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<td>25</td>
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</tbody>
</table>
Executive summary

1. Robust tourism industry
   - Ladakh is a global tourist destination, which attracts both domestic and foreign tourists. Its main attractions include Pangong Tso lake and the world’s highest motorable road, Khardongla (18,350 ft.), along with some of the most popular monasteries, such as Hemis, Alchi, Lamayuru, Shey and Thiksay.
   - In 2020, tourist arrivals in the Union Territory (UT) of Ladakh stood at 7,869.

2. Abundance of solar energy
   - With ~320 clear sunny days in a year and average daily global solar radiation as high as 2022 kWh/m2/annum, Ladakh is a favourable hotspot for solar power generation in India.
   - In August 2020, the government of India announced 7.5 GW solar power park projects in Ladakh to be commissioned by 2022.

3. Budding MSME sector
   - In the state, 95% micro and small industries operate at a household-level, with handloom and metal-based works holding the largest share.
   - Ladakh annually manufactures ~40-50 tonnes of Pashmina wool, which is one of the finest variant of wools.
   - Handicraft serves as the secondary revenue generator, after agriculture and tourism in Ladakh.

4. Growth in physical infrastructure
   - In February 2021, an MoU was signed between the Oil and Natural Gas Corporation (ONGC) and the UT administration of Ladakh to develop a geothermal field development project with a power potential of 200 MW.
   - In October 2020, the Defence Minister, Mr. Rajnath Singh inaugurated eight strategic bridges in Ladakh. He also announced construction of 45 more bridges in Ladakh that will be completed by Border Roads Organisation (BRO) in the next two years.
   - A new Helipad Project was launched in 2020 to improve connectivity to the remote areas in Ladakh; the project envisages 36 new helipads across the districts of Leh and Kargil.

Source: Central Statistics Office, Department for Promotion of Industry and Internal Trade, *Including Puducherry, News articles*
INTRODUCTION
Ladakh fact file

Key Insights

- Hindi and English are Ladakh’s official languages; Ladakhi and Purgi are widely spoken languages in the UT.
- Important rivers flowing through Ladakh include the Indus, Zanskar and Shyok.
- Ladakh, formed on October 31, 2019, is the northernmost, largest and the second least populous UT of India. The UT shares borders with Himachal Pradesh and Jammu & Kashmir, and its neighbouring countries are Pakistan, China and Afghanistan. Ladakh consists of two districts—Kargil and Leh.
- Ladakh’s climate is cold and dry and lies in the Greater Himalayan ranges, comprising salt and freshwater lakes, sand dunes and camels.

Source: Census 2011
Advantage Ladakh

Land of High Passes

- Sparsely inhabited Ladakh is naturally pollution-free and provides a salubrious environment.
- The diverse topology with high-altitude cold desert in the Great Himalayas and picturesque locations make the UT a favoured destination among domestic and foreign tourists.

Renewable Energy

- Ladakh has an abundance of renewable energy resources such as solar and wind.
- Ladakh has a potential to generate 35 GW from solar energy and 100 GW from wind energy.

MSMEs

- Ladakh has 95% MSMEs operating at a household-level, with handloom, handicraft and metal-based products dominating the sector.
- The government has established 34 handicraft training centres across the state to enhance skills of artisans and preserve age-old heritage.

Horticulture and Dairy Industry

- Ladakh’s agro-climatic conditions are best suited for horticulture and livestock rearing. Horticulture is the mainstay of the rural economy, providing employment to thousands.
  - The daily average demand of milk is ~94,000 kg compared with the daily average availability of milk ~238,000 kg. This ~50% surplus production of milk can be used for exports and help generate revenue for the local producers.

