



WEST BENGAL

October 2007



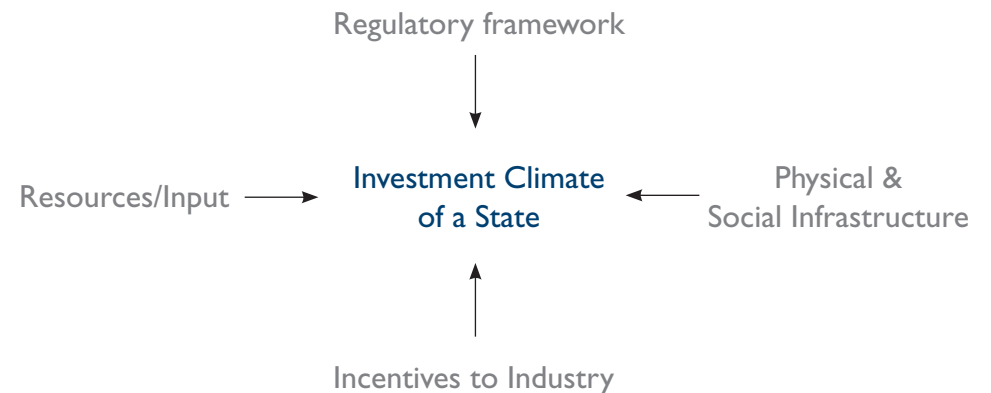
Investment climate of a state is determined by a mix of factors

Regulatory framework

- Procedures for entry and exit of firms
- Industrial regulation, labour regulation, other government regulations
- Certainty about rules and regulations
- Security, law and order situation

Resources/Input

- Skilled and cost effective labour
- Labour market flexibility
- Labour relations
- Availability of natural resources



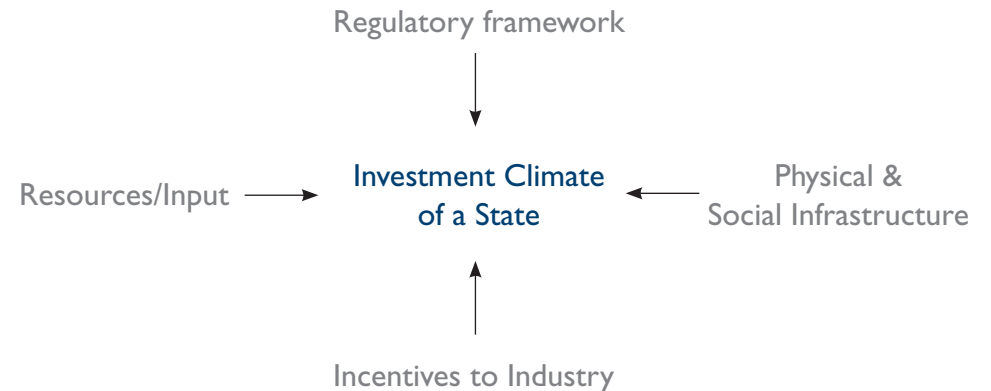
Investment climate of a state is determined by a mix of factors

Incentives to Industry

- Tax incentives and exemptions
- Investment subsidies and other incentives
- Availability of finance at cost effective terms
- Incentives for FDI
- Profitability and incentives to industry

Physical & Social Infrastructure

- Condition of physical infrastructure like Power, Water, Roads, etc.
- Information infrastructure such as Telecom, IT, etc.
- Social infrastructure like Educational and Medical facilities



Focus of this presentation

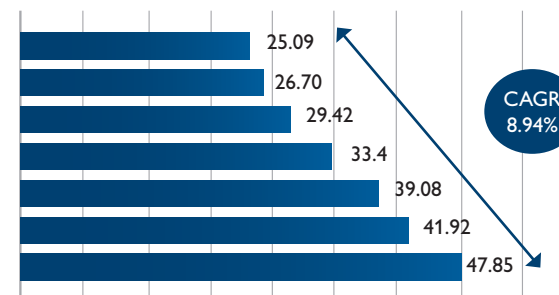
- West Bengal's performance on key socio-economic indicators
 - Availability of social and physical infrastructure in the state
 - Policy framework and investment approval mechanism
 - Cost of doing business
 - Key industries and players
-

WEST BENGAL'S PERFORMANCE ON KEY SOCIO-ECONOMIC INDICATORS

West Bengal's economic performance has been impressive, driven by all three sectors of the economy

