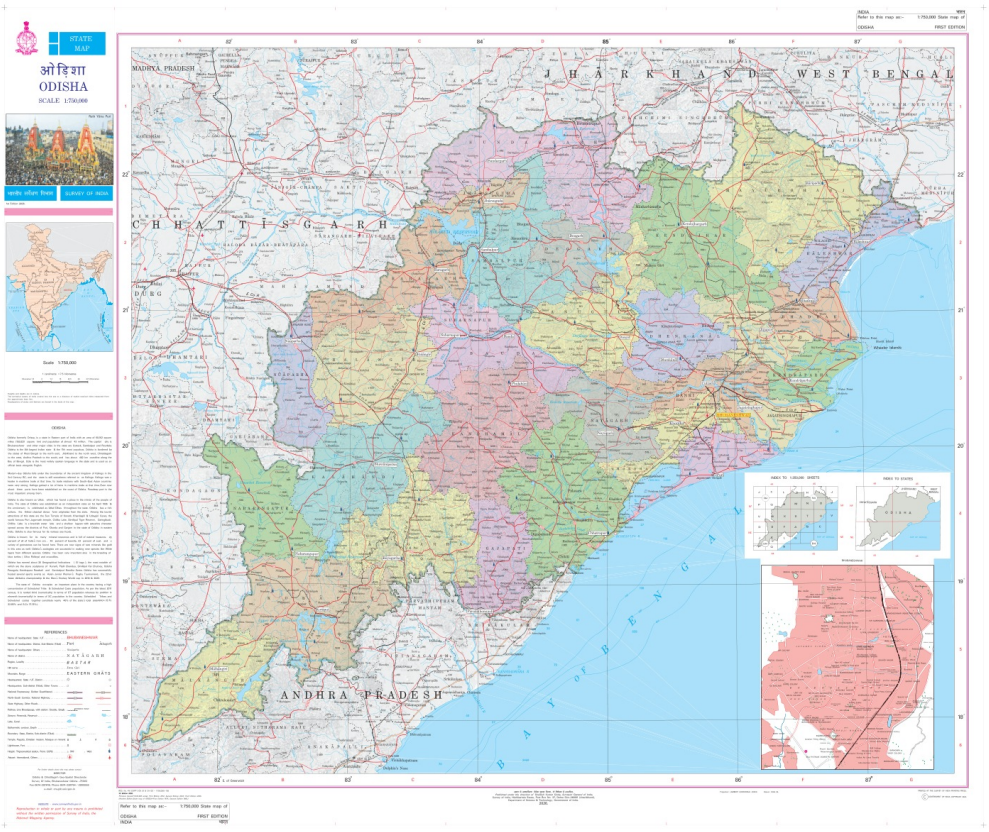
GEOGRAPHY & INVESTMENT PROFILE

Invest in Odisha

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

AREA
155, 707 sq km

CAPITAL
Bhubaneswar



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

Neighbours. West Bengal, Jharkhand, Chhattisgarh, Andhra Pradesh; Bay of Bengal to east odisha-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 Downstream metal products

Evidence. Official sector profile identifies aluminium sheets, extrusions, foils and castings with an established metals base. O-METAL · O-CLUSTERS

Commercial case. Conversion can locate close to input suppliers and industrial customers.

Exposure. Commodity spread, supplier terms, power reliability, carbon intensity and buyer approval.

Before investment. Obtain feedstock agreements and end-user qualification before comparing Angul/Jharsuguda or steel-cluster sites.

02 Export-grade seafood processing

Evidence. Official sources describe Deras seafood park and processed seafood opportunities. O-CLUSTERS · O-FOODPROFILE

Commercial case. Catchment proximity and shared facilities may lower setup complexity.

Exposure. Residues/disease, seasonality, cold-chain uptime and destination standards.

Before investment. Verify park utilities and export-approved premises; secure buyer specifications and catchment supply.

03 Bhubaneswar industrial technology services

Evidence. IT policy and established industrial economy support a service-market hypothesis. O-IT · O-PROFILE

Commercial case. Engineering analytics and enterprise applications avoid bulk-freight dependency.

Exposure. Talent retention, sales pipeline and redundant connectivity.

Before investment. Require an anchor client and hiring test; announced IT investment intents are not proven demand.

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 / industrial hinterland

Route / assessment. Duburi-Panikoili completed road link; Duburi-Chandikhole-Paradip NH-53 upgrade is a separately tracked project.

Status. Mo PSW February 2026 annexure marks the former completed and wider NH-53 upgrade under implementation; later LEADS notes substantial completion of Duburi-Chandikhole only.

Investor test. Secure current segment status, heavy-load permissions and peak/wet-season truck quote.

T-OD-LINK · T-LEADS

02 Rail / bulk and industrial inputs

Route / assessment. Haridaspur-Paradip and Angul-Sukinda lines; industrial links around mineral/metal clusters.

Status. Both listed completed in February 2026 Mo PSW annexure; additional tracks/upgrades separately staged.

Investor test. Obtain loading-point permission, wagon/rake plan, last-mile siding or trucking costs and port unloading commitment.

T-OD-LINK

03 Sea / outbound and inbound gateways

Route / assessment. Paradip, Dhamra and Gopalpur.

Status. All three identified as operational in Odisha Economic Survey 2025-26; proposed satellite/new ports excluded.

Investor test. Validate berth/cargo acceptance, available shipping line, draft, storage, customs and cyclone contingency.

