

WHITEPAPER

Strengthening Ease of Doing Business in Maharashtra

Perspectives and Recommendations

Prepared for the Round Table Discussion with the
**Chief Executive Officer, Maharashtra Industrial Development
Corporation (MIDC)**

Government of Maharashtra



: Thursday, 15th October 2026 | Pune



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1. Executive Summary

Maharashtra has established a strong position as one of India's leading destinations for industrial investment. The Maharashtra Industrial Development Corporation (MIDC) plays an important role in this journey through the development of industrial areas, facilitation of land access and the provision of essential industrial infrastructure. Continued engagement between MIDC, public authorities and industry can help build on this foundation and further strengthen the state's attractiveness for domestic and international investors.

Amid rapid technological advancements, evolving global supply chains and changing investor expectations, continued efforts to strengthen Maharashtra's industrial ecosystem and enhance the ease of doing business remain important to sustaining the state's competitiveness as an investment destination. In alignment with national initiatives such as the Business Reforms Action Plan (BRAP), PM Gati Shakti and Make in India, the Government of Maharashtra has continued to advance policy and institutional measures aimed at facilitating investment, strengthening industrial infrastructure and improving the delivery of services to businesses.

Against this backdrop, this whitepaper seeks to examine the existing industrial development framework and investor experience associated with MIDC, drawing on stakeholder consultations and relevant policy developments. It highlights areas where further improvements could help streamline processes, enhance transparency and coordination, and strengthen investor confidence. The objective is to offer constructive, stakeholder-informed recommendations that complement ongoing government initiatives and contribute to Maharashtra's ambition of building a competitive, efficient and future-ready industrial ecosystem.

This whitepaper has been developed by Rödl India Pvt. Ltd with the support of the French Consulate in Mumbai and in collaboration with the Indo-French Chamber of Commerce and Industry (IFCCI) and the Regional Economic Department (SER), French Embassy in India.

We extend our sincere gratitude to French companies for their valuable participation in the survey and interviews. Their inputs and on-ground perspectives have enriched this document with practical relevance and actionable recommendations, so that the voice of the industry is meaningfully reflected.

We would like to express our sincere appreciation to the Maharashtra Industrial Development Corporation (MIDC) for its continued efforts in fostering industrial growth and positioning Maharashtra as a preferred investment destination. Through its focus on industrial infrastructure and investment facilitation, MIDC plays a vital role in supporting businesses and strengthening Indo-French economic collaboration.

2. Introduction

Maharashtra has long been an important part of the economic relationship between France and India, with French companies contributing to a diverse range of industrial, commercial and service-sector activities across the state. The India–France Economic Report 2026 provides an overview of this presence, highlighting the various sectors in which French businesses are engaged.

French companies are represented across several key sectors in Maharashtra, including:

- **Automotive and Auto Components:** Renault, Valeo, Michelin, FORVIA, OPmobility, ARaymond, Motul
- **Chemicals, Petrochemicals and Materials:** Arkema, Saint-Gobain, Imerys, Eramet, Calderys, Air Liquide
- **Energy, Renewables and Utilities:** TotalEnergies, SUEZ, Sonepar, Engie
- **Healthcare, Pharmaceuticals and Biotechnology:** Sanofi, Servier, Roquette
- **Information Technology, Digital Services and Engineering:** Capgemini, Dassault Systèmes, ALTEN, Atos/Eviden, Sopra Steria, Orange Business Services
- **Financial Services, Insurance and Fintech:** BNP Paribas, Crédit Agricole, AXA, Natixis, Coface, Diot Siaci
- **Logistics, Shipping and Transportation:** CMA CGM, GEODIS, FM Logistic, SYSTRA, Alstom
- **Construction, Infrastructure and Electrical Equipment:** Fayat, Legrand, Sidel
- **Consumer Goods, Retail and Lifestyle:** L'Oréal, Decathlon, Louis Vuitton, Moët Hennessy, Celio
- **Food, Agriculture and Food Processing:** Andros, Bridor, Lesaffre, Roquette, Monin
- **Hospitality, Travel and Business Services:** Accor, Air France, AGS Relocation, Ipsos, JCDecaux

These examples illustrate the varied nature of French business engagement in Maharashtra, spanning manufacturing and production, corporate and regional offices, sales and service functions, engineering, research and development, and

specialised business activities. Together, they reflect the breadth of French participation in the state's industrial and commercial ecosystem.

