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Executive summary

1. **Strong economy**
   - Cumulative FDI inflows in the state amounted to US$ 65.33 million between October 2019 and June 2021.

2. **Strong mineral production**
   - Odisha has emerged as the key state with regard to the mineral and metal-based industries. In 2019-20\(^\wedge\), Odisha contributed to the largest share (43.0%) of mineral production (by value*) in India. Value* of minerals produced in the state reached Rs. 299.19 billion (US$ 4.03 billion) in 2020-21\(^\wedge\).

3. **Strong growth in MSME units**
   - The state is home to a large number of MSME units. The state is amongst the top ten states accounting for the highest number of MSME enterprises.

4. **Strong power sector**
   - Odisha is the first state in India to have undertaken reform and restructuring initiatives in the power sector. As of August 2021, Odisha accounted for a total installed power generation capacity of 7,960.58 megawatts (MW).

*Note: *- Excluding fuel minerals, atomic minerals and minor minerals, ^- Until February month of that particular fiscal year, MSME- micro small medium enterprises, GSDP- Gross State Domestic Product

*Source: Economic Survey of Odisha, News Article*
Fact file

- Odisha is located in the eastern region of India. The state shares its borders with West Bengal in the north-east, Jharkhand in the north, Andhra Pradesh in the south, Chhattisgarh in the west and the Bay of Bengal in the east.
- Languages spoken in the state are Odia and its various dialects, Hindi and English.
- Bhubaneswar, Mayurbhanj, Baleshwar, Khordha and Sundargarh, Ganjam, Cuttack are some of the large cities in terms of population.
- Odisha has 3 major seasons, summer (March to June), monsoon (July-September) and winter (October-February).

Source: Census 2011, Economic Survey of Odisha
Advantage

High economic growth
- The state’s GSDP increased at a CAGR of 8.53% between 2016-17 and 2020-21.
- The tertiary sector was the key contributor (42.16%) to the state’s GSDP in 2020-21.

Policy, fiscal incentives and initiatives
- Additionally, the state has sector-specific policies for IT and micro, small and medium enterprises.
- The state Government has constituted ‘Team Odisha’ to help with investment promotion.

Facilitating infrastructure
- In State Budget 2021-22, Odisha allocated 6.4% of its total expenditure on health, (higher than the average allocation for health by other states (5.5%)), 7.5% on rural development (higher than the average allocation for rural development by other states (6.1%)) and 7.8% on roads and bridges (higher than the average allocation by states (4.3%)).
- In Maritime India Summit 2021, the government announced to establish Odisha as the hub of maritime trade.

Rich labour pool
- The state has a literacy rate of 72.87%, in line with the national average.
- Furthermore, the state has a large pool of semi-skilled and unskilled labour.

Note: BE- Budget Estimate
Source: Economic Survey of Odisha, Central Statistics Office
Vision 2022

1. HEALTH
   - To improve rural healthcare system, to provide quality emergency healthcare facilities, to patronise health insurance, to imbibe health and hygiene content in education system, etc.

2. GOVT. SERVICES AND ADMINISTRATION
   - To enhance the use of Information Technology (IT) to ensure transparency and speed.
   - To minimize interface between public and Government for dealings.

3. TOURISM & CULTURE
   - To protect historical monuments through proper renovation.
   - To nurture and promote classical music, dance and literature.

4. AGRICULTURE
   - To improve the productivity of the sector, to encourage modern agricultural practices, to bring insurance schemes for farmers against natural disasters, etc.

5. EDUCATION & SKILL DEVELOPMENT
   - To foster technical and vocational education and skill development programmes.
   - To establish educational townships.

6. GROWTH AND WELL-BEING
   - To frame concerted strategies to address various issues of unemployment and rural well being.
   - To bring about growth with equity.

7. INFRASTRUCTURE
   - To improve connectivity by increasing road and rail density and to improve passenger services.
   - To provide universal access to power, irrigation and to improve urban infrastructure as well.

8. INDUSTRIAL DEVELOPMENT
   - To develop industrial parks with quality infrastructure, to encourage micro-enterprises as ancillaries and to pave the way for cost & technology orientation by encouraging competition.

Source: Confederation of Indian Industry
# Odisha in figures

## Odisha’s Contribution to Indian Economy (2019-20)

<table>
<thead>
<tr>
<th>Metric</th>
<th>India</th>
<th>Odisha</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSDP as a percentage of all states’ GSDP</td>
<td>100.00</td>
<td>2.5</td>
</tr>
<tr>
<td>GSDP growth rate (%)</td>
<td>9.80</td>
<td>-0.53</td>
</tr>
<tr>
<td>Per capita GSDP (US$)</td>
<td>1,956</td>
<td>1,759.1</td>
</tr>
</tbody>
</table>

## Odisha’s Contribution to Indian Economy (2018-19)

<table>
<thead>
<tr>
<th>Metric</th>
<th>India</th>
<th>Odisha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy rate (%)</td>
<td>73.0</td>
<td>72.87</td>
</tr>
<tr>
<td>Birth rate (per 1,000 population) (2018)</td>
<td>20</td>
<td>18.2</td>
</tr>
</tbody>
</table>

## Industrial Infrastructure

<table>
<thead>
<tr>
<th>Metric</th>
<th>India</th>
<th>Odisha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational PPP projects (No.)( November 2019 )</td>
<td>1,824</td>
<td>44</td>
</tr>
<tr>
<td>Operational SEZs (No.) (June 2021)</td>
<td>267</td>
<td>5</td>
</tr>
</tbody>
</table>

## Physical Infrastructure in Odisha’

<table>
<thead>
<tr>
<th>Metric</th>
<th>India</th>
<th>Odisha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installed power capacity (MW) (as of August 2021)</td>
<td>388,133.75</td>
<td>7,960.58</td>
</tr>
<tr>
<td>Wireless subscribers (million) (as of June 2021)</td>
<td>1,180.83</td>
<td>37.23</td>
</tr>
<tr>
<td>Internet subscribers (million) (as of March 2021)</td>
<td>825.30</td>
<td>21.60</td>
</tr>
<tr>
<td>National highway length (kms) (as of March 2021)</td>
<td>136,440</td>
<td>5,897.08</td>
</tr>
<tr>
<td>Major and minor ports (No.)</td>
<td>13+187</td>
<td>1+13</td>
</tr>
<tr>
<td>Airport (No.)</td>
<td>153</td>
<td>2</td>
</tr>
</tbody>
</table>

## Investments

<table>
<thead>
<tr>
<th>Metric</th>
<th>India</th>
<th>Odisha</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cumulative FDI equity inflows (from October 2019 to June 2021) (US$ million)</td>
<td>101,083.61</td>
<td>65.33</td>
</tr>
</tbody>
</table>

**Note:** GSDP, per capita GSDP figures are taken at current prices, MW- megawatt, FDI- Foreign Direct Investment, PPP: Public-Private Partnership, SEZ: Special Economic Zone, SRS: Sample Registration System, * - For 2020-21, For source refer to Annexure
At current prices, the state’s gross state domestic product (GSDP) stood at ~Rs. 5.45 trillion (US$ 77.33 billion) in 2020-21.

