# Odisha - Envisioning India's Next Digital Powerhouse

*Vision 2030 & 2036*

June 2025

Shape the future
with confidence

# contents

# 1

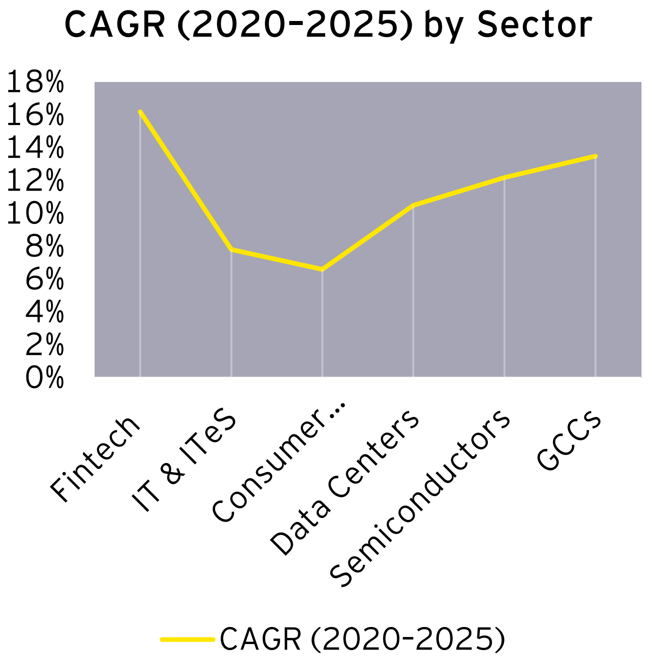
# Global Trends & India's Digital Growth

# Over the past decade, the global digital economy has grown by 10-15% YoY. This momentum is expected to continue, with accelerated demand in Data Centres, GCCs & Semiconductor sectors

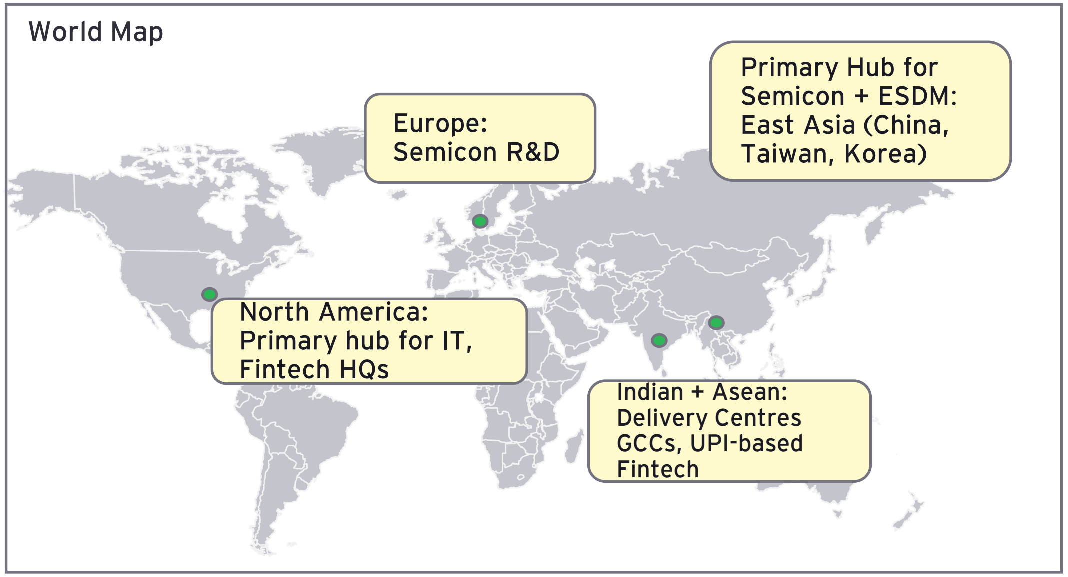
## Global Digital Sectors' Market Size (2024-25)

| | |
|---|---|
| IT & ITeS | $1.50Tn |
| Electronics | $1.21Tn |
| Semiconductors | $1.21Tn |
| FinTech | $245.0Bn(2023) |
| Data centres | $347.64Bn |
| GCCs | $180Bn (2023) |

## Compound Annual Growth Rates (CAGR) by Sector (2020-2025)




## Global Strategic Hubs of Digital Sectors (2024-25)




**Global Trends & Window of Opportunity for India & Odisha**

1. Decentralization to Tier-II/III cities; GCC expansion in Tier-II cities
2. Semiconductor & Electronics Manufacturing - Create port-led ESDM manufacturing and assembly zones
3. Scaling of digital public infra/ fintech globally (UPI-like models) - India Stack (UPI, Aadhaar, ONDC) adopted globally
4. Demand for sovereign cloud/data infrastructure- Develop cost-efficient data infra with green energy
5. Sustainable and ESG-focused tech zones - RE-linked data parks, battery storage, EV clusters

Source: EY-DLAI Report 2025; Sectoral global Market size projections for 2024-25 (EY vision 2030 report, GVR, IMARC Group, Zinnov-NASSCOM, EY Analysis)

# India is on track to build a $1 trillion Digital Economy by 2030, anchored by high-growth sectors accelerating investments and employment

## India's Digital Economy

**Digital Economy Size (GDP)**
~$402Bn, growing at a CAGR of ~20% (2023)

**Exports**
In 2023-24, ESDM & IT & ITeS exports stood $223Bn; majorly exported to US, UK, EU, Australia and Canada

**Key Growth Enablers**
DPI, AI, cloud, 5G, fintech, and semiconductor manufacturing

**Employment**
Over 14.67 million workers (2.55% of total workforce)

India's GDP is projected to exceed USD 25 trillion by 2047, with a per capita income of $15,602. India aims to achieve a USD 1 trillion digital economy contribution by 2029–30.