Source: Ministry of Statistics and Programme Implementation, News articles
Ladakh in figures

### Social Indicators

<table>
<thead>
<tr>
<th>Indicator</th>
<th>India</th>
<th>Ladakh</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy rate (%)</td>
<td>77.7</td>
<td>50.96</td>
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<tr>
<td>Birth rate (per 1,000 population) (2018)</td>
<td>20.0</td>
<td>20.4</td>
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### Industrial Infrastructure

<table>
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<th>Indicator</th>
<th>India</th>
<th>Ladakh</th>
</tr>
</thead>
<tbody>
<tr>
<td>PPP projects under construction</td>
<td>1,824</td>
<td>7</td>
</tr>
</tbody>
</table>

- Ladakh is divided into two districts, Leh and Kargil. Kargil had a literacy rate of 61.25% as compared with 44.14% in Leh in 2011.
- As of July 2021, Ladakh had an installed power capacity of 3,512.07* MW.
- Ladakh has only one airport, which operates limited commercial flights and is in Leh.
- Leh airport handled 297,466 passengers in 2021-22 (until July 2021).

### Physical Infrastructure in Ladakh

<table>
<thead>
<tr>
<th>Indicator</th>
<th>India</th>
<th>Ladakh</th>
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<tbody>
<tr>
<td>Installed power capacity (MW) (July 2021)</td>
<td>386,888.15</td>
<td>3,512.07*</td>
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<td>Wireless subscribers (million) (as of February 2021)</td>
<td>1,180.83</td>
<td>11.91**</td>
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<td>National highway length (kms) (as of FY21)</td>
<td>136,440</td>
<td>2,423.21</td>
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<td>Airports (No.) (December 2020)</td>
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### Investments

<table>
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<tbody>
<tr>
<td>Cumulative FDI equity inflow between October 2019 and June 2021</td>
<td>US$ 101.08 billion</td>
<td>US$ 0.08 million</td>
</tr>
</tbody>
</table>

**Note:** PPP: Public-Private Partnership, *- includes Jammu & Kashmir; **as of December 2020

**Source:** Union Territory Administration Of Ladakh, Invest India
Ladakh Vision – 2050

1 SELF-SUSTAINABLE
- Sustainable agriculture development
- Thrust on SMEs and promotion of investments
- Development & promotion of tourism
- Surplus employment opportunities
- Connectivity through all weather ready roads
- Green and sustainable public transport systems

2 INTEGRATED DEVELOPMENT
- Integrated CSCs across the UT
- Digital platforms for easy access for citizens
- District CCCs for effective monitoring
- Access to specialised healthcare within one hour
- Mobile medical units for on demand healthcare

3 CARBON NEUTRAL
- ‘Zero Waste Ladakh’
- Promotion of ‘Clean Energy’
- Waste to energy

4 SMART INFRASTRUCTURE
- 30 GW of power generation
- SMART integrated monitoring mechanisms
- Assured 24x7 quality water supply
- ‘Tap Water Connectivity’ to every household
- SMART education system
- Easy access to higher education facilities
- Skill development and employability

Note: CSCs: Common Service Centres, CCCs: Community Care Centres
Source: Union Territory Administration of Ladakh
PHYSICAL INFRASTRUCTURE
Kushok Bakula Rimpochee airport is in Leh and is the only domestic airport in Ladakh. The domestic airlines (from their destinations) flying to Leh include Air India (Delhi, Jammu, Chandigarh, Srinagar), GoAir (Delhi, Srinagar), SpiceJet (Delhi, Jammu) and Vistara (Delhi).

According to Union Budget 2020-21, the government allocated Rs. 52 crore (US$ 7.04 million) for civil aviation.

In September 2020, Airports Authority of India announced its plan to upgrade Leh airport by constructing a state-of-the-art new terminal building with modern facilities at a cost of Rs. 480 crores (US$ 65.06 million). The airport will be able to handle two million passengers annually after the completion of construction work in December 2022.

To provide an impetus to the tourism sector besides ensuring 24x7 connectivity to remote areas, Ladakh will get 36 new helipads by April 2021.