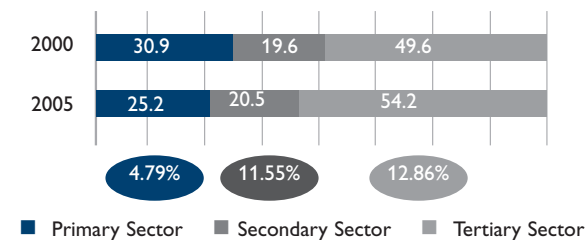
- The state's GDP grew an impressive 8.94% between 1999-2000 and 2005-2006 to reach US\$ 47.85 billion
- The tertiary sector, has been the fastest growing, driven by growth in sub-sectors like Banking, Real estate and Hotels (having 66% share in tertiary sector with a CAGR of 16%)
- Secondary sector driven by construction (comprising of one-third share in sector and CAGR of 18% between 2001-2005)

West Bengal's GSDP US\$ billion



Source: Economic Survey of West Bengal, 2005-06

Percentage Distribution of GSDP



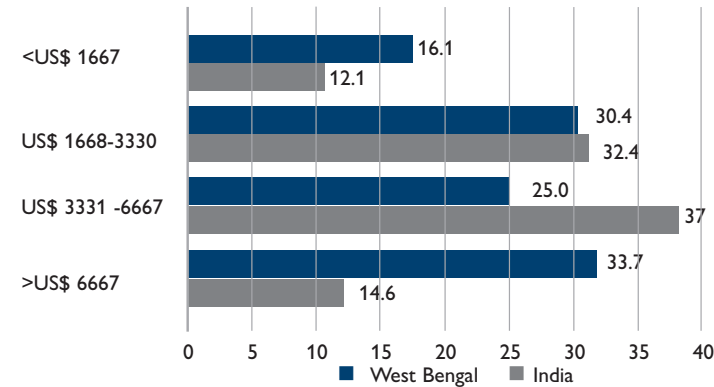
Source: Central Statistical Organisation

Households in the state have lower disposable incomes as compared to the Rest of the country

- Per capita income of West Bengal is lower than the All-India average
- Estimated percentage of population in West Bengal below poverty line is 24.7%, as compared to 19.34% for All-India

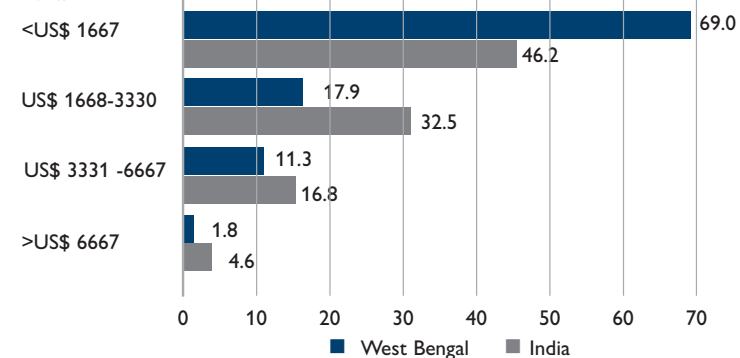
Distribution of households by income (Per Cent)

Urban



Distribution of households by income (Per Cent)

Rural

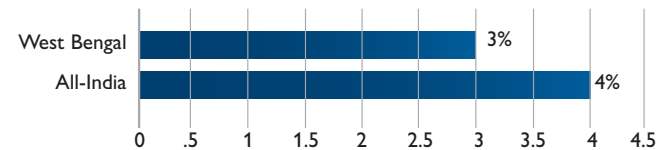


Source: The Market Skylilne of India 2006 by Indicus Analytics

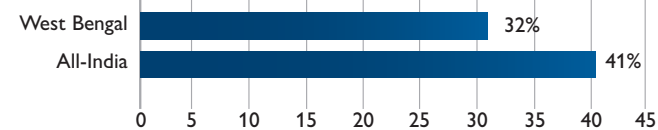
Households in the state have lower disposable incomes as compared to the Rest of the country

- Distribution of households by income shows that share of households in higher income categories in West Bengal is greater than for All-India in urban household, where as in rural areas it is low.
- Penetration of most assets is lower in West Bengal

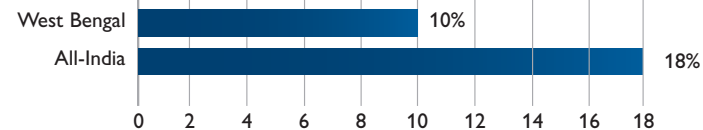
Four-wheelers



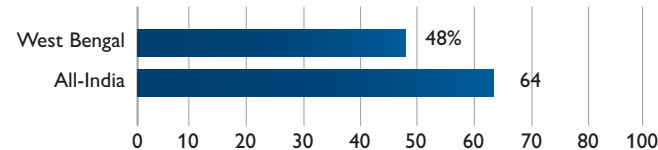
Television



Two-wheelers



Electricity



Source: The Market Skyline of India 2006 by Indicus Analytics

Industrial performance has been driven by Medium and Small Scale units

- 47 per cent of the units are located in 24 North and South Parganas
- There are 350,000 small-scale units providing 2.2 million employment in West Bengal
- There are about 700,000 tiny units in the unorganised sector