## Key Highlights of FY 2024-25: High-Growth Digital Sectors

**IT & ITeS →** IT & ITeS exports are estimated to be at $224.4Bn in FY25 with 4.6% growth; tech industry to reach $300Bn by FY26. *(NASSCOM)*

**AI & GenAI →** With ₹10,372 Cr, India AI Mission (2024-28) driving indigenous models, 34,000+ GPU infra, and global AI talent to power India's digital leadership. *(PIB-2024)*

**ESDM→** The sector targets $400Bn by 2025, with $300Bn electronics output by FY26, led by PLI schemes.

**Semiconductors →** India Semiconductor Mission cleared 6th chip unit in May 2025; Tata to invest $10.4Bn in Dholera fab.

**Fintech →** to expand by 30% and reach US$180-200Bn by 2029. UPI hit 19.78Bn transactions in Mar 2025; India led with 48.5% of global real-time payments.

**Data Centres →** The DC capacity to hit 1,825 MW by 2027 with $5.8Bn investment, led by AI and digitization. *(Invest India)*

**GCCs →** Over 1,750 GCCs established, with nearly 3,000 units across India; contributing 25%+ (~$64.6Bn) to India's $250Bn outsourcing industry. **Around 825+ GCCs in India are from Forbes Global 2000 Companies.** *(NASSCOM; ANSR)*

Source: IT - NASSCOM Annual Strategic Review 2025, AI- PIB-GOI, Policy Circle, ESDM - India Semiconductor Mission Press Release, MeitY Report-GOI, DLAI Report on The role of FinTech in building Viksit Bharat, RBI Annual Report, JLL India Report, DC-Invest India, NASSCOM-Zinnov Report, ANSR Report on GCCs

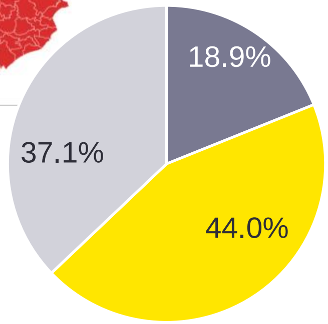
# 2

# Odisha's Strategic Positioning

# Strong fiscal health, rising IT exports, and strategic logistics position Odisha as a future-ready digital economy hub

## Odisha Profile

State GDP and sectoral break-up



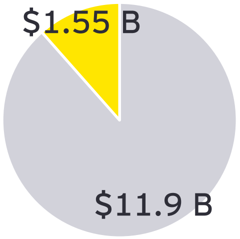

INR 8.6Tn (FY 23-24)

- Primary- Agriculture and Forestry
- Secondary- Manufacturing, construction, Utilities
- Tertiary- Real estate, IT, Transport etc.

Per Capita Income

~₹1,82,548 (2024-25)

Total Exports Vs IT & ESDM & Semicon exports (FY 2023-24, in USD B)




- IT, ESDM & Semicon exports
- Total Merchandise exports

**1st**

Odisha Tops in Niti Ayog's Fiscal Health Index 2025 with 67.8 score

**Achiever**

Logistics Ease Across Different States (LEADS) Ranking

**8th** Rank among Indian states for IT Software exports

## Is Odisha Ready to be the next digital hub of India?

### Infrastructure

- 106 Industrial Estates
- 1,25,000 acres of industry-ready land
- EMCs; IT Parks: InfoValley, Infocity, STPI Bhubaneswar & satellite towns
- Digital Infra – OCAC, OSWAN, SDC, Bhubaneswar Smart City; Tech Towers etc.

### Connectivity

- 500 km coastline; 3 operational ports: Paradip, Dhamra, Gopalpur
- Direct flights to Dubai, Abu Dhabi, Bangkok and Singapore from Bhubaneswar
- Good intra-state flight connectivity
- 8,000 km highway & 2,500 km rail network

Source: Niti Ayog's Fiscal Health Index 2025; Odisha Economic Survey 2024-25; Niryat, IDCO, DPIIT BRAPP Report, GO SWIFT; PIB; Invest Odisha; Utkarsh Odisha

# Odisha's skilled workforce, policy incentives, and investor-friendly governance make it a compelling destination for tech enterprises

## Is Odisha Ready to be the next digital hub of India?

### Talent & Industry

- 500+ IT and ITeS companies in Odisha, employing around 60,000 software professionals (direct/hybrid)
- 1,78,404 technical manpower graduating annually (engineering, polytechnic, IT)
- Premier institutions: IIT Bhubaneswar, NIT Rourkela, IIIT, KIIT, SOA
- 950+ ITIs skilling for SMEs
- 100K+ graduates annually from 197+ engineering institutions