Source: Airport Authority of India
Physical infrastructure – initiatives and recent developments … (1/4)

1

Roads

- Currently, only two roads connect Ladakh from the rest of India, with limited access during winter season.
- ~4,300 km road exist in Ladakh, with 39% under PWD and 61% under BRO.
- In August 2021, BRO constructed the highest motorable road in Eastern Ladakh at 19,300 ft. to boost the socio-economic condition and promote tourism in the union territory.
- In June 2021, Mr. Rajnath Singh virtually inaugurated 11 bridges in Ladakh to boost border connectivity in the union territory.
- In June 2020, the transport ministry allocated Rs. 71 crore (US$ 9.61 million) to develop highways, by BRO, in Ladakh, Sikkim and Tamil Nadu.
- In October 2020, the Defence Minister, Mr. Rajnath Singh inaugurated eight strategic bridges in Ladakh. He also announced construction of 45 more bridges in Ladakh that will be completed by Border Roads Organisation (BRO) in the next two years.
- In March 2021, the central government announced to a parliamentary panel that a ‘standalone project’ to build a critical road in Ladakh, along the border with China, is in progress.

2

Infrastructure Projects

- In July 2021, the Union Cabinet approved establishment of an Integrated Multipurpose Corporation in Ladakh to ensure socio-economic development of the union territory.
- To provide grid connectivity to the far-flung villages of Ladakh, the central government approved intra-state transmission project at a revised estimated cost of Rs. 1,309.71 crore (US$ 179.51 million) in May 2021.
- In January 2020, a MoU was signed between NITI Aayog and UT administration of Ladakh to develop a strategic plan and provide support to specific projects, especially in tourism, solar energy and others, which will be taken up under the public-private partnership mode.

3

Railways

- Bilaspur-Leh line is a new proposed high-elevation, all-weather broad-gauge railway track, which is aimed to connect Bilaspur in Himachal Pradesh to Leh in Ladakh.
- This railway line will hold a sociocultural significance, as it will boost tourist inflow and lead to a rise of economic activities in Ladakh.

Source: News articles
Physical infrastructure – initiatives and recent developments … (2/4)

4

Telecom
- National Optical Fibre Network (NOFN) in Ladakh is based on V-SAT; is installed at 172 sites, of which 165 sites comprise V-SAT.
- In July 2021, Airtel implemented additional spectrum deployment in Ladakh to boost network connectivity.
- In June 2020, the government announced plan to achieve 100% telecom connectivity in Ladakh. The project will be executed by Bharat Sanchar Nigam Limited (BSNL) using the ‘Universal Service Obligation Fund (USOF)’.
- In February 2020, Bharti Airtel rolled out 4G and 2G networks in 26 villages across Ladakh. It became the first operator to bring mobile broadband to these villages in the high terranial region.
- In November 2020, Reliance Jio launched its mobile services in Zanskar area in Ladakh, extending its reach to the remotest and isolated part of Kargil.

5

Renewable Energy
- With about ~320 clear sunny days in a year and average daily global solar radiation as high as 2022 kWh/m²/annum, Ladakh is a favourable hotspot for solar power generation in India.
- Ladakh has a potential to generate 35 GW from solar energy (32 GW in Leh (91%) and 3 GW in Kargil (9%)) and 4 GW from wind energy annually.
- In August 2021, Tata Power Solar secured a solar-plus battery storage project in Ladakh worth Rs. 386 crore (US$ 52.82 million) commercial operations of the project is expected by March 2023.
- In July 2021, the NTPC collaborated with the UT of Ladakh and Ladakh Autonomous Hill Development Council (LAHDC) to build a green hydrogen mobility project in Ladakh and boost the renewable energy sector in the UT.
- In June 2021, CESL signed an MoU with the Union Territory of Ladakh to expand its decentralised solar portfolio in the UT.
- To make Leh self-sufficient in power, Ladakh, in collaboration with the Solar Energy Corporation of India (SECI), initiated a carbon-neutral initiative for implementation of 50 MW solar storage plant in the UT.
- On August 15, 2020, PM Mr. Narendra Modi, during his Independence Day speech, announced the government’s aim to establish 7.5 GW solar power park in Ladakh to help it become carbon neutral. This mega project is planned with an estimated outlay of Rs. 45,000 crore (US$ 6.09 billion) and will commission in 2023. Solar Energy Corporation of India (SECI) will enter into the Power Purchase Agreement (PPA) for a period of 35 years with successful bidders to purchase solar power.