Key Industries in West Bengal

- Chemical Products
- Coal Iron & Steel Products
- Leather & Footwear
- Drugs & Pharmaceuticals
- Software and Infotech
- Vegetable Oils
- Leather Products
- Textiles
- Heavy & Light Engineering Products
- Paper
- Electrical & Electronics, Plastics
- Locomotives
- Gems & Jewellery

District	Units (in per cent)	Average Daily Employment (in Per cent)
24-Parganas (South & North Combined)	46.62%	45.04%
Howrah	20.60%	17.47%
Kolkata	7.14%	2.15%
Burdwan	6.65%	10.57%
Hooghly	4.50%	10.89%
Jalpaiguri	3.74%	3.15%
Midnapore	2.32%	3.89%
Darjeeling	2.15%	1.53%
Bankura	1.37%	0.78%
Nadia	1.36%	1.61%
Birbhum	1.17%	0.70%
Others	2.38%	2.24%
West Bengal	100.00%	100.00%

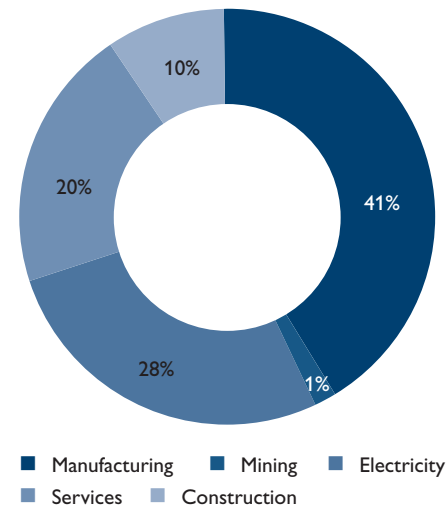
District-wise number of registered factories in West Bengal and number of workers -- 2005

Source: Economic Survey of West Bengal (2005-06)

West Bengal has witnessed a strong inflow of Investments in the Manufacturing sector

- Investment of roughly US\$ 50 billion had come to the state as on March 31, 2007
- Manufacturing sector has witnessed investments of US\$ 20.37 billion coming to sectors like Textiles, Paper, Paper Products and Pulp and Chemicals
- Haldia Multi Product SEZ entailing an investment of US\$ 1.56 billion is the major project in terms of cost
- Sectors like Mining, Electricity, Irrigation and Construction are seeing huge investments

Breakup of Investments by sectors



Source: CMIE

District-wise key industries

District	Key industries
Burdwan	Iron & steel industries, fertilizers industries, mining industries, equipment manufacturing and cement industry
North 24 Parganas	Printing and bookbinding, cement manufacturing, oilseed milling and general electrical works
South 24 Parganas	Cement industry, agro-industry, chemical industry, equipment manufacturing industry and FMCG industry
Hooghly	Rice mills, rubber factories and chemical factories
Howrah	Foundry, re-rolling mills, basic metal & metal products, electrical & electronic, transport equipments & spares, rubber moulded goods and misc. manufacturing industry
Bardhaman	Rice and oilseed mills, cutlery, and tool manufacturing
Burdwan	Iron & Steel industries, fertilizers industries, mining industries, equipment manufacturing and cement industry
Darjeeling	Tea industries and tourism industry
Bankura	Food and Food-processing industries, textile product, ply-wood industry and veneer mills, paper industry and particle board
Nadia	Food & Fruit processing, jute diversified ,pipes & tubes and electronic/computer peripherals
North Dinajpur	Agriculture & Allied industries, food products, hosiery & garments, chemical industry, engineering & fabrication
Purulia	Spong iron industry and non-metallic mineral product industry
Cooch Behar	Fertilizer industries, jute twine & weaving industry, electrical casing industry, mustard oil mill and fruit processing
South Dinajpur	Agro Food-based, mineral and forest-based ,chemical based, handicrafts, engineering automobiles servicing and it based service

Source: District Website

AVAILABILITY OF SOCIAL AND PHYSICAL INFRASTRUCTURE IN THE STATE

Social infrastructure in the form of Educational Institutes and Medical Institutions is strong