### Startup Ecosystem

- 1500+ startups registered under Startup Odisha
- 50+ incubators & coworking spaces
- 10+ sectoral CoEs (AI, AR/VR, FinTech, AgriTech)
- Startup Yatra outreach, Idea2POC grants, marketing support, patent filing support

### Policy Support

- Odisha IT Policy 2022, IPR Policy, ESDM Policy, BPO Policy, Startup Policy
- Upcoming policy: New IT policy, GCC policy, Fintech Policy and AI policy
- Incentives - CAPEX/OPEX subsidy, interest reimbursement, lease rental subsidies, performance-linked grants for employment & exports
- 30–40% lower costs than top IT destinations, Competitive TCO for mid-size IT, GCC, and startups.
- Industrial power tariff: ₹5.5/unit (lowest in India)

### Investment Support

- In MIO 2025, ₹ 20,900 crore worth investment proposals received in the sector
- Tech Business Parks in tier 2 and tier 3 cities, along with IT Clusters, GCC Parks, integrated FinTech clusters, and a Centre of Excellence for Artificial Intelligence

### Institutional Support

- IPICOL – Single window investment facilitation
- IDCO – Land, infra, utilities support
- Dedicated sector desks for IT, ESDM, FinTech, Logistics, Startups
- A new institutional mechanism for promotion Electronics & IT/ITeS sector

### EODB

- Odisha ranked a Top Achiever in DPIIT's BRAP 2022 ranking
- GO SWIFT – 100+ services online
- Fast approval cycle: SLSWCA < 15 days, HLCA < 30 days

Source: Niti Ayog's Fiscal Health Index 2025; Odisha Economic Survey 2024-25; Niryat, IDCO, DPIIT BRAPP Report, GO SWIFT; PIB; Invest Odisha; Utkarsh Odisha

# Odisha's Digital Talent Engine: 1.78 Lakh+ Technical Graduates from 200+ Institutions

Odisha's network of premier institutions produces over 1 lakh tech-ready professionals annually. This talent ecosystem is key to powering Odisha's rise as India's next digital and innovation hub.

| Premier Institutions and Odisha's Annual Tech Talent Supply | | | |
|---|---|---|---|
| **Institution Name** | **Focus Areas** | **Annual Output** | **Contribution to Tech & Digital Ecosystem** |
| **IIT Bhubaneswar** | Engineering, AI, Robotics, Data Science | ~1,000 | Core tech R&D, national-level talent, startups |
| **NIT Rourkela** | Multi-domain engineering, IoT, software | ~1,500 | Research & incubation in digital & automation |
| **IIIT Bhubaneswar** | CSE, IT, Data Science, AI | ~900 | Digital infrastructure talent & software startups |
| **NISER Bhubaneswar** | Data analytics, quantum science, computing | ~200 | Scientific research talent for digital & frontier tech |
| **World Skill Center (WSC)** | Mechatronics, Electrical, HVAC, Finishing School | ~2,000 | Vocational training for tech-aligned service sectors |
| **KIIT University** | Engineering, AI/ML, cybersecurity, med-tech | ~6,000 | Large tech talent pool + startup ecosystem |
| **SOA University** | Engineering, health-tech, data | ~3,000 | Cross-domain digital application development |
| **Govt. Polytechnics & ITIs** | Industrial electronics, software, automation | ~1,00,000+ | Skilled tech workforce for IT/ESDM sectors |

Source: NIRF, AICTE, BPUT data, DTET Odisha, OSDA & Skill Development Reports (includes ~957 ITIs in Odisha)

# Skilled-in-Odisha: Positioning the State's Digital Ambition with Future-Ready Talent by Skilling 10 Lakh Youth Annually by 2047

**Odisha Skill Development Authority (OSDA) →** The apex body driving Odisha's skilling ecosystem—aligning training with industry demand, enhancing employability, and positioning the state as a hub for skilled talent nationally and globally.

**Main Functions**

- Coordinates all state-level skilling programs under an integrated framework
- Delivers training aligned with real-world job roles and industry demand
- Ensures quality through certified partners and inclusive access for women, rural, and tribal youth
- Promotes Odisha's skilled workforce through the nationally recognized Skilled-in-Odisha brand

**OSDA Vision 2047**

**Skill 10 lakh youth annually by 2047 →** to meet sector-specific workforce demands in digital, green, and industrial sectors

**Integrated Job Portal + Skilling Programs →** aimed at 100% **placement coverage**, bridging the gap between training and employment.