Note: kWh/m²: kilowatt-hour per square meter, GW: Giga Watt, V-SAT: Very Small Aperture Terminal
Source: News Article, Union Territory Administration of Ladakh
Physical infrastructure – initiatives and recent developments 
… (3/4)

6

Helipad Project

- The new Helipad Project was launched in 2020 to improve connectivity to the remote areas in Ladakh.
- The project envisages 36 new helipads across the districts of Leh and Kargil.
- Helipads in the Leh district are being constructed at Demjok, Anlay, Kharnak, Korzok, Chumur, Tangtse, Chuchul, Shayok, Skympata, Dipling, Neryaks, Kanji, Markha, Panamik, Waris, Largyab, Agyam, Diskit and Sumor. Similarly, helipads in the Kargil district are being constructed at Kurbathang, Batalik, Sapi, Barsoo, Cheycheysna, Shephard Nala (Parkachik), Rangdum, Tangole, Padum, Longnak, Zangla, Tongri, Drass, Minamarag, Chiktan HQ, Namkila and Hinaskot.

7

Geothermal Energy Project

- In February 2021, an MoU was signed between the Oil and Natural Gas Corporation (ONGC) and the UT administration of Ladakh to develop a geothermal field development project with a power potential of 200 MW.
- The project will be implemented in three phases:
  - Phase-1: Development of 1 MW plant with ONGC Energy Centre as the implementing agency.
  - Phase-2: Deeper and lateral exploration of geothermal reservoir by drilling optimal number of wells and setting up a higher capacity demo plant in Ladakh.
  - Phase-3: Final commercial project as per capacity discovered during Phase-2

Source: News articles
Zanskar Winter Sports Festival

- In January 2021, Union Sports and Youth Affairs Minister, Mr. Kiren Rijiju, inaugurated the first-ever Khelo India Zanskar Winter Sports Festival in Padum, Zanskar.
- The sports festival spanned 13 days and was organised by the Ladakh UT administration to promote Zanskar as a tourist destination for winter sports.
- The Union Sports Ministry plans to provide sports facilities in all regions of Ladakh and promote the UT as a centre for ice hockey.

Source: News articles
Social infrastructure – Education

As per the Budget 2020-21, the government allocated Rs. 38,751 crore (US$ 5.25 billion) under the ‘Samagra Shiksha’ scheme. This is an increase of 6.8% from the revised estimates of 2019-20.

In November 2020, Ladakh administration increased its education budget to Rs. 871 crore (US$ 118.02 million) in the current fiscal year to enhance the education sector in Ladakh.

According to India’s Census 2011, Ladakh had a literacy rate of 50.96%, the male literacy rate is 56.39% and female literacy rate is 42.87%.

In November 2019, the Union Cabinet approved the establishment of the National Institute for Sowa-Rigpa in Leh as an autonomous organisation under the Ministry of AYUSH.

In February 2019, PM Mr. Narendra Modi launched University of Ladakh, the first-ever varsity in the Ladakh UT. The University of Ladakh comprises degree colleges of Leh, Kargil, Nubra, Zanskar, Drass and Khaltsi under its cluster.

In April 2021, a centre of excellence and wellness was established by the Indian Army in collaboration with Hindustan Petroleum Corporation Limited (HPCL) to guide the youth of Ladakh for one year in preparing them for various medical and engineering examinations.