Odisha’s GSDP increased at a CAGR of ~8.53% between 2016-17 and 2020-21.

The state’s per capita GSDP was Rs. 123,997.61 (US$ 1,759.1) in 2020-21.

Per capita GSDP increased at a CAGR of 8.09% between 2016-17 and 2020-21.

Source: Ministry of Statistics and Programme Implementation
Odisha’s total net state domestic product (NSDP) stood at ~Rs. 4.82 trillion (US$ 68.4 billion) in 2020-21.

The state’s NSDP (in Rs.) increased at a CAGR of 8.95% between 2016-17 and 2020-21.

Odisha’s per capita NSDP stood at Rs. 109,729.70 (US$ 1,556.67) in 2020-21.

Per capita NSDP of Odisha increased at CAGR of 8.50% between 2016-17 and 2020-21.

Source: Ministry of Statistics and Programme Implementation
In 2020-21, the tertiary sector contributed 42.16% to the state’s gross state value added (GSVA) at current prices, followed by primary (29.19%) and secondary (28.65%) sectors.

At a CAGR* of 9.65%, the tertiary sector was the fastest-growing among the three sectors between 2011-12 and 2020-21. This was driven by communication and services related to broadcasting, financial services, water transport, public administration and other services.

The primary sector increased at a CAGR* of 8.28% between 2011-12 and 2020-21.

The secondary sector increased at a CAGR* of 7.40% between 2011-12 and 2020-21.

Note:- * in Rs. terms
Source: Directorate of Economics & Statistics of Odisha, Central Statistics Office, Sector-wise % share of GSDP
Economic snapshot – FDI inflow & investments

- According to the DPIIT, cumulative FDI inflows in the state stood at US$ 65.33 million between October 2019 and June 2021.

- Odisha is aiming to facilitate growth in the manufacturing sector with a yearly increase of 15% until 2020. As per the State Government investment plans, the contribution of manufacturing sector in the overall GSDP of the state is projected to reach 27% by 2020.

- In April 2021, South Korean steel giant POSCO announced plans to invest US$ 12 billion to set up an integrated steel plant in Odisha.

- In February 2021, the Odisha government approved eight new industrial projects, worth Rs. 1,242 crore (US$ 170.87 million), which are expected to create 3,135 employment opportunities.

- In February 2021, the Odisha government approved three key investment proposals, which totaled Rs. 5,358.24 crore (US$ 737.18 million). The three industrial projects, in sectors such as metal and metal downstream, cement and refinery and petrochemical, are expected to generate 3,667 jobs in the state.

*Note*: *- Until September 2020

*Source*: Department for Promotion of Industry and Internal Trade, Economic Survey of Odisha, News articles
Economic snapshot – Export trends

- Iron ore, iron & steel and aluminium & aluminium products accounted for a majority share in the overall exports from the state.
- In 2020-21, total exports of iron ore from Odisha stood at US$ 2,116.07 million (~20.7%).

Source: DGCIS Analytics
PHYSICAL INFRASTRUCTURE
Physical infrastructure – Roads

- Odisha is well connected to its neighbouring states & other parts of India through 41 national highways. The state had a road density of 164 km per 100 square km of area.

- In FY20, Odisha comprised ~2,69,799 km of roads, 5,897 km of national highways* and 4,173 km of state highways.

- In Union Budget 2021-22, Odisha allocated 7.8% of its total expenditure on roads and bridges. This was higher than the average allocation by other states (4.3%).

- The Odisha government allocated funds worth Rs. 2,296 crore (US$ 315.88 million) to the road development programme and Rs. 2,000 crore (US$ 275.16 million) for construction of roads under the PMGSY (Pradhan Mantri Gram Sadak Yojana) scheme.

Note: * - FY21
Source: as per Economic Survey of Odisha. National Highways Authority of India, Odisha Budget - 2021-22
Physical infrastructure – Railways

- Odisha serves as a link between eastern & western India through the railway network of the South Eastern Railways & the East Coast Railways.
- Odisha falls in the East Coast Railways region. Its major divisions are Khurda Road, Sambalpur & Waltair, with district headquarters in Bhubaneswar.
- As on March, 2020, the State has 2,652 km of railway lines with 243 railway stations, 60 passenger halts and 2,422 kms of broad gauge electrified tracks.
- As per the Union Budget 2021-22, Rs. 6,995.58 crore (US$ 962.44 million) has been allocated for development of railway infrastructure in the state.
- During his visit to Odisha in August 2021, Mr. Ashwini Vaishnaw, the Minister of Railways, Communications and Electronics & Information Technology, announced that India's flagship train, the Vande Bharat Express, will soon be connected to Shree Jagannath Dham Puri.
- In November 2020, the Indian Railways' East Coast Railway (ECoR) zone signed an MoU with the Telecommunications Consultants India Limited (TCIL) for construction of six Road Over Bridges (ROBs) in Odisha for Rs. 436.87 crore.

Source: Odisha Budget 2021-22, News Article
Physical infrastructure – Airports

- Biju Patnaik Airport, is located in the state capital, Bhubaneswar. In November 2013, the airport was declared an international airport by the Ministry of Civil Aviation.

- Direct links are available from Bhubaneswar to destinations such as New Delhi, Kolkata, Chennai, Nagpur, Mumbai and Hyderabad. In addition, there are 17 airstrips and 16 helipads at several places in the state.

- In 2019, Jharsuguda airport has been made fully operational with around five flights operating and Rourkela airport with 5,900 ft runway has been made ready for operation of the 19 sitter flights.

- Under Ude Desh ka Aam Naagrik (UDAN) scheme, four airstrips are proposed by the Government. These are at Rourkela, Jharsuguda, Utkela and Jeypore.