**Focus on future-ready domains such as →** AI, Fintech EVs, Green Jobs, Aerospace and Advanced Manufacturing

**Global Mobility→** Prepare youth for international job markets through certified training and soft skill development.

**One Skill Centre – World Skill Center (WSC), Bhubaneswar**

- ❑ Odisha's flagship vocational training institution in partnership with Singapore's ITE Education Services
- ❑ **Operates on "Train-the-Trainer" and "Finishing School" models for job-ready talent**
- ❑ Offers advanced diploma programs in precision engineering, mechatronics, electrical, HVAC, beauty therapy, etc.
- ❑ Features industry-grade labs, dual-training model, and global assessment standards
- ❑ **Target capacity: ~2,000 students annually with global placement partnerships**

Source: OSDA-Govt of Odisha, Mckinsey Report on Odisha Vision 2036 & 2047

## Bridging Odisha's Skilling Gaps: Strategic Recommendations for a Future-Ready Workforce

| S.N. | Identified Gaps | Strategic Recommendations |
|---|---|---|
| 1 | Limited intake in emerging tech domains | Expand seats in AI, cybersecurity, semiconductors, and fintech across engineering, diploma, and ITI institutions. |
| 2 | Lack of industry-relevant exposure and practical training | Introduce industry-backed certifications and mandatory internships in all technical programs. |
| 3 | Weak alignment between academic curricula and industry needs | Build partnerships with companies for co-designed curricula, faculty immersion, and project-based learning. |
| 4 | Poor soft skills and communication proficiency among graduates | Launch targeted programs in English, business communication, and digital fluency, especially for IT and service sectors. |
| 5 | Skilling infrastructure concentrated in Bhubaneswar | Establish Centres of Excellence (CoEs) in Tier 2/3 districts to decentralize access to advanced skilling. |
| 6 | Insufficient incentives to attract large employers and promote local hiring | Offer tax breaks and deferred payment incentives linked to investment size and local employment generation. |
| 7 | Migration due to lack of high-skill tech job opportunities in smaller cities | Promote tech parks, digital service zones, and startup hubs in Tier 2/3 areas to retain and attract local talent. |
| 8 | Vocational education seen as less aspirational than degrees | Run branding campaigns and industry partnerships to elevate the status and outcomes of vocational pathways. |
| 9 | Low tracking of employment outcomes from skilling programs | Use OSDA's job portal and digital MIS to track placement outcomes and continuously improve training effectiveness. |

Source: OSDA-Govt of Odisha, Mckinsey Report on Odisha Vision 2036 & 2047; EY Research & Analysis

# State has entered into agreements and partnerships with global economies for tech enablement and advancement; Multiple facilities and parks are being developed to facilitate investments

## Odisha's Recent Agreements with Global Companies

**01 Singapore**

Smart Infra, GCCs - 8 MoUs signed during Utkarsh Odisha Conclave 2025 focusing on semiconductors, green hydrogen, and fintech (GFTN)

**02 Japan**

ESDM, Refractory Tech. TYK Ceramics India Pvt Ltd investing ₹57 crore in manufacturing advanced refractory products for steelmaking

**03 USA**

Advanced Manufacturing, Digital Services. Neo Industries Metal Processing Pvt Ltd investing ₹72 crore in chrome plating and steel surface finishing facilities.

**04 UK**

Surface Engineering, Tech Services. Corewire Surface Technology Pvt Ltd investing ₹50.1 crore in a steel roll rebuilding facility.

**05 South Korea**

Steel Technology, Automation. JSW Steel and POSCO planning a joint investment of $7.7Bn in a new steel plant in Odisha.

**06 Spain**

Renewable Energy, Digital Infrastructure. Discussions underway for strategic collaborations.

## Upcoming Projects of Govt of Odisha

**Digital Odisha**

- 11 new MSME parks and enhancement of existing ones
- Multi Modal Logistics Parks (MMLPs) across 8 key locations
- Semiconductor and Electronics manufacturing units and fabless design units
- 1000 Acre Infovalley and ESDM Park; 250 acre for Semicon fab and fabless
- Industrial corridor connecting Rourkela, Sambalpur, Paradip and Dhamra by 2027
- FDI Park in State Capital Region for industries like automobile, EV, semiconductor, and IT

Source: Odisha Economic Survey 2024-25, Invest Odisha; Odisha Semiconductor and Fabless Policy-2023

# Odisha AI Mission: Catalysing AI-led Transformation

***Vision:*** To establish Odisha as a leading hub for AI Innovation, addressing local challenges and drives socio-economic development

***Key Objectives:***

| Promote AI Skilling | Scale AI Solutions | Develop Responsible AI | Foster Strategic Collaborations | Promote Linguistic AI |
|---|---|---|---|---|
| Use AI to **augment workforce capabilities**, improve public service delivery, by **training government officials**, and educate Odisha's school and college students | Fast-track deployment of Odisha-specific **high-impact AI solutions** to solve immediate challenges, by building an **Odia data corpus** | Ensure development of **ethical, secure, and inclusive** AI adoption aligned with national **data governance frameworks** and policies | Collaborate with **industry, startups, and academia** to tap into global expertise, **and accelerate AI implementation** in Odisha | **Build AI solutions embedded in regional and tribal languages** of Odisha to ensure last-mile delivery of AI solutions |

Source: Odisha AI Policy

# Key Pillars of Odisha AI Policy

## 01 Infrastructure

- Ensuring access to **high-end compute capacity** for **Odisha-based stakeholders**
- Facilitating development of **datasets from the state and enabling their upload on relevant portals such as AIKosh**
- **Establishment of innovation centres** to create an AI R&D ecosystem in the state

## 02 Policy

- Conceptualizing and formulating policy frameworks to incentivize AI companies and startups through fiscal and non-fiscal support, **promote development of innovative AI applications**, and encourage **responsible AI development and deployment**
- **Developing comprehensive data governance frameworks** and enabling regular updates as per market requirements