Education Infrastructure

- Literacy rate of 69.22 percent against National Average of 65 per cent
- Leading Technical (IIT), Medical, Management, (IIM) Law Institutions present in the state
- Network of 66,925 Primary schools, 3,159 Secondary schools and 9,659 Higher secondary schools

Status of Educational Institutes

18 universities
53 Engineering colleges, including Indian Institute of Technology (IIT), Kharagpur
450 Degree College
43 Polytechnics
50 ITIs and ITCs
23 Management Institutes
9 Medical College

Source: India Stats and Economic survey

Social infrastructure in the form of Educational Institutes and Medical Institutions is strong

Medical infrastructure

- West Bengal has 433 Hospitals, 1286 Primary Health Centres
- The state exhibits better health ratios as compared to the national average

Health indicators

	West Bengal	All-India
Population covered per medical institution	12,057	26,536
Birth rate*	20.6	24.8
Death rate*	6.6	8.1
Infant mortality rate**	49	63
Life expectancy at birth (years)		
Male	67.4	64.1
Female	71.1	65.4

* Per thousand persons

** Per thousand live births

Source: India Stats and Economic survey

West Bengal has amongst the best infrastructure for collection of Savings and Disbursal of credit

- Credit-Deposit ratio of 61% for commercial banks, 45% for Regional Rural banks and 59% for co-operative banks.
- Average population served by a bank office in the state is 19000 persons, in comparison with the All-India average of 16,152 persons

Financial Institutions in West Bengal*

Primary Agricultural Credit Societies	18956
Indian Commercial Banks	4,581
Rural Banks	898
Urban Co-operative Banks	51
Foreign Banks	11

Source: Reserve Bank of India * As on 31st December 2006

Transport Infrastructure is adequate and is also being upgraded

Roads

- West Bengal's total length of roads is over 92,023 km
 - Road density is 1.04 km/sq km National Average
0.75 km/sq km
 - Existing network being upgraded, with express highways and freeways being taken up e.g. Kolkata to New Delhi is being widened to 4 lanes
 - Golden Quadrilateral project undertaken by the National Highway Authority of India (NHAI) will pass through major North Bengal Districts
-

Transport Infrastructure is adequate and is also being upgraded

Civil Aviation

- International airport at Kolkata Netaji Subhas Chandra Bose International Airport, Domestic Airport at Bagdogra
- The Government of India has recently sanctioned US\$ 0.68 million to set up a perishable cargo complex at Bagdogra Airport India

Railways

- West Bengal is well connected to network of Indian Railways, railway route length in the state is roughly 3825 kilometres
 - Howrah, Asansol, Sealdah, Bandel, Bardhaman, Kharagpur and New Jalpaiguri are the main junctions in West Bengal
-

Transport Infrastructure is adequate and is also being upgraded

Ports

- West Bengal has two modern ports located in Kolkata and Haldia
 - Combine volume of both the ports was over 52 million tonnes of cargo in 2005-06
 - The West Bengal government will construct a US\$ 265 million container port at Kulpi
-

The situation in the Power sector and Telecommunications is encouraging

Power

- West Bengal is the only large state with surplus power
 - Total generation of power produced by the State agencies was 17115 MU in 2005-06
 - The State Government has taken steps for installation of an additional capacity of about 525 MW of power in 2007
 - One thermal power plants recently been announced at Barddhaman district and other project of Integrated Renewable Energy
-

The situation in the Power sector and Telecommunications is encouraging

Telecommunications

- West Bengal Circle had 1.35 million wireless subscribers
 - Kolkata offers about 580 Mbps of international satellite connectivity through VSNL and STPI
 - The state has two satellite Earth Stations at Kharagpur and Durgapur
-

Industrial Infrastructure is being built up

- West Bengal Industrial Development Corporation facilitates in getting various clearance required for setting up industry
 - Further, also focusing on sector-specific infrastructure for Food, Apparel, Biotech IT and Electronics
-

Industrial Infrastructure is being built up

Name	Products / Services	Location
Manikanchan SEZ	Gems & Jewellery	Salt Lake, Kolkata
Shilpangan (Light Engineering Park)	Light Engg. Products.	Salt Lake, Kolkata
Apparel Export Park	Garments, Buttons, Accessories, Washing / Processing	Uluberia, (Howrah District)
Garment Park	Garments	Kolkata
Food Park (Phase I & II)	Food processing	Sankrail, (Howrah District)
Poly Park	Polymer products	Sankrail, (Howrah District)
Rubber Park	Rubber Footwear, Hoses, Tubes, Automotive Rubber products	Sankrail, (Howrah District)
Biotech Park	Bio Tech projects	Dewanmara (West Midnapore District)
Plasto Steel Park (Phase - I & II)	Iron & Steel and Plastic products	Borjora (Bankura District)
Iron & Steel Park, Kharagpur	Steel products	Kharagpur (West Midnapore District)
Iron & Steel Park, Guptamoni	Steel products	Jhargram (West Midnapore District)
Foundry Park	Castings, Forgings and other Foundry items	Howrah