Airport indicators

<table>
<thead>
<tr>
<th>Airport</th>
<th>Aircraft movements (in no)</th>
<th>Passengers (in no.)</th>
<th>Freight (in MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2019-20</td>
<td>2020-21</td>
<td>2021-22*</td>
</tr>
<tr>
<td>Bhubaneswar</td>
<td>27,931</td>
<td>14,265</td>
<td>4,676</td>
</tr>
</tbody>
</table>

*Note:* * - Until July 2021

*Source:* AAI
Physical infrastructure – Ports

- Paradip port is one of the major ports in Odisha. It is connected with the broad-gauge rail link of the East-Coast Railway & is also served by National Highway-5A.

- Total traffic handled by Paradip Port reached 114.54 million tonnes in 2020-21 and 48.88 million tonnes in 2021-22 (until August 2021).

- During April 2018, Union Minister drafted a blueprint for port-led development in Paradip under Sagarmala project. This includes 40 projects which is estimated to cost around Rs. 91,000 crore (US$ 14.12 billion).

- In December 2020, the Ministry of Port, Shipping, and Waterways agreed to the Odisha government’s proposal for the riverine port to be developed by the Paradip Port Trust at an investment of Rs. 4,000 crore (US$ 547.46 billion). The project is estimated to generate employment for 6,000 people.

- In September 2021, Paradip Port installed a mobile x-ray container scanning system (MXCS) near the PICT Terminal, as part of the ease of doing business (EoDB) programme, at Rs. 30 crore (US$ 4.07 million) to reduce physical examination and dwell time of containers at the port.

### Commodity-wise traffic handled at Paradip port (‘000 tonnes)

<table>
<thead>
<tr>
<th>Commodity</th>
<th>2018-19</th>
<th>2019-20</th>
<th>2020-21</th>
<th>2021-22*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Petroleum, oil &amp; lubricants</td>
<td>38,117</td>
<td>37,330</td>
<td>33,117</td>
<td>14,275</td>
</tr>
<tr>
<td>Others</td>
<td>1,517</td>
<td>1,637</td>
<td>1,600</td>
<td>759</td>
</tr>
<tr>
<td>Iron</td>
<td>12,206</td>
<td>22,954</td>
<td>28,567</td>
<td>10,500</td>
</tr>
<tr>
<td>Fertilizers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fin</td>
<td>199</td>
<td>484</td>
<td>480</td>
<td>113</td>
</tr>
<tr>
<td>Raw</td>
<td>4,380</td>
<td>4,075</td>
<td>4,922</td>
<td>1,719</td>
</tr>
<tr>
<td>Coal</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thermal &amp; Steam</td>
<td>32,478</td>
<td>27,004</td>
<td>24,240</td>
<td>11,371</td>
</tr>
<tr>
<td>Coking &amp; Others</td>
<td>12,714</td>
<td>12,157</td>
<td>13,005</td>
<td>6,331</td>
</tr>
<tr>
<td>Containers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tonnage</td>
<td>194</td>
<td>222</td>
<td>279</td>
<td>93</td>
</tr>
<tr>
<td>TEUs</td>
<td>13</td>
<td>12</td>
<td>16</td>
<td>5</td>
</tr>
<tr>
<td>Other Misc. Cargo</td>
<td>7,343</td>
<td>6,826</td>
<td>8,339</td>
<td>3,723</td>
</tr>
<tr>
<td>Total</td>
<td>109,275</td>
<td>112,689</td>
<td>114,549</td>
<td>48,884</td>
</tr>
</tbody>
</table>

**Note:** * - until August 2021 (FY22)

**Source:** India Ports Association, News Article
Physical infrastructure – Power

- Odisha is the first state in the country to bring in power sector reforms.

- As of August 2021, Odisha had a total installed power generation capacity of 7,960.58 MW, of which 1,906.98 MW was under the central sector, 3,828.22 MW (under state utilities) and 2,225.38 MW (under private sector). Of the total installed power generation capacity, 5,233.98 MW was contributed by thermal, 2,150.92 MW by hydro and 575.68 MW by renewable energy.

- An outlay of Rs. 533 crore (US$ 76.26 million) has been allocated to establish new 33 x 11 sub-stations under Odisha Distribution System Strengthening Programme (ODSSP).

- By 2022, Odisha plans to reach generation of 2,200 MW of solar power, 200 MW of wind power, 180 MW of bio-mass power, 150 MW of small hydro power and 20 MW of Waste-to-Energy (WTE) power.

- In June 2021, Tata Power company’s proposed purchase of a 51% stake in each of the three power utilities in Odisha was cleared by the Competition Commission of India. The company is to buy the stakes in Western Electricity Supply Company of Odisha (WESCO), Southern Electricity Supply Company of Odisha Ltd. (SOUTHCO) and Central Electricity Supply Company of Odisha Ltd. (CESCO).

- In September 2021, the National Thermal Power Corporation Limited (NTPC) started commercial operation of the second unit (800 MW) of the Darlipali Super Thermal Power Station in Odisha’s Sundargarh district.

**Note:** MW - Megawatt, * - Until August 2021
**Source:** Central Electricity Authority, News Article
Physical infrastructure – Telecom

As of June 2021, Odisha had 34.76 million wireless and 0.26 million wireline subscribers.

The number of internet subscribers in the state stood at 21.60 million, as of March 2021.

Odisha had a total teledensity of 79.49%, as of June 2021.

Source: Telecom Regulatory Authority of India, Department of Telecommunications
Physical infrastructure – Urban

- Bhubaneswar, Odisha’s capital, has secured a spot in the list of world’s top 20 smart cities in 2017. The ranking has placed the city at the 13th position in terms of safety and 20th in three other parameters viz. mobility, healthcare and productivity.

- Government of India has approved 5,133 affordable houses in 26 cities of Odisha with an investment of Rs. 156 crore (US$ 24.10 million) of which central Government would contribute 77 crore (US$ 11.89 million).

- The government plans to cover an additional 7 million rural population and 100% urban population under piped water supply by FY22.

