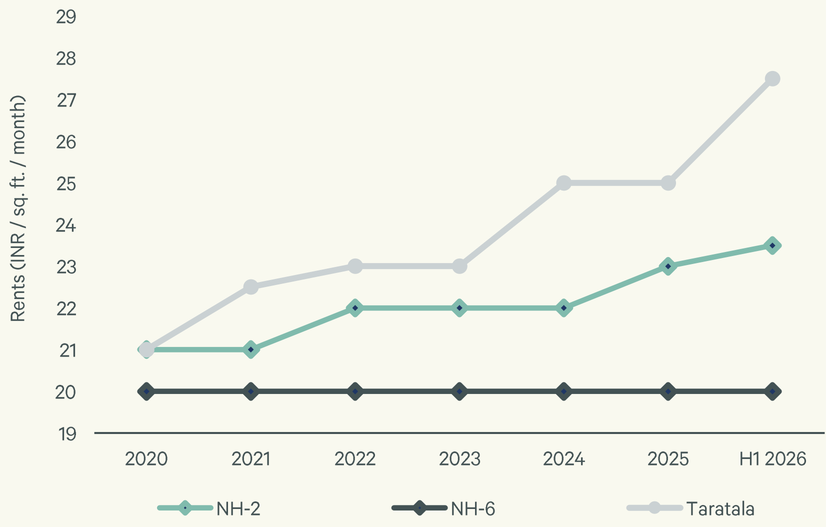
Large-sized transactions (greater than 100,000 sq. ft.) have been on an upward trajectory since 2022, accounting for a sizable share of leasing activity in 2025 (~27%), with a moderate share of ~14% being recorded in H1 2026. Occupiers from the 3PL, e-commerce, and electronics & electricals sectors have driven large-sized warehouse deals during this period.

Figure 3.2: Prominent deal sizes (in sq. ft.) (2022-H1 2026)



Source: CBRE Research, Q2 2026

Figure 3.3: Average quoted rental movement (2022-H1 2026)