In August 2021, the Indian government passed a bill to establish central university in Ladakh to enhance education accessibility in the union territory.

Source: University of Ladakh, Union Budget 2020-21, Census 2011, News Article
Social infrastructure – Health

### Health Infrastructure as of FY20

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<tr>
<th>Service Type</th>
<th>Count</th>
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<tr>
<td>District Hospitals</td>
<td>2</td>
</tr>
<tr>
<td>Sub-District Hospitals</td>
<td>3</td>
</tr>
<tr>
<td>Primary Health Centres</td>
<td>57</td>
</tr>
<tr>
<td>Family Welfare Centres</td>
<td>270</td>
</tr>
<tr>
<td>Bed Strength</td>
<td>811</td>
</tr>
</tbody>
</table>

### Health Scheme and Objective

<table>
<thead>
<tr>
<th>Health Scheme</th>
<th>Objective</th>
</tr>
</thead>
<tbody>
<tr>
<td>ICDS</td>
<td>Focusses on nutritional status of children (6 months to 6 year) and pregnant &amp; lactating women enrolled in anganwadi centres across the UT.</td>
</tr>
<tr>
<td>Sabla and KSY</td>
<td>Provide supplementary nutrition to adolescent girls in the age group of 11-18 years.</td>
</tr>
<tr>
<td>MBP (PMMVY)</td>
<td>Provide financial assistance to pregnant and lactating women ensuring their delivery conditions and conduct regular check-up of mother and the child.</td>
</tr>
<tr>
<td>Ladli Beti</td>
<td>Improve the skewed child-sex ratio.</td>
</tr>
<tr>
<td>PM-JAY</td>
<td>Provide a health cover of Rs. 5 lakhs (US $ 6,819.15) per family per year for secondary and tertiary care hospitalization</td>
</tr>
</tbody>
</table>

- As of March 2020, Ladakh had two District Hospitals, three Sub-District Hospitals, 57 Primary Health Centres, 270 Family Welfare Centres and 811 Bed Strength.
- As of July 30, 2020, 70% people in Leh and Kargil were issued ‘Golden’ cards of Ayushman Bharat.
- On March 2020, Union Territory Administration of Ladakh signed a Memorandum of Understanding (MoU) with Bajaj Allianz General Insurance Company Ltd. to implement Ayushman Bharat-Pradhan Mantri Jan Arogya Yojana (AB-PMJAY) for the contract period of one year.

**Note:** ICDS – (Integrated Child Development Services), KSY - Kishore Shakti Yojana, MBP - Maternity Benefit Program, PMMVY - Pradhan Mantri Matri Vandana Yojana, PM-JAY - Pradhan Mantri Jan Arogya Yojana

**Source:** Directorate Of Health Services - Kashmir, Ministry of Health and Family Welfare, Union Territory Administration of Ladakh, News Article
INDUSTRIAL INFRASTRUCTURE
Industrial infrastructure – Industrial estates

**Note:** Ha: Hector

**Source:** Union Territory Administration of Ladakh

### Existing Industrial Estate

- **Industrial Estate Nubra:** 10 Ha
- **Industrial Estate Pheyang:** 15 Ha (184 Plots)
- **Industrial Estate Leh:** 12 Ha (121 Plots)
- **Industrial Estate Khaltsi:** 01 Ha (15 Plots)
- **Industrial Estate Kargil:** 0.5 Ha (10 Plots)
- **Industrial Estate Chanchik:** 1.6 Ha (54 Plots)

### Pashmina Production Centres - Changthang Region

- Durbuk & Tangste
- Nyoma
Industrial infrastructure – Micro and small-scale industry