### Classification of AMRUT Cities in Odisha on the basis of population

<table>
<thead>
<tr>
<th>Classification</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of AMRUT cities with population less than 1 million</td>
<td>9</td>
</tr>
<tr>
<td>Number of AMRUT cities with population in the range of 1 - 10 million</td>
<td>0</td>
</tr>
<tr>
<td>Number of AMRUT cities with population greater than 10 million</td>
<td>0</td>
</tr>
<tr>
<td>Total number of AMRUT cities</td>
<td>9</td>
</tr>
</tbody>
</table>

The major universities in the state are Utkal University and Biju Patnaik University of Technology; popular colleges are Orissa Engineering College and Sriram Chandra Bhanj Medical College.

The state is also home to premier institutions such as National Institute of Technology (NIT) Rourkela, Xavier Institute of Management and National Institute of Science Education and Research.

In June 2021, the Odisha government launched the 'state-model' of IBM (International Business Machines Corporation) and Science, Technology, Engineering and Mathematics (STEM) education for girl students in 258 schools across the state. The state-model of IBM-STEM seeks to ensure the capacity building of girls in digital literacy, career choice and life skills.

In March 2021, the World Skill Centre (WSC) was inaugurated in Bhubaneswar, Odisha. The WSC was established as a premier institute to teach advanced skills and create globally employable youth in the state. The centre will be developed at an investment of Rs. 1,342.2 crore (US$ 184.66 million) (on a cost sharing basis with the Asian Development Bank under the Odisha Skill Development Project).

In Budget Estimate for FY22, the Indian government allocated funds worth Rs. 9,340 crore (US$ 1.28 billion) to the Health and Family Welfare in Odisha.

For Odisha, the government announced funds worth Rs. 1,353 crore (US$ 186.14 million) for the Biju Swasthya Kalyan Yojana, Rs. 1,755 crore (US$ 241.45 million) for the National Health Mission and Rs. 1,572 crore (US$ 216.27 million) for healthcare infrastructure and services under the Mukhya Mantri Swasthya Seva Mission.

Note: 1Per thousand persons, 2Per thousand live births, PPP – Public Private Partnership
Source: Central Bureau of Health Intelligence, Government of India, Ministry of Health and Family welfare, Economic Survey of Odisha, SRS Bulletin
As a part of the state government-enacted Orissa Industries (Facilitation) Act, 2004, a single-window clearance system was implemented in the state. This was done with the aim of facilitating the growth of industries and creating an attractive environment for both domestic and international investments.

Investment intentions filed in the state stood at Rs. 37,721 crore (US$ 5.08 billion) in 2020.

In March 2021, ArcelorMittal-Nippon Steel India and the Odisha government signed a MoU to establish a 12 MT integrated steel plant in the state, with an investment worth Rs. 50,000 crore (US$ 6.88 billion).

In December 2020, 28 projects worth ~Rs. 588 crore (US$ 80.47 billion), with employment potential of 3,245, have been fast-tracked—showcasing swift land allotment process by the Industrial Development Corporation Odisha (IDCO) as a step towards achieving ‘ease of doing business’ in the state.

### Key Industrial zones
- Talcher-Angul
- Kalinganagar-Duburi
- Bhubaneswar-Khurda
- Rayagada-Sunabeda
- Gopalpur-Chatrapur
- Paradip-Jagatsinghpur
- Jharsuguda-Brajarajnagar

### Investment intentions in terms of IEMs filed, LOIs / DILs issued

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
<th>Proposed Investments (US$ billion)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>40</td>
<td>16.37</td>
</tr>
<tr>
<td>2014</td>
<td>27</td>
<td>4.68</td>
</tr>
<tr>
<td>2015</td>
<td>23</td>
<td>4.02</td>
</tr>
<tr>
<td>2016</td>
<td>36</td>
<td>3.49</td>
</tr>
<tr>
<td>2017</td>
<td>31</td>
<td>1.08</td>
</tr>
<tr>
<td>2018</td>
<td>45</td>
<td>2.33</td>
</tr>
<tr>
<td>2019</td>
<td>76</td>
<td>4.27</td>
</tr>
<tr>
<td>2020</td>
<td>46</td>
<td>5.08</td>
</tr>
<tr>
<td>2021*</td>
<td>12</td>
<td>0.37</td>
</tr>
</tbody>
</table>

*Note: IEM: Industrial Entrepreneur Memoranda, LOI: Letters of Intent; DIL: Direct Industrial Licenses, * - Until February 2021

Source: Economic Survey of Odisha, DCO - Odisha Industrial Infrastructure Development Corporation, MoU - Memorandum of Understanding
The state has two operational IT SEZs (one in Bhubaneswar and the second in Jatni Tehsil), as of July 2021. Odisha also has one operational SEZ to manufacture and export aluminium, one operational SEZ for mineral-based industries and one operational SEZ for multi-products.

As of July 2021, the state had 17 SEZs, of which five were operational, five were notified and seven were formally approved.

IDCO is the main developer for 40% of the formally approved SEZs. The state has 86 industrial estates.

### Formally approved SEZs (as of October 2020)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Location</th>
<th>SEZs (No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>IT/IT(Knowledge Park)ITeS</td>
<td>Khurda</td>
<td>3</td>
</tr>
<tr>
<td>Multiproduct</td>
<td>Ganjam</td>
<td>1</td>
</tr>
<tr>
<td>Metal based SEZ</td>
<td>Jajpur</td>
<td>1</td>
</tr>
<tr>
<td>Mineral based industries</td>
<td>Ganjam</td>
<td>1</td>
</tr>
<tr>
<td>Manufacture &amp; export of aluminium</td>
<td>Jharsuguda</td>
<td>1</td>
</tr>
</tbody>
</table>

### Operational SEZs in Odisha (as of July 2021)

<table>
<thead>
<tr>
<th>Industry</th>
<th>Location</th>
<th>SEZs (No)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Orissa Industrial Infrastructure Development Corporation (IDCO)</td>
<td>Bhubaneswar</td>
<td>IT/ITeS</td>
</tr>
<tr>
<td>Vedanta Aluminium Limited</td>
<td>Brundamal and Kurebaga villages</td>
<td>Manufacture and export of aluminium</td>
</tr>
<tr>
<td>Saraf Agencies Private Limited</td>
<td>Chhatrapur, Gunjam district</td>
<td>Mineral-based industries</td>
</tr>
<tr>
<td>Orissa Industrial Infrastructure Development Corporation (IDCO)</td>
<td>Village Gaudakashipur and Arisal, Tehsil Jatni, District Khurda, Odisha</td>
<td>IT (Knowledge Park)</td>
</tr>
<tr>
<td>Tata Steel Special Economic Zone Limited (formerly Gopalpur Special Economic Zone Limited)</td>
<td>Gopalpur, District-Ganjam, Odisha</td>
<td>Multi Product</td>
</tr>
</tbody>
</table>

Source: Ministry of Commerce & Industry, Government of India, IDCO - Odisha Industrial Infrastructure Development Corporation
Key sector – Metals & mining…(1/2)

- Odisha is one of India’s richest states in terms of mineral reserves. The mineral belt is spread over an area of more than 6000 sq km. Moreover, the state accounts for more than 35% of total iron ore resources of the country. The key minerals found in the state are iron, coal, bauxite, manganese, nickel, chromite, limestone, dolomite, graphite, decorative stones, beach sand, china clay, tin ore, etc.