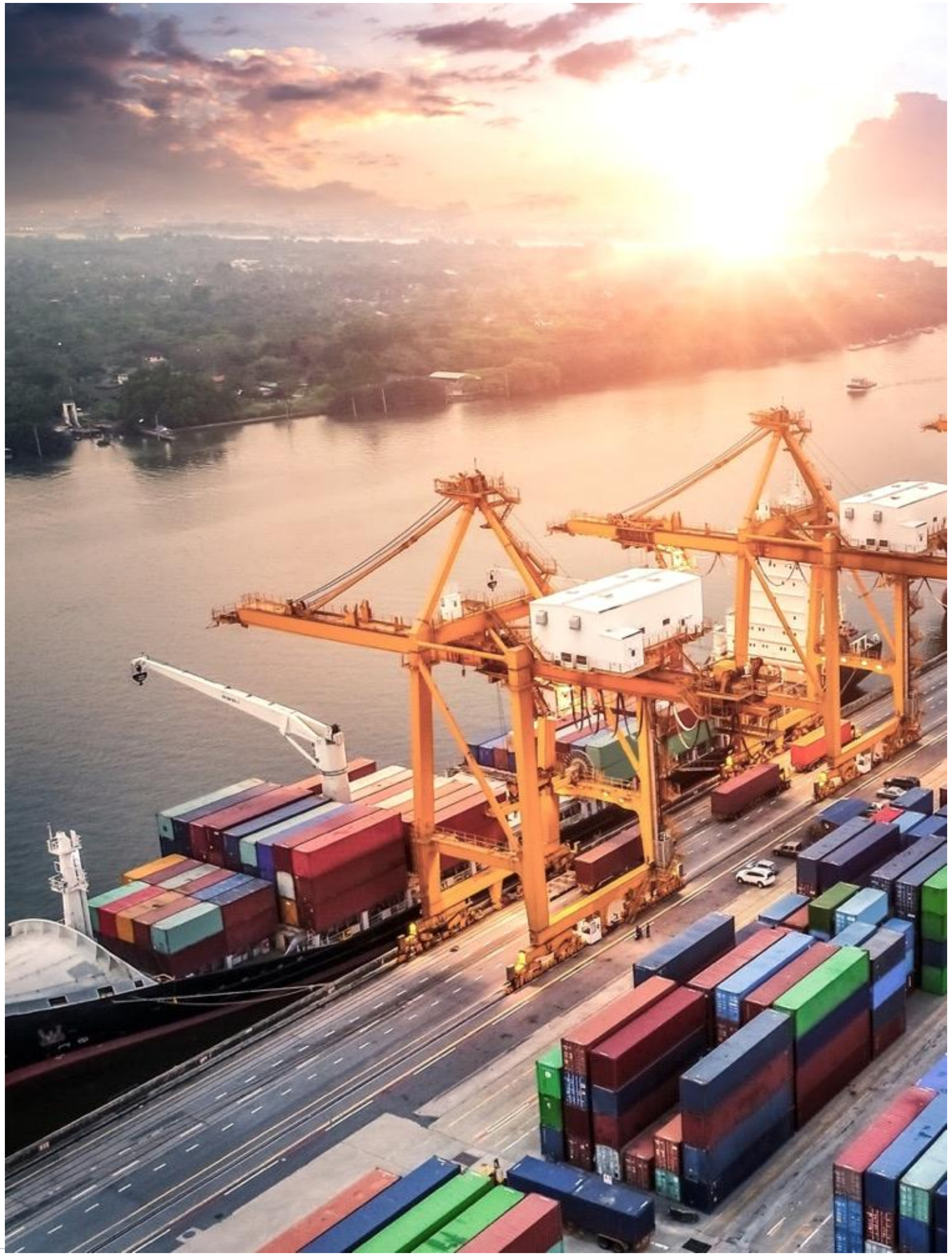
Source: CBRE Research, Q2 2026

Rental Growth and Micro-Market Dynamics

Average quoted rentals across Kolkata's two key micro-markets, NH-2 and NH-6, remained largely stable between 2022 and 2024, primarily due to significant supply additions in 2022 and 2023. However, rental values in the NH-2 micro-market have trended upward since 2024 through H1 2026, driven by an uptick in space take-up during 2024 and 2025. Rentals across both micro-markets are expected to remain stable through end-2026, followed by a gradual uptick by end-2027 and beyond, supported by rising absorption, increasing construction, fit-out, and land costs, as well as the addition of high-quality institutional-grade warehouses.

The Taratala micro-market, meanwhile, continues to command higher rental values than other locations, owing to its central city positioning and constrained supply, which make it well-suited to urban demand. In contrast, the NH-6 micro-market remains the most competitively priced, supported by its peripheral location.

Note: The data presented in this report was compiled at the time of report generation and may be revised in subsequent quarters as more information becomes available. Therefore, the data should be considered provisional and subject to ongoing refinement.



Major I&L players in Kolkata

Amta Industrial Park, ESR Group, Prospace Industrial Park, Maa Ambe Warehousing, and CCI Logistics are among the key developers and prominent projects with existing footprints in the city. A significant share of Kolkata's current warehousing stock is concentrated along two major corridors: NH-6 and NH-2. The NH-6 corridor holds the largest share at 55%, followed by NH-2 at 39%.

Approximately 70% of the 3.0 million sq. ft. of future supply is anticipated to be developed by a few major players, including Aarna Projects, Ganesh Complex, Ascendas Firstspace, Srijan Industrial and Logistics Park, Shyam Business Park, and Prospace Industrial Park, by the first half of 2027.