Source: West Bengal Industrial Development Corporation

POLICY FRAMEWORK AND INVESTMENT APPROVAL MECHANISM

Key Nodal Agencies in West Bengal

West Bengal Industrial Development Corporation (WBIDC)

- Focuses on financing of Medium and Large Scale Industries
- Provide escort service and facilitates investment proposal through 'Shilpa Bandhu'

West Bengal Industrial Infrastructure Development Corporation (WBIIDC)

- It is responsible for balanced and well-planned industrial development in the State
 - Promotion of Joint Sector and Assisted Sector units in important industry segments
-

Key Nodal Agencies in West Bengal

West Bengal Electronics Industry Development Corporation Limited (WEBEL)

- It is responsible for development of Information Technology and ITeS industries in the State
- Assists investors in obtaining all the necessary approvals for new projects and facilitates in the state for IT and Electronic industry

West Bengal Finance Corporation (WBFC)

- Provides loans to small and medium scale industries
 - Focus on development of export oriented units
 - Special schemes, like National Equity Fund scheme and scheme for setting up of Nursing Homes and for acquisition of electro-medical equipments
-

Key Nodal Agencies for Single Window Clearance

Name	State-level Nodal Agency for Single Window Clearance
Purpose	It also provides escort services, guidance and information to investors about policies and programmes of the state, monitored by Empowered Committee
Function	<ul style="list-style-type: none"> • Developing business, trade and industrial links with domestic as well as foreign institutions and companies • Developing various sector-specific industrial parks

District Industry Centre	Act as District level committee for Single Window Clearance
Purpose	Provides sanctions/clearances for setting up small scale industrial units in the state
Composition	Convened by the General Manager, District Industries Centre and includes Environmental Engineer of West Bengal Pollution Control Board, Superintending Engineer/Executive Engineer of PSEB, District Officer of Housing and Urban Development Authority and the Assistant Director of Factories

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

IT Policy 2003

An action plan to harness the potential benefits offered by IT

Key initiatives under this Policy include the following

- Procedures under existing labour laws are simplified to ensure smooth operations
 - Self-certification allowed for IT companies on various acts
 - One time fiscal incentives - Exemption from consumption tax, Quality linked incentives
-

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

IT Policy 2003

- Exemptions from stamp duty and registration fees
 - Exemptions from all state and local taxes on transaction with the SEZs. This is also applicable with reference to supply from domestic tariff areas to the SEZ
-

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

Special Economic Zone Policy

SEZs are specifically delineated duty free enclaves treated as a foreign territory for the purpose of industrial services and trade operations with exemption from customs duty and a more liberal regime in respect of other levies, foreign investment and other transactions

Thrust areas include

- Exemption from Customs Duty on import of capital goods, raw materials, consumables, spares
 - SEZ units are permitted to take job work abroad and export goods from there only
-

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

Special Economic Zone Policy

- SEZ Units will have access to International Finance at International Rates through Offshore Banking Units (OBU) to be set up within the SEZ
 - Entitlement of duty free imports of samples enhanced to US\$ 6000
-

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

Export Policy

The Government of West Bengal sees exports as a priority area and in recognition of the State's enormous export potential

Key initiatives under this Policy include

- Exemption from Sales Tax on Proceeds from Transfer of Licenses such as Exim Scrip, REP License, Advance License, DEPB License
 - Award for Excellence in Exports
 - Implementation of e-Governance projects
 - Setting up of a Commerce Cell to look after all aspects of export promotion
-

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

Export Policy

- Round-the-clock Movement of Export Cargo
 - A special market information service will be provided
-

Attractive investment climate in the state being created through investment friendly policies, including sector specific policies

Biotech Policy

To facilitate the growth of biotech industries and development of clean biotech technologies

Key initiatives include

- Conserve bio-diversity through mapping and sustainable use of bio-resources
 - Spread general awareness for optimum utilisation of Biotechnology in the Agriculture sector
 - Create a “Centre of Excellence for Biotechnology” as a high quality support service to Biotech Industries
 - Facilitate the flow of venture capital funds and bank credit to Biotech companies.
-