## 03 Skilling

- **Enabling integration of AI in school curricula** and fostering AI literacy and skills among school students
- Providing inclusive skilling opportunities, including developing a workforce for the **data annotation and supercomputing facilities** the state aims to develop
- Developing AI training programs for **Odisha's government officials**

## 04 Energy

- Facilitating transition towards **clean energy sources for development and deployment of AI solutions** at scale
- Equipping **Odisha-based data centres for AI with renewable energy sources/Promoting development of data centres with renewable energy sources**

Source: Odisha AI Policy

# AI-Driven Investments in GCCs, FinTech & Core IT

## Global Capability Centres

- AI Skilling and education will **create a talent pipeline for leading Global Capability Centres** in Odisha
- GCCs serving public sector clients can leverage Odisha as a **testbed for AI solutions** in governance, healthcare, education, agriculture, and climate
- Odisha's upcoming **AI CoEs will** provide GCCs with a ready platform to **collaborate with AI startups, academic researchers, and government stakeholders on cutting-edge use cases.**

## FinTech

- Government-backed **AI pilots and sandbox environments will enable** FinTech companies to **test and deploy responsible AI solutions.**
- AI use cases for **financial inclusion, direct benefit transfers, digital payments etc.**, will provide FinTech companies with **early customers and deployment opportunities.**

## Information Technology

- Develop **dedicated IT clusters integrated with AI-ready infrastructure** such as high-performance computers and GPUs
- Continuous **AI upskilling** programs ensure IT companies have **access to mid-level professionals trained in AI/ML, NLP, and data analytics.**

Source: Odisha AI Policy

# Bhubaneswar offers smart infrastructure with a strong talent base, making it ideal for digital growth; With 500+ IT firms, 800+ startups, and metro-grade connectivity, it's set for tech-driven expansion

## Why Bhubaneswar?

**Strategic IT Investment Region**

BBSR is one of only three officially approved IT Investment Regions (ITIRs) in India, earmarked for integrated IT/ESDM ecosystems.

Acts as the gateway to Eastern and North-Eastern India, connecting domestic and ASEAN trade corridors.

**Talent & Industry Base**

500+ IT/ITeS, FinTech, EdTech, and BPM-oriented businesses

Bhubaneswar is the only Tier-II city among top 10 software exporting cities in India (as per STPI)

**Smart Infrastructure:**

India's #1 Smart City (Pilot); Smart City 2.0 zones planned.

**Skilled Talent Pool:**

1 million+ technical graduates in the last 6 years. 60,000+ STEM graduates annually from IIT, IIIT, NISER, and private colleges.

**Green & Resilient:**

Upcoming data zones powered by renewable energy and subsea cable access.

**Startups & FinTech:**

2300+ startups; FinTech hub tie-up with Singapore (GFTN) under progress.

**ESDM & Semiconductors:**

ESDM parks, cleanroom infrastructure, and ATMP proposals gaining traction.

**GCCs & IT-ITeS:**

High-quality office space at 50% cost of metros; ideal for GCC decentralization.

**Tier-II Advantage:**

Low-cost infrastructure, talent-rich, and metro-grade connectivity.

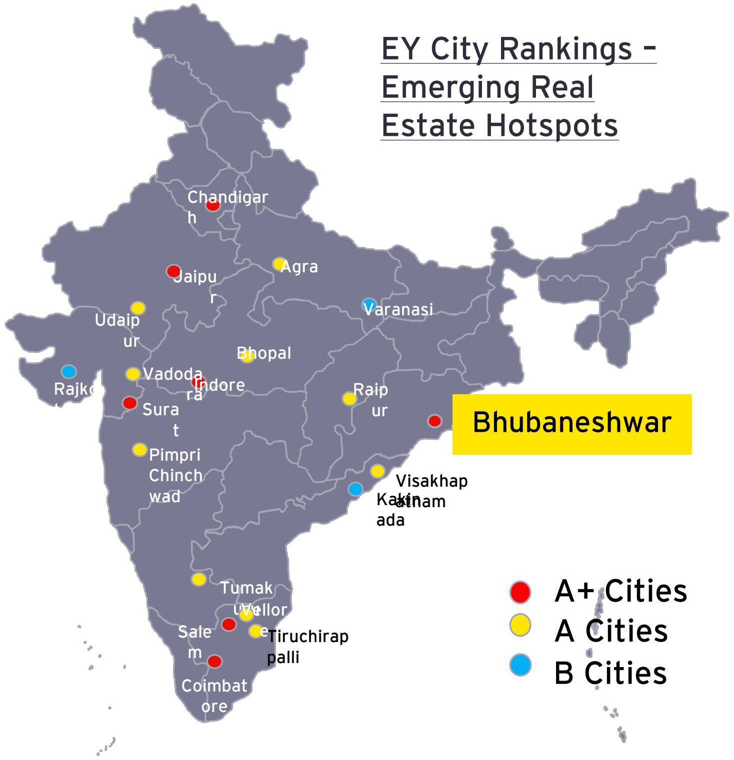
**Policy Support:**

Single-window clearance, ease of doing business, and digital economy incentives.