NH - 6

Existing developments

1. Daga Complex
2. Sankrail Industrial Park
3. Poly Park
4. Ganesh Complex
5. NDR Warehousing
6. ESR Group
7. Uluberia Industrial Park
8. Amta Industrial Park

Upcoming developments

1. Ascendas Firstspace
2. Ganesh Complex

NH - 2

Existing developments

9. Prospace Industrial Park
10. CCI Logistics
11. Shyam Business Park
12. Maa Ambe Warehousing

Upcoming developments

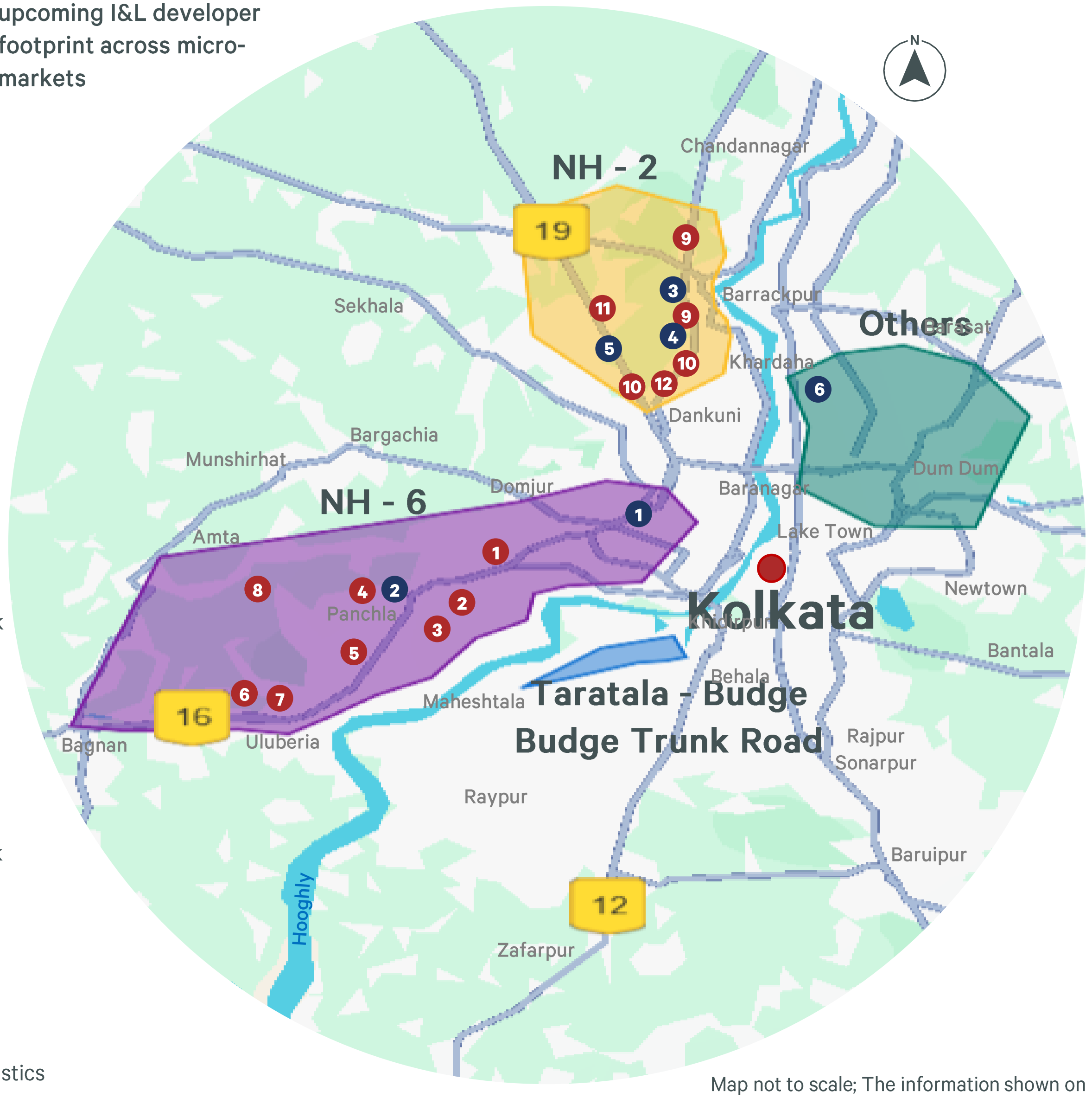
3. Prospace Industrial Park
4. Aarna Projects
5. Shyam Business Park

Others

Upcoming developments

6. Srijan Industrial and Logistics Park

Figure 3.4: Existing and upcoming I&L developer footprint across micro-markets



Source: CBRE Research, Q2 2026

Map not to scale; The information shown on this map is for representation purposes only

04

The Way Forward: Sustaining Eastern India’s I&L Momentum

Navigating Key Considerations to Unlock Regional Growth

While expanding infrastructure and rising manufacturing activity underpin Eastern I&L ecosystem, sustaining this momentum depends on addressing key operational and structural challenges.