Mechanism exists to facilitate speedy implementation of industrial projects

There are three government agencies in the state that facilitate the setting up of industries in the state. These agencies are:

- West Bengal Industrial Development Corporation (WBIDC)
 - West Bengal Electronic Industry Development Corporation Ltd (WEBEL)
 - District Industries Centre
-

Mechanism exists to facilitate speedy implementation of industrial projects

WBIDC through its service of Single Window Cell or State Industrial Facilitation Centre (SIFC) coordinates with other facilitating State level institutions/agencies in sorting out delays in obtaining approvals towards smooth implementation of the projects. WBIDC assist only for manufacturing sector

WEBEL assists in setting up IT and Electronics industry in the state. It facilitates in obtaining approvals to towards smooth implementation of the projects

Units can get clearance for local authorities like Chief Inspector of Factory, local environmental clearance, acquire land through local authority of district, etc. and start up their factory

COST OF DOING BUSINESS

Mechanism exists to facilitate speedy implementation of industrial projects

Cost Parameter	Cost Estimates
Cost of Land**	US\$ 40 to US\$ 133 (per sq feet)
Hotel costs*	US\$ 95 per day for 4-5 Star hotels
Cost of Office space*	US\$ 16.5 (Rent/sq ft per annum)
Cost of Residential space*	US\$ 10-11.5 (Rent/sq ft per annum)
Power cost***	Commercial & Industrial use: 7 cents per kWh
Cost of Water****	Commercial & Industrial: US\$ 5 to US\$ 62 per month depending upon the Ferrule size (with effect from 1st July 2006)

Source: * Jones Lang LaSalle

Source: ** India Realities

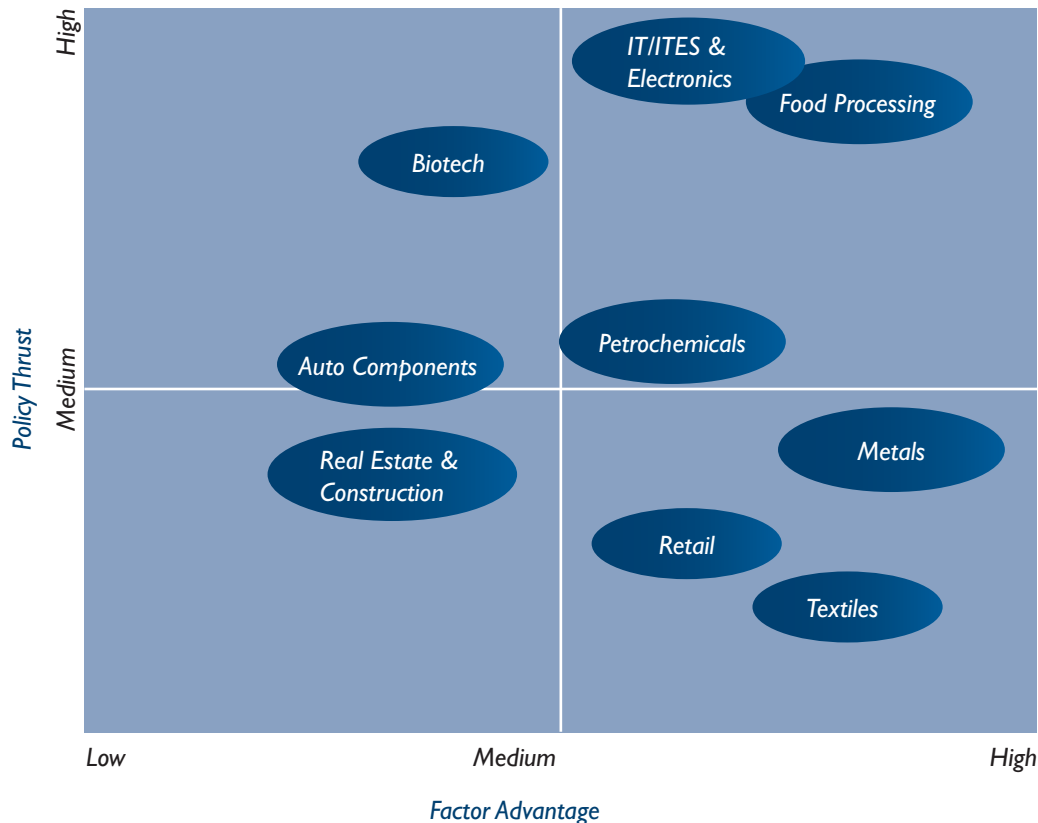
Source: *** India Stat

Source: **** Municipal Corporation

KEY INDUSTRIES AND PLAYERS

Key industries that have developed in the state are a result of the policy thrust of the government and several factor advantages