Source: Odisha Vision 2036 & 2047; Real Estate @ 2047 - EY CREDAI Report; Odisha Economic Survey 2024-25

# Ranked A+ by EY among top Tier-II real estate destinations, Bhubaneswar offers IT-ready space, Grade-A rentals, and incubators—ideal for digital growth

**Bhubaneswar Infrastructure Highlights:** 7.5+ crore sq ft of ready quality commercial space; IT SEZs supporting exports; 6 Government-approved IT parks; 9 private developer-led IT parks; 6 Software Technology Parks of India (STPI) units; 6 Plug-n-Play office facilities; 1 Integrated IT park; Affordable Grade A rentals; Superior Quality City Services; Presence of 20+ Incubator Centres.




## Bhubaneswar is Among top A+ cities for Real Estate Investments

The tier 2 city is ranked as A+ city among the 6 highest-potential Tier II & III cities in India for future real estate investment by EY report on Real Estate @ 2047.

**Emerging Real Estate Destinations – 20 Cities with high potential**

| City | Rank Category | City | Rank Category |
|---|---|---|---|
| Indore | A+ | Udaipur | A |
| Surat | A+ | Raipur | A |
| Coimbatore | A+ | Vadodara | A |
| Jaipur | A+ | Vellore | A |
| Bhubaneswar | A+ | Tiruchirappalli | A |
| Salem | A+ | Agra | A |
| Chandigarh | A+ | Tumakuru | A |
| Vishakhapatnam | A | Rajkot | B |
| Bhopal | A | Varanasi | B |
| Pimpri-Chinchwad | A | Kakinada | B |

Source: Odisha Vision 2036 & 2047; Real Estate @ 2047 - EY CREDAI Report; Odisha Economic Survey 2024-25

# 3

# Odisha's Vision (2030 & 2036)

# Digital Odisha Vision: State's Unified Roadmap Towards Viksit Bharat @2047

Vision Statement - "To position Odisha as India's next digital powerhouse – by enabling IT, innovation, and infrastructure-led growth across emerging tech sectors, while fostering inclusive, sustainable development in line with Viksit Bharat@2047."

## Broad Targets as per Odisha Vision 2036 & 2047

- $500Bn GSDP by 2036 and $1.5 Trillion by 2047. Odisha aims to be a major contributor to India's $30T economy goal.
- '36 for 36' Initiative - 36 flagship programs to be completed by 2036 across infrastructure, industry, and skilling
- 10 Lakh Green Jobs & ₹3.5 Lakh Crore Investment by 2030. In EVs, battery storage, renewable energy, and circular economy.
- 17% → 40% urbanisation by 2036, 60% by 2047. Development of a 7,000 sq km metro region (Bhubaneswar-Cuttack-Paradip-Jatni-Puri).
- Bhubaneswar as GCC, Data Centre, and DPI Hub. Fintech City Bhubaneswar to have ₹1 Lakh crore worth Annual GVA addition by 2047 Data Centre Hub to attract ₹10k crore investment by 2036
- 5 GCCs Hubs to attract more than INR 25000 Cr investments by 2047 and create employment opportunity for 2+ lakh professionals by 2047

*(Sector wise targets have been defined in section 4 in detail)*

## Proposed Key Government Interventions in next 2 years

### Empower E&IT Department*
→ Expand mandate via legislative support to cover all service sectors; Principal Secretary as nodal officer

### Onboard anchor investors
→ Priority parks: GCC hubs, data centres
→ Enable support infra: R&D, world-class townships
→ Conduct investment roadshows in India and abroad

### Set up Inter-Departmental Task Forces
→ Led by professional CEOs for 6 priority sectors
→ Define programme goals and funding needs

### Skill development alignment
→ Identify gaps, update curricula, launch new courses with corporate partners

### Benchmark and draft new policies
→ AI, Data Centres; New IT Policy, Revised Electronics Policy

*(* The State Govt. may set up a dedicated IT/ESDM promotion agency (like KDEM) to drive digital sectors' growth in the state (Refer Section 7 for proposal))*

Source: Odisha Vision 2036 & 2047 by Mckinsey; Citizen Engagement Portal, Odisha Economic Survey 2024-25

# Strategic Interventions aligned with Odisha's Digital Economy Targets 2036 & 2047

**Broad Objectives**

### Attract Investments & Anchor Units
→ Facilitate investment across IT, ESDM, semiconductors, and data infrastructure by 2036.

### Digital Infrastructure Expansion
→ Develop Tier II/ III digital hubs including InfoValley, Tech Towers, and high-speed data corridors across districts.

### Global Competency through GCCs
→ Develop 5 world-class GCC hubs, starting with Bhubaneswar-Cuttack-Puri and Rourkela-Jharsuguda-Sambalpur, to serve IT, finance, and customer service outsourcing

### Bilateral Agreements with High Potential Global Markets
→ Develop Bilateral agreements with high-potential markets in Southeast Asia, Europe, USA and Africa focusing on exports from IT/ITeS and key digital sectors

### Employment & Skilling
→ Enable creation of green & digital jobs through sector-specific skilling in AI, chip design, cybersecurity, fintech, and cloud.

### District Level Innovation Hubs
Establish District Level Innovation Hubs focusing on target sectors to incubate more than 100 startups annually

### Promote Make-in-Odisha for Tech
→ Drive indigenous manufacturing and innovation across semiconductors, ESDM/ electronics, AI & Frontier Tech, cybersecurity, and digital devices by 2036.