- In Ladakh, 95% micro and small industries operate at a household-level.
- Ladakh manufactures ~40-50 tonne of Pashmina wool annually; this is ~1% of the global production.
- Handicraft serves as the secondary revenue generator, after agriculture and tourism in Ladakh.
- There are 34 handicraft training centres in Ladakh that have trained ~3,000 trainees since the last five years. Out of 34 handicraft training centres, 23 centres are in Leh district and 11 in Kargil district.
- In October 2020, the Union Cabinet, chaired by the Prime Minister, Mr. Narendra Modi approved a special package of Rs. 520 crore (US$ 70.48 million) for Jammu & Kashmir and Ladakh under the Deendayal Antyodaya Yojana-National Rural Livelihood Mission for five years until 2023-24.
- In June 2021, the Tribal Cooperative Marketing Development Federation of India (TRIFED) announced to implement Van Dhan Vikas Kendra (VDVK) in the Union Territory of Ladakh and operationalise the formerly sanctioned 10 VDK clusters.

\[\text{Share of Micro And Small Scale Industry in Ladakh (2019)}\]

- Handloom
- Metal based
- Handicrafts and Wood Work
- Repairing & Servicing
- Others

Source: Union Territory Administration of Ladakh, News Sources
KEY SECTORS
# Key sectors – Agriculture, Horticulture and Milk & dairy

## Agriculture

- Agriculture is the backbone of Ladakh’s economy, as it engrosses >70% of the working force, mostly as cultivators, agricultural labourers and livestock rearers.
- In 2019, Ladakh had ~33% of the total land as cultivated, under agricultural activities, with production of ~100,000 quintal per annum of food grains. The key crops grown are wheat, barley and rice.
- In February 2020, the ‘Mission Organic Development Initiative’ launched by the Indian Government worth Rs. 500 crore (67.80 million) envisioned Ladakh to turn in to 100% organic farming by 2025.
- In July 2021, the Agricultural and Processed Food Products Export Development Authority (APEDA) partnered with agricultural stakeholders in Ladakh to boost agricultural produce and improve farmers’ income in the region.

## Horticulture

- Horticulture plays a key role in supplementing the income of farmers in Ladakh.
- In 2019, Ladakh produced ~160,000 quintal of fruits. Of this, ~70% of the total production of apricot and apple was from Khaitsi block, Leh district.
- Other fruits such as almond, grapes, peach, pear and walnut are grown in the warmer lower belts of Ladakh.
- In September 2021, the first consignment of apricot was exported to Dubai from Ladakh, boosting agricultural product exports from the union territory.

## Milk & Dairy

- In 2019, Ladakh produced 238,000 kg per day of milk, i.e., 600 grams/capita/day, almost double of national average (394 grams/capita/day).
- In 2019, Union Territory Administration of Ladakh estimated that the milk and dairy industry is worth Rs. 250 crore (US$ 33.90 million); however, it has not been developed in an organised manner to utilise its full potential.
- The daily average demand of milk is ~94,000 kg compared with the daily average availability of milk ~238,000 kg. This 50% surplus production of milk can be used for exports and help generate revenue for the local producers.
- In October 2020, National Dairy Development Board (NDDB) and UT Administration of Ladakh signed an MoU to conduct a benchmark survey with a view to promote dairying and rural livelihoods in Ladakh.

*Note: Quintal = 100 Kilogram, Source: Union Territory Administration of Ladakh, Economic Review 2014-15, News Article*
Key sectors – Tourism

- Since its opening for tourists in 1974, Ladakh is renowned for its remote mountain beauty and distinct culture. The tourism sector in the UT has secured a comprehensive recognition as a significant industry due to its potential to create employment opportunities and generate income on a large scale.

- The key tourist attractions include Zanskar Valley, Nubra Valley, Pangong Tso Lake, Spituk Gompa, Hemis National Park, Magnetic Hill, Shanti Stupa, Hemis Monastery and Khardung La Pass.

- Total tourist arrivals to the UT reached 279,937 in 2019, out of which 241,285 were domestic tourists and 38,652 were foreign tourists.

- In 2020, total tourist arrivals in Ladakh stood at 7,869, of which 6,743 were domestic and 1,126 were foreign tourists.