- In February 2021, under production-linked incentive (PLI) scheme, the government approved an outlay of funds worth Rs. 6,322 crore over five years to boost domestic production of specialty steel.

- In February 2021, two new iron ore mines were inaugurated in Odisha, with a production capacity of 15 lakh tonnes per month and ~275 million tonnes of consolidated iron ore reserves. These mines are expected to generate ~Rs. 5,000 crore (US$ 679.28 million) in annual revenue for the state and create employment opportunities for locals.

- In September 2021, Jindal Steel and Power (JSPL) won the ‘Kasia’ iron and dolomite mine in continuing mine auctions in the state.

![Value of mineral production in Odisha (US$ million)](chart)

<table>
<thead>
<tr>
<th>Minerals</th>
<th>Production</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coal (‘000 tonnes)</td>
<td>14,711</td>
</tr>
<tr>
<td>Bauxite (tonnes)</td>
<td>1,473,178</td>
</tr>
<tr>
<td>Chromite (tonnes)</td>
<td>641,131</td>
</tr>
<tr>
<td>Iron Ore (total) (‘000’tonnes)</td>
<td>11,745</td>
</tr>
<tr>
<td>Manganese Ore (tonnes)</td>
<td>86,632</td>
</tr>
<tr>
<td>Sulphur (tonnes)</td>
<td>18,952</td>
</tr>
</tbody>
</table>

**Note:** MTPA - million tonne per annum

**Source:** Ministry of Mines, Government of India, Department of Steel & Mines, Government of Odisha, News Article
### Key players

**Orissa Mining Corporation Ltd (OMC)**
- OMC was established in 1956 to explore and harness the mineral wealth of Odisha. In 1961, it became a state-owned corporation of the Government of Odisha. OMC has reserves of around 654.9 million tonnes of iron ore, 6.3 million tonnes of manganese-ore, 25.3 million tonnes of chromite, 19.6 million tonnes of limestone and other minerals. OMC has 35 mining leases (chromite - 11, iron - 11, iron & manganese - 5, manganese - 3, limestone - 1 and gemstone - 4).

**Mahanadi Coalfields Ltd (MCL)**
- Mahanadi Coalfields Limited is one of the major coal producing company of India. It is an eight subsidiaries of Coal India Limited and was formed in April 1992. It has two coalfields at Talcher & IB Valley in Odisha.

**Rungta Mines Ltd**
- Rungta Mines Limited is the flagship company of the S R Rungta Group. The company specialises in mining iron-ore and manganese ore. It is also involved in mining of limestone, dolomite, fireclay and bauxite. The company has one million tonne cement plant in Odisha, which will involve an investment of US$ 126.5 million.
Key sector – Agriculture...(1/2)

- Odisha’s main agriculture products are rice, pulses, oilseeds, vegetables, groundnut, cotton, jute, coconut, spices, sugarcane, potato and fruits. There is a vast scope for agro-based industries for rice, lentils, edible oil-milling, dehydration of vegetables, maize-milling, cattle and poultry rearing, cotton oil, potato chips, coconut oil, sugar mills, mushroom cultivation, non-edible oils and others.

- In 2019-20, the total production of horticulture crops in the state was expected to be 10,514.23 thousand metric tonnes and area under production was 1,315.85 thousand hectares. In 2019-20, the total production of vegetables and fruits was estimated at 7,937.16 thousand metric tonnes and 1,917.07 thousand metric tonnes, respectively.

- In State Budget 2021, the Odisha government allocated funds worth Rs. 10,705 crore (US$ 1.47 billion) to agriculture and allied activities. The state allocated 7.4% of its total expenditure towards agriculture and allied activities, (higher than the average allocation for agriculture by other states, i.e., 6.3%).

- The government allocated Rs. 1,800 crore (US$ 247.64 million) to the KALIA (Krushak Assistance for Livelihood and Income Augmentation) scheme and Rs. 1,415 crore (US$ 194.67 million) to the fisheries and animal resources development sector.

- In May 2021, CM Mr. Naveen Patnaik announced that Rs. 920 crore (126.14 million) has been deposited in the bank accounts of 42 lakh farmers in the state under the Kalia Yojana for Kharif 2021.

### Area and production of horticulture crops (2019-20)

<table>
<thead>
<tr>
<th>Year</th>
<th>Area (‘000 Ha)</th>
<th>Production (‘000 MT)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fruits</td>
<td>316.44</td>
<td>1,917.07</td>
</tr>
<tr>
<td>Vegetables</td>
<td>587.58</td>
<td>7,937.16</td>
</tr>
<tr>
<td>Spices</td>
<td>147.67</td>
<td>2,93.85</td>
</tr>
<tr>
<td>Plantation</td>
<td>257.69</td>
<td>316.20</td>
</tr>
<tr>
<td>Aromatics &amp; Medicinal</td>
<td>1.92</td>
<td>0.61</td>
</tr>
<tr>
<td>Honey</td>
<td>-</td>
<td>1.20</td>
</tr>
</tbody>
</table>

### Requirement, availability and sales of fertilisers in Odisha (MT) (in July 2021)

<table>
<thead>
<tr>
<th>Fertiliser</th>
<th>Requirement</th>
<th>Availability</th>
<th>Sales</th>
</tr>
</thead>
<tbody>
<tr>
<td>DAP</td>
<td>65,000</td>
<td>54,867.18</td>
<td>52,302.8</td>
</tr>
<tr>
<td>MOP</td>
<td>30,000</td>
<td>28,264.02</td>
<td>24,391.6</td>
</tr>
<tr>
<td>NPK</td>
<td>70,000</td>
<td>74,388.36</td>
<td>61,627.1</td>
</tr>
<tr>
<td>Urea</td>
<td>90,000</td>
<td>52,899.42</td>
<td>50,292.32</td>
</tr>
</tbody>
</table>

Source: Department of Agriculture, Cooperation & Farmers Welfare, Government of India
Key players

**Sakthi Sugars Ltd**
- The company was established in the year 1961 and has an average capacity to crush 19,000 tonnes of sugarcane a day. The company has four crushing units, three units are located in Tamil Nadu while one in Dhenkanal district. The Odisha plant has sugarcane processing capacity of 2500 tonnes per day.