### Establish a facilitation agency to promote investments and facilitate grounding
→ Set up dedicated agency to drive digital sectors' growth in the state through proactive promotion and facilitation

Source: Mckinsey Report on Odisha Vision 2036 & 2047

# Odisha's Strategic Policy Alignment with National Missions and Programmes

**Odisha's vision 2030 & 2036 proactively aligns with key national missions by leveraging targeted policies in IT, semiconductors, logistics, and startups. This strategic positioning supports the state's ambition to emerge as a digitally empowered and innovation-driven economy by 2036.**

| National Mission | National Vision | Odisha's Strategic Alignment |
|---|---|---|
| **Viksit Bharat @2047**<br>*(Focus - MSMEs, Infra & Investments, EoDB, Women Empowerment and Skill Development)* | Transform India into a developed nation with inclusive, sustainable growth by 2047. | ₹500B economy by 2036; 9.2% projected GSDP growth<br>Subhadra Yojana for women's empowerment<br>Infra push: irrigation, urban transport |
| **Digital India Programme** | Build a digitally empowered society and knowledge economy. | Odisha IT Policy 2022<br>50% internet bandwidth cost reimbursement<br>ESDM & IT/ITeS promotion with digital infra upgrades |
| **India Semiconductor Mission** | Position India as global hub for semiconductors and electronics manufacturing. | Odisha Semicon Fabless Policy 2023<br>Fabless ecosystem incentives; design-linked innovation encouragement |
| **National Logistics Policy (NLP)** | Improve supply chain efficiency, logistics competitiveness, and LPI rank. | Multimodal logistics parks (e.g., Gopalpur, Dhamra)<br>Port-based infra corridors with ASEAN-facing exports |
| **Startup India Policy** | Foster innovation, entrepreneurship, and startup ecosystem. | ₹25,000 hiring assistance per tech job<br>Boost to local hiring, startup incubation, & seed fund support via Odisha Startup Policy |

Source: NITI Aayog's Viksit Bharat 2047 vision, Odisha IT Policy 2022; (Govt of Odisha), Digital India mission, Odisha Semicon Fabless Policy 2023 (MSME/Industries Dept.), India Semiconductor Mission, NLP 2022, Odisha Startup Policy

# Cuttack, Rourkela, Berhampur: Odisha's Tier-II Cities Gearing Up as the next Digital & Tech Hubs Beyond Bhubaneswar

| Region/City | Suggested Focus Sector(s) | Why? |
|---|---|---|
| Cuttack | LegalTech, Data Centre, Disaster Recovery Zone | Proximity to Bhubaneswar, emerging as health-tech and legal-tech zone; feasible for secondary data centres. |
| Berhampur (Ganjam) | ESDM, Electronics Assembly, IT Services | Large technical talent from Berhampur University & GEC; proximity to Andhra border and NH-16. Can be Odisha's ESDM extension zone. |
| Rourkela (Sundargarh) | Semiconductor ATMP/ OSAT, AI/ML R&D | Access to NIT Rourkela; industrial legacy; land and power availability for chip-packaging or AI R&D centres. |
| Sambalpur–Jharsuguda | Digital Logistics Tech, Data Analytics | Industrial corridor + rail-air-road logistics advantage; ideal for logistics tech pilots and AI in mining/logistics. |
| Balasore–Bhadrak | ESDM + Defence Tech (Drones, Electronics) | Proximity to DRDO & defence testing facilities; can build a defence-tech startup ecosystem. |
| Jajpur–Kalinganagar | Smart Manufacturing, IoT & Industry 4.0 | Existing steel & metal parks; can be transformed into smart manufacturing zones with embedded digital tech. |
| Puri–Konark | TourismTech, Digital Art, Heritage AR/VR | Smart tourism projects + UNESCO heritage value — ideal for immersive tech, VR tourism and digital storytelling startups. |
| Paradeep–Dhamra–Gopalpur (Coastal Corridor) | Near-port ESDM/IT Hardware Export Zones | Deepwater ports + logistics infra; attractive for export-oriented hardware/ESDM manufacturing and data warehousing. |

Source: Vision Odisha 2036 & 2047, Make in Odisha Conclave 2025, Invest Odisha

# 4

# Sectoral Deep Dive

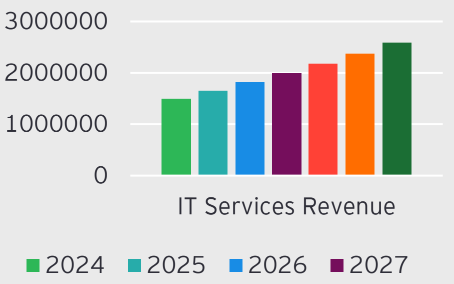
# India's IT-ITeS sector powers the $2.6T global digital economy – fuelled by AI talent, cost advantage, and strong exports; To meet 2030 goals, the sector must scale innovation and value creation rapidly

## Global Overview

### Global Market Outlook

- **Market Size:** Global IT services market projected to reach $2.59 trillion by 2030 at 9.7% CAGR.
- **Growth Drivers:** Led by India & China due to increased IT spending and digital transformation.