As this presence continues to evolve, dialogue between businesses and relevant institutions can help identify opportunities to further support business operations and future investment. Areas such as access to industrial land, infrastructure, administrative processes and coordination among stakeholders offer scope for continued engagement and collaboration.

Against this backdrop, this whitepaper brings together the perspectives of French companies operating in Maharashtra, with a particular focus on their experiences in MIDC industrial areas. Drawing on stakeholder consultations, it seeks to highlight opportunities to further strengthen existing processes and support mechanisms, while recognising the role of the institutions involved. The recommendations aim to contribute to an exchange between industry and public authorities and support Maharashtra's continued development as a destination for French investment and industrial collaboration.

3. Methodology

This whitepaper draws on primary and secondary research undertaken to better understand the experiences of French companies operating in Maharashtra and to identify opportunities to further support their engagement with the state's industrial ecosystem.

The primary research was conducted through a structured survey undertaken by the Indo-French Chamber of Commerce & Industry (IFCCI), in collaboration with the Service Économique Régional (SER) of the Embassy of France in India, among French companies operating in MIDC industrial areas. The survey invited participating companies to share their perspectives on various aspects of their business operations, including industrial land, infrastructure, regulatory procedures and service delivery. It also sought to capture their expectations and identify areas that could support their future growth and investment in Maharashtra. Further discussions with select companies helped provide additional context to the responses received.

To complement these insights, the secondary research involved a review of relevant policy documents, MIDC publications and minutes of investor meetings conducted under Maharashtra Industry, Trade And Investment Facilitation (MAITRI). This review provided a broader understanding of the existing institutional framework and the matters raised by businesses in their interactions with the relevant authorities.

The findings from both research streams were examined to identify common themes and areas where further progress may be beneficial. The resulting recommendations are intended to contribute constructively to the ongoing dialogue between industry and public institutions, with a view to supporting continued improvements in the business environment and reinforcing Maharashtra's position as a preferred destination for French investment.

4. Key Industry Observations:

a) Roads, industrial infrastructure and logistics:

Respondents acknowledged the importance of continued infrastructure development in supporting the growth and efficiency of Maharashtra's industrial ecosystem. In particular, opportunities were identified to further enhance road connectivity and traffic management across key industrial areas, including Chakan and the Nashik Phata–Rajgurunagar corridor. Continued improvements in these areas could facilitate employee commuting, support the smooth movement of goods and strengthen overall operational efficiency. Manufacturers in the heavy equipment, automotive and material-handling sectors also emphasised the importance of reliable, year-round access in supporting efficient supply chains. Further attention to storm-water drainage infrastructure could additionally help facilitate uninterrupted industrial operations during the monsoon season.

In this context, respondents seek MIDC's continued guidance and support in exploring opportunities to address these priorities. Such initiatives would build on Maharashtra's strong industrial foundation, enhance the experience of businesses and employees, and further strengthen the competitiveness and long-term growth of the state's industrial estates.

b) Industrial Land Availability, Access and Investment Facilitation:

Respondents highlighted the importance of continued efforts to facilitate access to suitable industrial land, taking into consideration location preferences, affordability, lease terms and the timelines associated with plot allotment. For businesses exploring new investments or expansion opportunities, greater visibility into land availability, infrastructure readiness and the indicative timelines for possession and commencement of operations can support informed decision-making and effective project planning.