Industry Attractiveness Matrix



Overview of Tea industry in West Bengal

Overview

- West Bengal is the second largest tea growing state in India
- West Bengal contributes 21% of the total production of tea in India
- There are 343 Tea gardens in West Bengal covering 103,950 hectares planted area
- Darjeeling and Jalpaiguri are two northern districts of West Bengal where most of the tea gardens are located
- West Bengal produces roughly 23% of total production in India

Key Players

- Tata Tea
- Goodricke Group Limited

Key players in the Tea industry

Tata Tea

- Tata Tea is the largest tea brand in India
- Company acquired the UK-based Tetley Group a few years back
- The company has five major brands in the Indian market, viz., Tata Tea, Tetley, Kanan Devan, Chakra Gold and Gemini

Goodricke Group Limited

- Goodricke Group Limited, a part of Camellia plc. UK. engages in the cultivation, manufacture, and sale of tea in India.
 - It had 30 gardens, including 8 gardens in Darjeeling, 10 gardens in Assam and 12 gardens in Dooars
 - Goodricke Group achieved a turnover of US\$ 46.69 million in 2005 on a total crop production of 19.3 million kg
-

Overview of Petroleum and Petrochemicals industry in West Bengal

Overview

- West Bengal accounts for almost 4% of India's production of petroleum Products and 13% of India's Polymer production
- Crude throughput at Haldia refinery increased to 5,502 million tones and its capacity utilisation increased to 91.7% during 2005-06
- The total number of HPL downstream industries set up during the period January 1998 to December 2005 stands at 705
- Planning for downstream growth zones' has been initiated
- Indian Oil Corporation (IOC) has signed a memorandum of agreement (MoA) with the West Bengal Industrial Development Corporation (WBIDC) for setting up a petrochemical hub in Haldia at an investment of around US\$ 3.2 billion

Key Players

- Reliance Industries
 - Indian Oil Corporation
-

Key players in Petroleum and Petrochemicals industry

Reliance Industries

- Reliance Industries has business interests in Retail, Infrastructure apart from Petrochemical
 - It is the largest private sector company in India with market capitalisation of more than US\$ 76.92 billion
 - Reliance Industries Limited will invest nearly US\$ 889 million in two projects in West Bengal, one comprising Agri-hubs and a Retailing chain across the state, and for a network for supply of piped natural gas from the Krishna-Godavari Coast and the Orissa Coast
 - RIL may invest up to US\$ 1.7 billion in the proposed 1,100-km gas pipeline from Kakinada in Andhra Pradesh to Howrah in West Bengal
-

Key players in Petroleum and Petrochemicals industry

Indian Oil Corporation

- Indian Oil Corporation is India's largest company by sales with a turnover of US\$ 41 billion and profits of US\$ 1.10 billion for fiscal 2005
 - The Indian Oil Group of companies owns and operates 10 of India's 18 refineries with a combined refining capacity of 60.20 million tonnes per annum (1.2 million barrels per day).
 - IOC has signed a Memorandum of Agreement (MoA) with the WBIDC for setting up a chemical hub in Haldia at an investment of around US\$ 3.3 billion
-

Overview of Leather industry in West Bengal

Overview

- West Bengal is one of the leading States in the export of finished leather goods, accounting for almost 25% of the country's leather exports
- West Bengal has a share of 19.44% in the country's output, 9.10% share in Finished Leather and 25.79% in Leather products
- As of mid-2006, 75 tanneries were operational, of which 32 were new ones

Key Players

- Khadim Group
 - Bata India Ltd
-

Key players in Leather industry

Khadim Group

- The Khadim group of companies has a significant presence in the footwear segment, especially in the east and south regions
 - The company is present through multi-brand retail outlets in 38 cities in the country and has more than 250 exclusive retail outlets across the country
 - It has a production base in Kolkata that contributes 25% to its total produce
 - The company intends to open up stores in Asansol, Burdwan, Siliguri and Kolkata in the near future and has a budget of US\$ 5.1 million for its expansion plans
-

Key players in Leather industry

Bata India Limited

- Bata India Ltd., incorporated in Kolkata, is the largest shoe manufacturer in India
 - It sells over 60 million pairs of shoes every year and has an annual sales turnover of more than US\$ 178 million
 - A township construction has begun to modernise the Batanagar factory complex with 2500 housing for employees, a hospital, a school, an IT park, a hotel and residential flats along the riverside.
-