**Aska Cooperative Sugar Industries Ltd**
- The company was established in the year 1963. Its plant is located in Aska town of the Ganjam district in Odisha, 170 km from Bhubaneswar. The cooperative employs 900 people and provides livelihood to 20,000 sugarcane growers in the area. Presently, the plant has a crushing capacity of 2,500 tonnes per day.

**Indian Farmers Fertiliser Cooperative (IFFCO)**
- IFFCO produces and distributes fertilizers to farmers and member co-operatives in India. Its products include urea and fertilisers, indigenous seeds and chemicals. The Odisha plant is situated at the Bhubaneswar - Paradeep National Highway, which can produce 2 Million TPA DAP/NPK, 7000 TPD of Sulphuric Acid and 2650 TPD of Phosphoric Acid.
The IT sector is dominated by over 300 SMEs. The sector employs around 12,000 software professionals. In order to attract ICT investments, the centre is considering a mega project in Bhubaneswar, Odisha.

The state has an ample talent pool to cater to the needs of this industry. It produces 40,000 technical & management professionals & 50,000 general graduates every year.

Policy initiatives and statutory framework

| Information and Communication Technology Policy (ICT), 2014 | To develop IT/ITES/ESDM industries in the state of Odisha and to promote start-ups, Products and R&D /Innovation Firms, Incubation Centres in Educational Institutions & Private sector, Electronic System Design and Manufacturing (ESDM), Entertainment IT (Visual Effects, Animation, Gaming), Mega IT Projects, Level II Cities, T Parks/IT SEZs/IT Clusters. The Government is incentivising by providing Entry Tax Exemption (during construction) for a period of 3 years and IT/ITES/ESDM industries to be provided with separate SEZs.

| Special Incentive Package Scheme for ESDM | The Government of Odisha has given importance to the ESDM by providing it with subsidies and special incentive packages such as training subsidy, 100% VAT reimbursement for a period of 5 years Exemption on entry tax on machinery and equipment.

| The Industrial Policy Resolution 2015 | This policy considers IT and ESDM on top priority by offering incentives to attract investments and promote economic growth in the state of Odisha.

Source: Invest Odisha
Infosys Ltd

- Established in 1981. It has presence in the areas of IT consulting, modular global sourcing, process re-engineering and BPO services. The company has international operations in countries such as Australia, China, Japan, UK, Germany, the US and marketing and technological alliances with Informatica, IBM, HP, Microsoft, Oracle, etc. In Odisha, it has a world-class development centre at Bhubaneswar which anchors Infosys’ relationships with clients from Canada, Europe and North America.

Tata Consultancy Services (TCS)

- TCS is among the leading Indian IT services, business solutions and outsourcing companies. TCS employs over 448,464 people worldwide with a presence in 46 countries. It has operations in Odisha (in Bhubaneswar) since 2001.

Wipro Ltd

- Established in 1945, it has presence in the areas of IT services, product engineering, technology infrastructure services, BPO and other consulting solutions. The company provides services such as application development, deployment and maintenance, business intelligence and Customer Relationship Management (CRM). In February 2008, the company set up a development centre in Bhubaneswar.

Orisys Infotech Pvt Ltd

- Established in 2001, Orisys Infotech is a software development company, which offers services from system applications to business application development. It is involved in a variety of services, such as software development, web solutions, e-commerce, multimedia and search engine optimization. The company is based in Bhubaneswar.
Bhubaneswar, the capital city of the state, is known as the temple city of India & is home to about 500 temples. Puri, Bhubaneswar & Konark are the main centres for religious tourism.

In 2020, ~4.6 million domestic tourists and 10,206 foreign tourists visited Odisha.

Odisha has vast potential for development of tourism. It is one of the critical sectors of the state’s economy, in terms of foreign exchange earnings as well as employment generation opportunities.

According to a study, there will be a three-fold increase in the number of hotel rooms in the state by 2025 and will require a capital expenditure of Rs. 14.5 billion (US$ 207.46 million) through public-private participation.

Single – Window clearance mechanism… (1/2)

**Investments handled**

- Greater than US$ 219.4 million
  - High-level clearance authority
    - Under the chairmanship of Chief Minister of Odisha
  - Nodal agency: Industrial Promotion and Investment Corporation of Odisha (IPICOL) (Team Odisha): State-level

- Between US$ 10.9 and US$ 219.4 million
  - State-level single-window clearance authority
    - Under the chairmanship of Chief Secretary
  - Nodal agency: District Industries Centre

- Less than US$ 10.9 million
  - District-level single-window clearance authority
    - Under the chairmanship of District Collector
  - Nodal agency: District Industries Centre
The Government enacted the Orissa Industries Facilitation Act, 2004, for implementing the single-window clearance system for faster and one-point clearance of industrial projects, single-point dissemination of industrial project related information and streamlining inspection of industries by different agencies and authorities.

The District-level Single-Window Clearance Authority works under the chairmanship of the District Collector for projects involving investment less than US$ 10.9 million.

The State-level Single-Window Clearance Authority is chaired by the Chief Secretary of the state for projects involving investment of US$ 10.9 million or more, but less than US$ 219.4 million.