T-OD-PORT

04 Inland container / consolidation

Route / assessment. Jharsuguda MMLP/ICD recorded in Export Policy 2022.

Status. Policy establishes historical functional facility; present operator service/route must be reconfirmed.

Investor test. Obtain current customs scope, served seaport, rail frequency, empty boxes and total door-to-vessel quote.

T-OD-EXPORT

CONNECTIVITY & DELIVERED COST

Odisha | continued

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

05 Inland water

Route / assessment. NW-5 in the Talcher/industrial-to-coast context.

Status. Economic Survey assesses it as an alternative corridor; ministry lists Odisha NW development ongoing.

Investor test. Only recognise a saving after the relevant stretch, terminal and commercial service are demonstrably usable.

T-OD-PORT · T-IWT-MIN

06 Air / people and urgent freight

Route / assessment. Bhubaneswar cargo gateway; regional airports support business mobility subject to actual services.

Status. AAI lists Bhubaneswar cargo handling; airline-specific frequency, payload and cold-chain acceptance unverified.

Investor test. Separate executive travel from freight capacity and verify any onward international connection.

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

POLICY ROUTES & ELIGIBILITY

Model conditions, not headlines

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

01 IPR 2022 as amended

Terms. Priority new units 20% eligible P&M; Thrust 30%, excluding land/buildings, paid over 5 years under capital guideline. Confirm all applicable caps and sector conditions.

Conditions. Priority/Thrust certification; commissioning windows 3 years MSME/5 years large from first investment. June 2026 moved qualifying non-mineral projects in 15 listed districts to Thrust: minimum ₹ 5 crore P&M and 20 state-domiciled direct jobs.

Window / version. Effective 1 Dec 2022; amendments 2024, 24 Jun 2026, 26 Oct 2026.

Evidence status. Official base and three amendments retained

O-IPR · O-CIS · O-A2 · O-A3

02 IPR amendment 26 Oct 2026: restructuring stamp duty

Terms. Qualifying resulting/transferee/surviving MSME exempt; large/non-MSME maximum ₹ 50 crore stamp duty subject HLCA case-by-case consideration.

Conditions. Companies Act 230-232/relevant competent-authority scheme; certified Ro C records and authority order. This is not a general greenfield grant.

Window / version. Effective 26 Oct 2026 issue date.

Evidence status. Original visually verified

O-A3

03 IT Policy 2022

Terms. Published capital 30% eligible fixed capital excluding land, capped ₹ 3 crore; original definitions govern.

Conditions. Eligible IT units; location, cost heads and stacking must be checked.

Window / version. Current operative guidance to verify before financing.

Evidence status. Official summary reviewed; full amendment chain not established

O-IT

SWOT & EXECUTION

Turn constraints into action

AKHB analysis: each opportunity depends on deliverable prerequisites.

Strengths

Metal production and coastal access support downstream manufacturing. O-METAL · odisha-map

Original IPR and operational/amending documents available. O-IPR · O-A2 · O-A3

Weaknesses

Heavy-industry exposure links returns to commodity and power economics. O-PROFILE

Interior-to-port last-mile costs require project-specific quotations. odisha-map

Opportunities

Downstream conversion, seafood value addition and industrial services fit documented ecosystems. O-METAL · O-FOODPROFILE · O-IT

Threats

Coastal sites need cyclone/flood engineering and insurance diligence. odisha-map

Policy-category errors can distort incentive estimates. O-A2

Specific evidence still required

Current shipping-line/cargo-class availability, ICD timetable and quotes not obtained.

NW-5 commercial viability and the exact current status of every planned port/highway package remain unverified.

No plot-specific utility, cyclone, drainage or power-quality audit.

DELIVERY PLAN & RISK

Who acts, and what must change

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

01 Constraint-to-opportunity case

Constraint. Bulk-port scale does not automatically solve container or reefer export needs.

Action. Match the product to a confirmed carrier/terminal, aggregate export volumes and compare alternate gateways.

Owner. Exporter, 3 PL, terminal and shipping line

Opportunity. Contracted consolidation, reefer support or specialised cargo handling serving existing production.

Prerequisites. Minimum loads, shipping schedule, cold-chain proof and acceptable landed margin.

Residual risk. Insufficient sailing density and empty-container repositioning can outweigh port proximity.

T-OD-PORT · T-OD-EXPORT

02 Constraint-to-opportunity case

Constraint. Interior-to-port logistics depend on individual road/rail links and their last mile.

Action. Co-locate conversion near secured feedstock, obtain a booked rail/road chain and phase capacity against completed access.

Owner. Manufacturer, estate developer and freight operator

Opportunity. Downstream metal fabrication with planned inventory and shared dispatch services.

Prerequisites. Feedstock agreement, buyer approval and measured total logistics cost.

Residual risk. Rail allocation, road works and commodity spreads remain outside full investor control.

T-OD-LINK

03 Constraint-to-opportunity case

Constraint. NW-5 is not established here as a ready commercial route.

Action. Develop only modular aggregation/handling plans until a route-specific pilot and commissioned access justify investment.

Owner. Anchor cargo owners with IWAI/state authorities and barge operator

Opportunity. Future bulk aggregation or handling once service viability is demonstrated.

Prerequisites. Commissioned stretch/terminal, legal access, cargo commitments and seasonal pilot.

Residual risk. Delay, draft and volume risk remain; no present-day freight discount belongs in the base case.

T-OD-PORT · T-IWT-MIN