- According to Union Budget 2020-21, the government allocated Rs. 47.50 crore (US$ 6.2 million) for the tourism sector.


- In November 2020, Ladakh rolled out its first tourism incentive policy with focus on ensuring equitable and sustainable development of all regions in the union territory.

**Note:** P – Provisional. *-until June 2020

**Source:** Ministry of Tourism, Union Territory Administration of Ladakh, News Article
KEY PROCEDURES AND POLICIES

PROCEDURE

POLICIES
<table>
<thead>
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<th>Agency</th>
<th>Contact information</th>
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<tr>
<td>Directorate Of Industries and Commerce</td>
<td>Director Industries and Commerce Office, Near Court Complex, Leh, Ladakh. Phone: 91-01982-259233 E-mail: <a href="mailto:directorindustriesladakh@gmail.com">directorindustriesladakh@gmail.com</a> Website: <a href="http://industries.ladakh.gov.in/index.html">http://industries.ladakh.gov.in/index.html</a></td>
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<tr>
<td>Office of the Secretary, Industries and Commerce</td>
<td>2nd Floor, Secretariat UT Ladakh, Near Council Complex, Leh, Ladakh Phone: 91-01982-255567 Fax: 91-01982-255568 E-mail: <a href="mailto:ladakhdivcom@gmail.com">ladakhdivcom@gmail.com</a> Website: <a href="http://industries.ladakh.gov.in/index.html">http://industries.ladakh.gov.in/index.html</a></td>
</tr>
</tbody>
</table>
1. The Jammu And Kashmir Reorganisation Act, 2019

2. National Tourism Policy, 2002
   Develop tourism in India in a systematic manner.
   Position tourism as a key engine of economic growth and harness its direct and multiplier effects for employment and poverty eradication in an environmentally sustainable manner.

3. Labour Laws and New Labour Codes
   In July 2021, the Chief Labour Commissioner (CLC) reviewed implementation of labour laws and new labour codes.

4. Jal Jeevan Mission
   Under the Jal Jeevan Mission (JJM), Ladakh plans to provide 32,514 tap water connections to UT households by FY22 and 11,568 tap water connections to households by next year and achieve the JJM target by 2022.
<table>
<thead>
<tr>
<th>Data</th>
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<td>Installed power capacity (MW)</td>
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<td>Wireless subscribers (No.)</td>
<td>Telecom Regulatory Authority of India</td>
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<td>Internet subscribers (million)</td>
<td>Telecom Regulatory Authority of India</td>
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<tr>
<td>National highway length (km)</td>
<td>NHAI &amp; Roads and Building Department</td>
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<td>Airports (No.)</td>
<td>Airports Authority of India</td>
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<td>Literacy rate (%)</td>
<td>Census 2011</td>
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<td>Cumulative FDI equity inflows (US$ billion)</td>
<td>Department for Promotion of Industry and Internal Trade</td>
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<td>Operational PPP projects (No.)</td>
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## Exchange Rates

### Exchange Rates (Fiscal Year)

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<td>2016-17</td>
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<td>2017-18</td>
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<tr>
<td>2018-19</td>
<td>69.89</td>
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<tr>
<td>2019-20</td>
<td>70.49</td>
</tr>
<tr>
<td>2020-21</td>
<td>73.20</td>
</tr>
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</table>

### Exchange Rates (Calendar Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rs. Equivalent of one US$</th>
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<td>2005</td>
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<tr>
<td>2006</td>
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<td>2007</td>
<td>41.29</td>
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<td>2008</td>
<td>43.42</td>
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<td>74.18</td>
</tr>
<tr>
<td>2021*</td>
<td>74.25</td>
</tr>
</tbody>
</table>

*Note: As of August 2021  
Source: Reserve Bank of India, Average for the year*
India Brand Equity Foundation (IBEF) engaged Sutherland Global Services Private Limited to prepare/update this presentation.

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