In this context, respondents expressed interest in exploring opportunities for further enhancing access to information on available industrial plots, indicative commercial terms and the status of supporting infrastructure. Additionally, greater clarity on the various stages of the application and allotment process, along with timely communication regarding documentation requirements and procedural updates, could further facilitate investor engagement and support a transparent, predictable and business-friendly experience. These measures, where feasible, could complement MIDC's ongoing efforts to attract investment and promote the sustained growth of Maharashtra's industrial ecosystem.

c) Licences, Permissions and Administrative Facilitation:

Respondents acknowledged the importance of continued efforts to facilitate the timely processing of licences, approvals and permissions, while identifying opportunities to further enhance the efficiency and predictability of administrative processes. Feedback from manufacturing and logistics businesses also highlighted the value of coordinated guidance on permits, No Objection Certificates (NOCs), utility connections, environmental clearances, building permissions and safety compliance requirements.

In this regard, respondents expressed interest in measures such as consolidated checklists of applicable requirements, improved visibility into application stages and indicative timelines, and access to a designated point of contact for procedural guidance. Where feasible, enhanced coordination among relevant departments and competent statutory authorities could further help applicants navigate the applicable processes, understand their requirements and plan project milestones effectively, while respecting the respective mandates and decision-making procedures of these authorities. Such measures could complement MIDC's ongoing initiatives to facilitate investor engagement and contribute to a transparent, predictable and business-friendly industrial ecosystem.

d) Strengthening the Reliability of Power, Water and Waste Management Infrastructure:

Respondents highlighted the importance of reliable power and water supply, along with efficient waste management services, in supporting industrial productivity, operational continuity and long-term investment. Continued attention to the availability, quality and reliability of these essential services would further support Maharashtra's industrial growth objectives and enhance the overall investment environment.

In this context, periodic consultations with industry stakeholders, complemented by relevant service-performance data from utility providers and concerned departments, could help identify recurring service disruptions and infrastructure-related bottlenecks, enabling the prioritisation of targeted improvements. Additionally, advance communication regarding planned service interruptions and clearly defined channels for grievance redressal could help industries plan operations more effectively and minimise potential disruptions. These measures, where feasible, could complement the Government of Maharashtra's ongoing efforts to strengthen industrial infrastructure, improve service delivery and foster a resilient, efficient and investment-friendly industrial ecosystem.

e) Incentives, Input Cost Competitiveness and Trade Facilitation:

Respondents highlighted several areas where continued policy support and inter-departmental coordination could further strengthen the competitiveness of Maharashtra's manufacturing sector. These include managing fluctuations in key industrial input costs, exploring suitable incentives to encourage new investments and expansions, and facilitating access to imported raw materials and inputs from the European Union, taking into account the evolving framework of the proposed India–EU Free Trade Agreement (FTA).

In this context, MIDC, in coordination with the relevant state government departments and Central Government authorities, could consider facilitating industry–government consultations to better understand these concerns and identify potential avenues for support. A structured referral and coordination mechanism could also help direct queries relating to investment incentives, input costs and trade procedures to the appropriate competent authorities for consideration. Such facilitative measures could support informed investment decisions, strengthen manufacturing competitiveness and complement Maharashtra's broader objectives of attracting investment, promoting industrial growth and enhancing integration with global value chains.

5. Recommendations:

a. Land Allotment and LAC Process Transparency

Respondents highlighted the potential benefits of greater visibility into the land allotment process, including application status, pending documentation or deficiencies, and indicative timelines for Land Allotment Committee (LAC) meetings. Where feasible, providing applicants with a designated point of contact and a clear channel for follow-up and escalation could further facilitate communication and help them plan their investment activities more effectively.