A High-level Clearance Authority chaired by the Chief Minister of Odisha examines and considers proposals for industrial and other projects involving investment of US$ 219.4 million or above.
## Key investment promotion offices … (1/3)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Industrial Promotion and Investment Corporation of Odisha Limited (IPICOL)** | - IPICOL is a key promotional institution. It was incorporated in 1973 with the main objective of accelerating the pace of industrial development by promoting large and medium scale industries.  
  - In 2014-15, the IPICOL received 26 combined application forms for setting up projects with an investment of US$ 11.97 billion.                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| **Industrial Development Corporation of Orissa Limited (IDCOL)** | - IDCOL was established in 1962 to promote, establish and run industries in the state.  
  - The corporation, since its inception, has set up 15 industrial units across sectors including cement, ferrochrome, pig iron and spun pipe.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| **Orissa Industrial Infrastructure Development Corporation (IDCO)** | - IDCO was established with the objective of providing infrastructure assistance for rapid establishment and orderly growth of industry in Odisha.  
  - The corporation is engaged in multiple activities that foster rapid industrialisation in the state by developing industrial infrastructure.  
  - In 2012-13, IDCO allotted 352.530 acres of land and sheds to 14 new industrial estates/areas across the state.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| **Agricultural Promotion and Investment Corporation of Odisha Limited (APICOL)** | - APICOL’s aim is to strengthen the rural economy by providing financial support for promotion and development of agro-based and food-processing industries.  
  - APICOL provides subsidy to the agro-processing and food-processing units in the state.  
  - In 2009-10, the corporation promoted 145 commercial agro-enterprises with an aggregate investment of about US$ 24,38,619.77 .                                                                                                                                                                                                                                                                                                                                                                                                                |
### Key investment promotion offices … (2/3)

<table>
<thead>
<tr>
<th>Agency</th>
<th>Description</th>
</tr>
</thead>
</table>
| **Orissa State Financial Corporation (OSFC)** | ▪ OSFC is a premier state-level financial institution that was established in 1956 to cater to the needs of industrial development in the state.  
▪ It provides financial assistance to small and medium scale industries in consortium with state-level financial institutions.  
▪ Besides, the corporation also receives financial assistance from the state and central governments, and provides soft loans and margin money for rehabilitation of sick industrial units. |
| **Orissa Pisciculture Development Corporation Limited (OPDC)** | ▪ OPDC is the only public sector undertaking in the fishery sub-sector and aims at carrying on business in pisciculture in brackish water areas, freshwater ponds and other water sources.  
▪ It has launched a number of projects such as supplying fishnet, fuel and fish seeds for the economic development of fishermen. |
| **Directorate of Export Promotion & Marketing (DEPM)** | ▪ DEPM has been set up to promote export of goods from Odisha and to provide marketing assistance to SSI units of the state.  
▪ It disseminates market intelligence, oversees enquiries related to tenders and trade from existing and potential exporters and entrepreneurs.  
▪ It provides guidance in export processing, pricing of export items and on different incentives for exports, granted by the Government of India. |
| **Odisha Small Industries Corporation Ltd (OSIC)** | ▪ OSIC was established in April 1972, with the main objective of aiding and assisting SSI units in the state for their sustained growth and development.  
▪ The corporation has been extending help for marketing support, financial assistance on purchase of raw materials, providing sub-contracting opportunities in the construction sectors and also rendering various other services to SSI units. |
<table>
<thead>
<tr>
<th>Agency</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Orissa State Cooperative Handicrafts Corporation (OSCHC)</td>
<td>▪ Established in 1956, OSCHC is the primary authority engaged in encouraging exporters, enlarging marketing opportunities, introducing new design and technology and strengthening the production base in the handicrafts sector.</td>
</tr>
<tr>
<td>Orissa State Electronics Development Corporation (OSEDC)</td>
<td>▪ OSEDC was established in 1981 as the nodal organisation in the state for promotion of electronic industries, both in hardware and software.</td>
</tr>
</tbody>
</table>
| Grid Corporation of India Limited (GRIDCO)                    | ▪ GRIDCO is a Government of Odisha undertaking and was incorporated in April 1995 for power transmission.  
▪ In 2005, GRIDCO’s transmission-related activities were transferred to Orissa Power Transmission Corporation.  
▪ Now, GRIDCO is a trading company and is involved in the bulk sale of power to the four power distribution companies in Odisha. It also trades surplus power with neighboring states.                                                                 |
| Orissa State Pollution Control Board (OSPCB)                  | ▪ OSPCB is responsible for managing hazardous waste, bio-medical waste, municipal solid-waste, recycled plastics, batteries as well as manufacture, storage and import of hazardous chemicals.  
▪ Its functions are broadly classified under areas such as enforcement, advisory, monitoring, research and facilitation.                                                                                                          |
<table>
<thead>
<tr>
<th>Agency</th>
<th>Description</th>
</tr>
</thead>
</table>
| Directorate of Industries | Killa Maidan, Cuttack-753 001  
Phone: 91-0674-2536640  
Fax: 91-0674-2536819  
E-mail: diorissa@ori.nic.in  
Website: [http://diodisha.nic.in/](http://diodisha.nic.in/) |
| Industrial Promotion and Investment Corporation of Odisha Limited (IPICOL) | IPICOL House, Janpath, Bhubaneswar-751 022  
Phone: 91-0674-2542 601  
Fax: 91-0674-2543 766  
E-mail: info@ipicolodisha.com  
Website: [http://www.ipicolorissa.com/](http://www.ipicolorissa.com/) |
Key approvals required (1/2)

<table>
<thead>
<tr>
<th>Approvals and clearances required</th>
<th>Departments to be consulted</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incorporation of company</td>
<td>Registrar of Companies</td>
</tr>
<tr>
<td>Registration/Industrial License/Industrial Entrepreneurs Memorandum (IEM)</td>
<td>District Industries Centres for SSI, Secretariat for Industrial Assistance**</td>
</tr>
<tr>
<td>Allotment of land</td>
<td>Industrial Infrastructure Development Corporation (IDCO)</td>
</tr>
<tr>
<td>Permission for land use (In case industry is located outside an industrial area)</td>
<td>IDCO, Dept of Town &amp; Country Planning, Local authority/District Collector</td>
</tr>
<tr>
<td>Forest and environment clearance</td>
<td>Ministry of Forest &amp; Environment, Government of India</td>
</tr>
<tr>
<td>Approval of construction activity and building plan</td>
<td>Concerned Development Authority</td>
</tr>
<tr>
<td>Sanction of electricity</td>
<td>Distribution and Transmission Company*</td>
</tr>
</tbody>
</table>

*Distribution Companies- CESU, NESCO, SOUTHCO, WESCO; Transmission Company- Orissa Power Transmission Corporation Limited (OPTCL)
**Secretariat for Industrial Assistance (Government of India) for Large and Medium Industries
Key approvals required (2/2)

**Approvals and clearances required**

- Water supply
- Factory and boiler clearance
- Finance
- Orissa Value Added Tax (VAT) Act, and Central and State Excise Act