Land Acquisition and Ownership Considerations

- Fragmented Ownership: Land parcels across several locations remain fragmented, making large-scale industrial and logistics development more complex and time-intensive.
- Title and Approval Complexities: Protracted legal verification and land-use conversion processes could involve multi-layered stakeholder clearances, which often create execution delays.

Operational Challenges

- Logistics Cost Pressures: Infrastructure gaps continue to sustain a relatively high-cost operating environment.
- Transport Modal Imbalance: Freight remains largely road-dominated in the region. Rebalancing the mix depends on using the Eastern Dedicated Freight Corridor to divert heavy mineral traffic off rail tracks for commercial cargo, alongside increasing the utilisation of National Waterway 1 and 2.
- Grade-A Warehousing Availability: Despite expanding inventory, the availability of Grade-A and specialised facilities such as cold storage remains relatively limited across select markets.
- Last-Mile Connectivity Gaps: Peripheral infrastructure limitations continue to impact last-mile efficiency, resulting in localised transit delays and higher distribution overheads.

Regulatory and Policy Complexities

- Approval and Documentation Processes: Project approvals and documentation processes often involve multiple institutional touchpoints. While PM Gati Shakti provides the digital framework, the near-term unlock for developers lies in the unified execution of single-window clearances at the individual state level.
- Project Revalidation and Compliance Requirements: Evolving regulatory scrutiny and compliance requirements—including periodic revalidation of approvals—may lead to execution delays in select cases, particularly for large-format warehousing and logistics developments.

Cultivating Skilled Talent

- Evolving Skill Requirements: The increasing adoption of automation, digital inventory management, and technology-enabled supply chain systems is creating demand for a workforce trained in modern logistics and warehouse management practices.
- Need for Structured Upskilling: As automation and digital inventory systems scale, occupiers in tier-II and III hubs may require additional workforce development initiatives to build technical warehouse management capabilities, necessitating developer-led training partnerships.

Source: CBRE Research, Q2 2026

Capitalising on Policy and Connectivity Momentum

Corridor-Led Connectivity

- The emerging logistics corridor linking Kolkata, Guwahati, and Bhubaneswar is expected to strengthen supply chain integration across Eastern and Northeast India while supporting broader regional trade connectivity.

Targeted State-Level Policy Support

Targeted state-level policy interventions across West Bengal, Odisha, and Assam continue to enhance the operating environment for institutional capital.

Building on this momentum, West Bengal's recognition of logistics as an industry, corridor-led investments around Dankuni and Durgapur, and planned port-led capacity expansions position the state as Eastern India's primary policy anchor. Odisha's focus on ports and industrial corridors, alongside Assam's multimodal gateway initiatives, anchors a more competitive and investment-ready regional ecosystem.

Collectively, these measures are improving infrastructure readiness, reducing freight inefficiencies, and enhancing the investment appeal of scalable warehousing and industrial platforms across Eastern India.

Focus on Sustainable Manufacturing and Logistics

- States across Eastern India are also placing increasing emphasis on sustainability, renewable energy adoption, and cleaner industrial infrastructure. Policies such as West Bengal's New and Renewable Energy Manufacturing Promotion Policy (NREMPP), alongside EV and green mobility initiatives across the region, reflect a broader push towards improving long-term operational efficiency and supporting sustainable industrial growth.
- Growing occupier focus on energy-efficient warehousing, cleaner mobility solutions and ESG-aligned infrastructure is also expected to influence future industrial and logistics development across the region.

Source: [1]West Bengal's Logistics Policy 2023; [2]Government of West Bengal, November 2023; [3]West Bengal New and Renewable Energy Manufacturing Promotion Policy 2023 (NREMPP)

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