Additionally, improved access to information on available industrial plots, indicative pricing, applicable allotment conditions and site infrastructure readiness could support informed decision-making among prospective investors. These measures could complement MIDC's ongoing efforts to facilitate investor engagement and promote a transparent, predictable and efficient land allotment process.

b. Corridor and Industrial Park Infrastructure

Building on the infrastructure priorities shared by industry, opportunities could be explored to further strengthen connectivity across key industrial parks, particularly Chakan, and along important access corridors. In coordination with the relevant road development and transport authorities, a phased approach to infrastructure improvements could be considered, covering road maintenance, the feasibility of widening key stretches, freight movement, traffic management and employee bus connectivity. Persistent attention to storm-water drainage, particularly in established industrial phases with operational factories, could further support business continuity during the monsoon.

A phased approach could help align interventions with their urgency and implementation requirements, distinguishing immediate maintenance and drainage improvements from medium-term road capacity enhancements and longer-term corridor development. Where feasible, periodic consultations with manufacturers, logistics operators and employee transport providers could help identify priority areas and interventions with the greatest potential to improve industrial

mobility and operational efficiency. Greater visibility into planned initiatives, indicative timelines and the respective roles of the concerned authorities could further support industry coordination and facilitate constructive engagement with MIDC.

c. Utility Reliability and Service Coordination

Respondents highlighted the importance of reliable water and power supply, efficient waste-management services and timely communication regarding planned interruptions, service disruptions and restoration timelines. In this context, opportunities could be explored to further strengthen service coordination, communication protocols and grievance-resolution mechanisms, in consultation with MIDC and the relevant utility providers and agencies.

Periodic, area-wise service reviews covering power interruptions, repair response times, water availability and waste-collection arrangements could help identify emerging requirements and support the prioritisation of suitable improvements. Where feasible, maintaining a consolidated record of reported issues, actions taken and resolution timelines could also enhance transparency, facilitate coordination among the concerned agencies and provide a useful basis for monitoring progress. Such measures could complement ongoing efforts to improve service delivery and support a reliable, efficient and business-friendly environment across Maharashtra's industrial estates.

d. Approvals and Single-Point Coordination

Respondents highlighted the potential benefits of further facilitating the approvals process through improved access to consolidated checklists, indicative processing timelines, online application-status updates and coordinated procedural guidance through appropriate MIDC interfaces. Clear information distinguishing approvals and permissions administered by MIDC from those falling within the purview of other competent statutory authorities, such as the Maharashtra Pollution Control Board (MPCB), could further help applicants navigate the applicable requirements.

For applications involving multiple departments or agencies, the feasibility of a consolidated digital tracking mechanism could be explored to provide visibility into the competent authority, application submission dates, pending documentation and subsequent procedural steps. Periodic coordination among the concerned agencies, where appropriate, could also help address procedural queries, minimise avoidable duplication of submissions and improve predictability for applicants, while fully respecting the statutory mandates and independent decision-making powers of the respective authorities. These measures could support continued efforts by the Government of Maharashtra and MIDC to facilitate investment and enhance the ease of doing business across the state.

e. Investment Facilitation and Investor Aftercare

Respondents highlighted the value of continued engagement and coordinated support for businesses exploring new investments, expansion opportunities and ongoing operations in Maharashtra. In this context, periodic project review meetings and a structured mechanism for tracking investor queries could be explored to facilitate timely communication, identify emerging requirements and strengthen coordination with the relevant departments and agencies.

A more structured investor aftercare framework could help track project progress, key dependencies, the departments or agencies involved, and indicative timelines for subsequent reviews. Such an approach could enable more tailored facilitation for projects at different stages, including land identification, construction planning, infrastructure readiness and operational approvals. Additionally, improved access to information on available industrial land, warehouse and leasing options, potential suppliers, and relevant investment incentives and competent authorities could further support informed business decisions.

Where feasible, a transparent investor support mechanism, supported by periodic reviews and appropriate escalation channels, could help identify potential bottlenecks at an early stage and facilitate timely follow-up with the concerned authorities. These measures could complement the Government of Maharashtra's ongoing efforts to strengthen investor confidence, facilitate the realisation of investment proposals and support sustainable industrial growth and employment generation across the state.