Overview of Automotive and Auto Components industries in West Bengal

Overview

- Industry in West Bengal is predominantly an Original Equipment Manufacturers (OEM) industry
- Auto components produced range from simple items like nuts and bolts to complex items like Shafts, Radiators and Axles
- Manufacturing units cater to both the original equipment manufactures and replacement markets, some also export their products to offshore destinations

Key Players

- Hindustan Motors
- Tata Motors

Key players in Automotive and Auto Components Industries

Hindustan Motors

- Hindustan Motors Limited is the flagship company of C.K. Birla group
 - It has network of over 130 dealers, further supported by a Nation-wide Service Network and 55 exclusive spare part dealers
 - The company is developing 314 acres of land near its Uttarpara plant to set up a township comprising Residential, IT Park and Auto-ancillary park
 - The company is engaged in the manufacturing of Passenger Cars-Ambassadors, Contessa and Multi Utility Vehicles-Trekker, Porter and Pushpak
-

Key players in Automotive and Auto Components industries

Tata Motors

- Tata Motors is part of Tata group
 - Tata has started the project, the “Rs. 1 Lakh car”, in the Singur block of the Chandanagar sub-division of the Hooghly district, west of Kolkata.
 - Total project cost is US\$ 3.3 billion and the cars are likely to be rolled out by March 2008
 - The plant will be spread over an area of 700 acres and the total investment is likely to be over US\$ 223 million
-

Overview of Iron and Steel Industry and Key players

Overview

- With more than US\$ 22.2 billion worth investments in the pipeline, West Bengal has emerged as a favourite destination for the steel industry
 - West Bengal has deposits of iron-ore that has help in getting these projects
-

Overview of Iron and Steel Industry and Key players

JSW Steel

- JSW Steel plans to set up a 10 million tonne steel plant at Guptamuni near Kharagpur in Bengal
- JSW has asked West Bengal government for 5,000 acres for the steel plant

Steel Authority of India (SAIL)

- SAIL is the leading steel maker company in India
 - The company had a record turnover of US\$ 8.7 billion for the financial year 2006-07, up 21% over the previous year
 - Indian Iron & Steel Company (IISCO), which was a 100% subsidiary of Steel Authority of India Limited (SAIL), has been amalgamated with the parent company
-

Overview of IT and Electronics industries

Overview

- West Bengal is amongst the fastest growing states in the IT sector
- Over 180 IT and 55 ITeS companies are operating in the state and these employ more than 35,000 professionals
- The total export earning of IT companies located in Software Technology Park (STP) is US\$ 445 million in 2006
- The state will soon have an advanced IT Park specially dedicated for VLSI and Chip related design firms
- The projected contribution of IT & ITES sector to the state's economy is expected to be 15-20% by 2010

Key Players

- Genpact
 - Cognizant Technology Solutions
-

Key players in IT industry

Genpact

- GE Capital International Services is a world-class remote processing operation that services its clients across the world with its IT enabled services
 - It has a 80,000 square feet facility in Kolkata and another new facility being constructed on a 3-acre plot of land at Salt Lake, which would employ up to 1,500 people
 - The company has approached the West Bengal government and a clutch of property developers to set up an IT SEZ in Kolkata and has set aside over US\$ 22.2 million to set up the facility
-

Key players in IT industry

Cognizant Technology Solutions

- Cognizant Technology Solutions is a Global e-Business and Application development company
 - Cognizant, Kolkata services several large clients in banking, restaurant, healthcare, financial, airline and information-driven sectors of the global market
 - Cognizant has signed a MoU with Calcutta University wherein the University will train an initial batch of 400 CTS professionals
-

DISCLAIMER

This presentation has been prepared jointly by the India Brand Equity Foundation (“IBEF”) and ICRA Management Consulting Services Limited, IMaCS (“Authors”).

All rights reserved. All copyright in this presentation and related works is owned by IBEF and the Authors. The same may not be reproduced, wholly or in part in any material form (including photocopying or storing it in any medium by electronic means and whether or not transiently or incidentally to some other use of this presentation), modified or in any manner communicated to any third party except with the written approval of IBEF.

This presentation is for information purposes only. While due care has been taken during the compilation of this presentation to ensure that the information is accurate to the best of the

Author’s and IBEF’s knowledge and belief, the content is not to be construed in any manner whatsoever as a substitute for professional advice.

The Author and IBEF neither recommend or endorse any specific products or services that may have been mentioned in this presentation and nor do they assume any liability or responsibility for the outcome of decisions taken as a result of any reliance placed in this presentation.

Neither the Author nor IBEF shall be liable for any direct or indirect damages that may arise due to any act or omission on the part of the user due to any reliance placed or guidance taken from any portion of this presentation.