**Departments to be consulted**

- Department of Water Resources
- Chief Inspector of Factories and Boilers
- Orissa State Financial Corporation (OSFC), IPICOL, Commercial Banks*
- Commercial Tax Department and Central and State Excise Department

*Commercial Banks such as IDBI, ICICI, State Bank of India, etc.*
# Cost of doing business in Odisha

<table>
<thead>
<tr>
<th>Cost parameter</th>
<th>Cost estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land (per sq m)</td>
<td>US$ 2 to US$ 15</td>
</tr>
<tr>
<td>Office space rent (per sq ft per month)</td>
<td>US$ 0.2 to US$ 2</td>
</tr>
<tr>
<td>Residential rent (for a 2,000 sq ft house, per month)</td>
<td>US$ 200 to US$ 400</td>
</tr>
<tr>
<td>Five-star hotel room (per night)</td>
<td>US$ 200 to US$ 450</td>
</tr>
<tr>
<td>Power cost (per kwh)</td>
<td>Industries: US 7.5 cents to US 10.4 cents</td>
</tr>
<tr>
<td>Labour cost (minimum wage per day)</td>
<td>US$ 4.6 to US$ 6.15</td>
</tr>
</tbody>
</table>

*Source: Ministry of Labour and Employment, Government of India, Industry sources*
<table>
<thead>
<tr>
<th>State acts and policies</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Excise Policy 2017-18</strong></td>
</tr>
<tr>
<td>• To adopt excise duty, fee structure and guidelines for the settlement of excise shops and establishments.</td>
</tr>
<tr>
<td><strong>Export Policy 2017 (Draft)</strong></td>
</tr>
</tbody>
</table>
| • To provide necessary support to exporting industries with the aim of providing a boost to exports.  
• To establish an institutional mechanism for regular dialogue with export sector. |
| **Odisha Mobile Towers, OFC and related Telecom Infrastructure Policy, 2017**  |
| • To streamline the process of application and grant of permission for telecom infrastructure within specified timelines.  
• To facilitate establishment of modern telecommunication infrastructure to provide high speed internet. |
| **Renewable Energy Policy 2016**  |
| • To create an environment conducive to public/private/community participation and investments in renewable energy  
• To facilitate R&D and development of manufacturing units in the renewable energy sector. |
| **Odisha Electric Vehicle Policy, 2021**  |
| • To accelerate adoption of electric vehicles in the vehicle segments, especially in categories of two wheelers, three wheelers and LMVs.  
• To achieve adoption of 20% battery electric vehicles in all vehicle registrations by 2025. |
| **Odisha Tourism Policy 2016**  |
| • To promote sustainable tourism with a view to create employment opportunities and to bring about socio-economic benefits to the community.  
• To give high priority to development and promotion of prime tourism products, conservation of heritage, etc. |
<table>
<thead>
<tr>
<th>Data</th>
<th>Sources</th>
</tr>
</thead>
<tbody>
<tr>
<td>GSDP (state)</td>
<td>Economic Survey 2018-19 (Odisha)</td>
</tr>
<tr>
<td>Per capita GSDP figures</td>
<td>Economic Survey 2018-19 (Odisha)</td>
</tr>
<tr>
<td>GSDP (India)</td>
<td>Economic Survey 2018-19 (India)</td>
</tr>
<tr>
<td>Installed power capacity (MW)</td>
<td>Central Electricity Authority</td>
</tr>
<tr>
<td>Wireless subscribers (No)</td>
<td>Telecom Regulatory Authority of India</td>
</tr>
<tr>
<td>Internet subscribers (million)</td>
<td>Telecom Regulatory Authority of India</td>
</tr>
<tr>
<td>National highway length (km)</td>
<td>NHAI, Roads and Building Department-Government of India</td>
</tr>
<tr>
<td>Major and minor ports (No)</td>
<td>India Ports Association</td>
</tr>
<tr>
<td>Airports (No)</td>
<td>Airports Authority of India</td>
</tr>
<tr>
<td>Literacy rate (%)</td>
<td>Economic Survey 2018-19 (India)</td>
</tr>
<tr>
<td>Birth rate (per 1,000 population)</td>
<td>Economic Survey 2018-19 (India)</td>
</tr>
<tr>
<td>Cumulative FDI equity inflows (US$ billion)</td>
<td>Department for Promotion of Industry and Internal Trade</td>
</tr>
<tr>
<td>Operational PPP projects (No)</td>
<td>DEA , Ministry of Finance, Government of India</td>
</tr>
<tr>
<td>Operational SEZs (No)</td>
<td>Ministry of Commerce &amp; Industry, Department of Commerce</td>
</tr>
</tbody>
</table>
# Exchange rates

## Exchange Rates (Fiscal Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rs. Equivalent of one US$</th>
</tr>
</thead>
<tbody>
<tr>
<td>2004-05</td>
<td>44.95</td>
</tr>
<tr>
<td>2005-06</td>
<td>44.28</td>
</tr>
<tr>
<td>2006-07</td>
<td>45.29</td>
</tr>
<tr>
<td>2007-08</td>
<td>40.24</td>
</tr>
<tr>
<td>2008-09</td>
<td>45.91</td>
</tr>
<tr>
<td>2009-10</td>
<td>47.42</td>
</tr>
<tr>
<td>2010-11</td>
<td>45.58</td>
</tr>
<tr>
<td>2011-12</td>
<td>47.95</td>
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<tr>
<td>2012-13</td>
<td>54.45</td>
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<tr>
<td>2013-14</td>
<td>60.50</td>
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<td>2014-15</td>
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<td>2015-16</td>
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<td>2016-17</td>
<td>67.09</td>
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<td>2017-18</td>
<td>64.45</td>
</tr>
<tr>
<td>2018-19</td>
<td>69.89</td>
</tr>
<tr>
<td>2019-20</td>
<td>70.49</td>
</tr>
<tr>
<td>2020-21</td>
<td>73.20</td>
</tr>
</tbody>
</table>

## Exchange Rates (Calendar Year)

<table>
<thead>
<tr>
<th>Year</th>
<th>Rs. Equivalent of one US$</th>
</tr>
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<tr>
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<td>43.42</td>
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<td>2009</td>
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<td>2010</td>
<td>45.74</td>
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<td>2011</td>
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<td>74.18</td>
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<tr>
<td>2021*</td>
<td>72.89</td>
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</tbody>
</table>

*Note: As of September 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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