6. Investment Pipeline: Facilitating Project Realisation and Sustained Growth

Survey respondents indicated a range of potential investment and expansion opportunities across Maharashtra, reflecting continued interest in the state's industrial and business ecosystem. These include a potential acquisition of an approximately 150,000 sq. ft. factory, a proposed greenfield road-equipment manufacturing facility, a greenfield project requiring approximately two acres, investment in a manufacturing facility at Talegaon, and further expansion plans within Maharashtra. Other respondents reported investments in a newly constructed factory in Chakan MIDC Phase 3, industrial land, plant and machinery, planned warehouse leases, and a proposed Pune-based Global Capability Centre (GCC) expansion involving an investment of over INR 100 crore and associated employment generation. These represent respondent-reported investments, intentions and proposals at varying stages of progress and should not be interpreted as independently verified or formally sanctioned commitments.

The feedback highlights the importance of a supportive and predictable operating environment in enabling businesses to progress from investment planning to implementation. Depending on the nature and stage of each project, factors such as land availability, site readiness, drainage and other supporting infrastructure, utility connections, statutory permissions, equipment installation and workforce planning can influence project timelines. Logistics-related investments may additionally benefit from clarity on warehouse availability, leasing arrangements and applicable operating approvals, while service-sector expansions may benefit from accessible guidance on eligibility and the processing of relevant State Government incentives.

In this context, a coordinated approach to monitoring investment-related requirements and facilitating engagement with the relevant departments and authorities could help identify project-specific considerations at an early stage. Such an approach, tailored to the scale, nature and maturity of individual proposals, could support timely information-sharing, improve coordination and enable appropriate follow-up, while recognising the respective roles of MIDC and other competent authorities. These efforts could complement the Government of Maharashtra's broader objectives of facilitating investment, supporting industrial expansion, generating employment and strengthening the state's long-term economic competitiveness.

7. Conclusion:

Maharashtra continues to play a significant role in India's industrial and manufacturing landscape, supported by its established industrial ecosystem, infrastructure network and ongoing efforts to promote investment. The responses received through this targeted stakeholder consultation reflect continued interest among businesses in establishing, expanding and strengthening their operations within the state, presenting further opportunities to advance Maharashtra's industrial development and investment objectives.

This whitepaper also highlights areas where continued collaboration between industry, MIDC and other relevant government departments and authorities could further enhance the investor experience. While requirements vary across sectors and projects, themes such as industrial connectivity, land availability, utility services, clarity on approval processes and access to timely information emerged as areas of interest for respondents.

The suggestions outlined in this paper are intended to complement the ongoing initiatives of the Government of Maharashtra and contribute constructively to the development of the state's industrial ecosystem. Opportunities to enhance access to information, strengthen institutional coordination and support investor engagement could be explored, as appropriate and in accordance with the applicable institutional and regulatory frameworks. Collaboration in these areas could further reinforce investor confidence and support Maharashtra's ambition of remaining a preferred destination for domestic and international industrial investment.

The Indo-French business community remains committed to contributing constructively to Maharashtra's industrial and economic development. It looks forward to continued engagement with MIDC, the Government of Maharashtra and other relevant stakeholders to share industry perspectives, identify opportunities for collaboration and support the effective realisation of investment potential. Through sustained dialogue and collaborative efforts, Maharashtra can continue to build on its existing strengths and further enhance its position as a preferred destination for domestic and international industrial investment.

Disclaimer: This whitepaper includes data analysis and visualizations generated with the assistance of artificial intelligence (AI) tools and Microsoft Power BI. AI was utilized to support data interpretation, trend identification, and narrative development, while Power BI was employed for data modelling and visualization. All insights and recommendations presented are based on the data available at the time of analysis and intended to support decision-making and should not be construed as advice.

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