Global IT services market, 2024-2030 (US$Bn)




### Key Demand & Supply Drivers

- Cybersecurity spending projected to exceed $300B by 2030
- Shift to AI-driven automation (AIOps) and real-time analytics in IT services
- Growing demand for managed IT & cloud platforms across BFSI and healthcare

### Top Region Insights

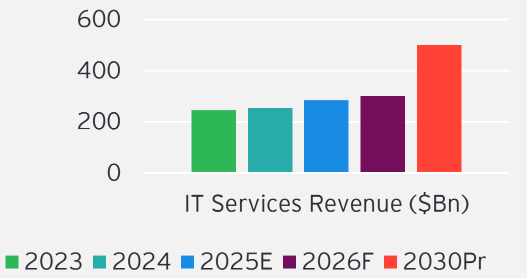
US to lead with ~$696B by 2030 Germany fastest growing region (4.3% CAGR). North America held 36.5% market share in 2023

## India Overview

### Market Size & Outlook

- Sector size: $282.6 B (FY23)
- Target: $500 B by 2030
- Employment: 5.8 Mn professionals (FY25)

India's IT services market, 2024-2030 (US$Bn)




### Emerging Drivers

- AI + Cloud adoption driving automation
- Tier-2/3 city shift due to cost & talent
- Focus on reskilling and hybrid delivery

### India's Global Leadership

#1 in global outsourcing (55% share) $133 Bn software & services exports (2024-25)

#1 in global AI talent (outside US)

#1 exporter of IT services globally

Sources: Fortune Business Insights (2024), Grand View Research (2023), Statista (2024), GlobalData IT Market Tracker (2023); NASSCOM Strategic Review 2024, MeitY Vision 2030 Doc

# Embedding Inclusive Frontier Tech across Odisha's Economy, Society & Governance – In Sync with Viksit Bharat 2047

## India's Frontier Tech Innovation Push

**₹6,003.65 Cr approved under National Quantum Mission aiming to accelerate R&D in quantum technologies.**

Frontier Tech is the key to $1T digital economy goal by 2030. India leads with 23% of global AI projects on GitHub.

## Global & National Momentum

**AI's Global Impact →** Expected to add $15.7T to global GDP by 2030, with 70% from US & China.

**India's Strategy →** Through NITI's Frontier Tech Hub, India aims to become a responsible tech leader, focusing on inclusive, sustainable growth

## NITI Aayog Priorities

- **Trend Spotting →** Identify transformative tech (AI, blockchain, robotics, quantum).
- **Human-Centric Impact →** Launch of India's Human-Tech Index to assess societal & economic outcomes.
- **Sectoral Transformation →** Drive frontier tech in health, education, agri, urban, and security.
- **Thought Leadership →** Promote ethical & inclusive AI, positioning India as a global policy influencer.

## Odisha's Strategic Alignment

- Odisha AI Policy 2025: Launched AI Mission across health, agri, disaster mgmt, skilling & governance.
- Vision 2036/2047: Targeting $500B economy by 2036 and $1.5T by 2047.
- Urbanization: Rise from 17% to 40% by 2036 via AI-driven planning across 7,000 sq km metro region.
- 5T Governance: AI integrated into schools, smart governance & STEM under Transparency, Tech, Teamwork, Time, Transformation.
- Investments: ₹16.73L Cr proposals under Utkarsh Odisha for digital infra & innovation hubs.

Source: Niti Ayog's Report – Niti Frontier Tech Hub; PIB-National Quantum Mission-Ministry of Science & Technology

# Odisha's IT-ITeS Vision for 2030 - Building an Inclusive & Future-Ready IT Ecosystem in the State by Scaling up Exports, Jobs & Infrastructure

*Below are a few action points suggested to build an inclusive & future-ready IT ecosystem in Odisha:*

## Strategic Objectives:

- Scale IT exports
- Foster AI, GovTech & cybersecurity centers
- Enhance infrastructure for industry i.e., tech parks
- Focus on skilling and innovation
- Promote scaling up on MNC IT investments in the State

## Measurable Targets:

- Annual GSVA addition of INR 60,000 Crore in 2036
- 2-3 Lakh new Jobs by 2036
- 10+ New IT/ Tech Parks
- 100+ startup incubation targets across IT/ITeS, and global investor attraction to Odisha

## Key Enablers:

- Bhubaneswar as anchor city for IT investments
- Policy framework, Single Window Facilitation
- 1.5L tech grads/year
- 40% cost arbitrage over metro cities
- New Startup & IT policies

## 3-Year Priorities:

- Development of IT Parks in PPP mode
- Skilling 1L in Cloud & Cybersecurity
- Expansion facilitation to existing companies
- Implement new IT Policy 2025
- Facilitation of ₹16.73L Cr investment proposals for digital infra



Sources: Odisha Vision 2036 & 2047; STPI Bhubaneswar, Startup Odisha, MoSPI, EY Sector Forecasts 2024

# India's FinTech Growth Offers a Ready Blueprint—Odisha Can Localize the Model through its FINTEK Vision and Policy

## Global Overview

Global FinTech revenue projected to reach $1.5 Trillion by 2030, up from $245 Billion in 2023

Key innovations: AI-driven underwriting, blockchain-based payments, mobile-first banking

Adoption Rate: Global average at 64%; leading countries: China & India at 87%

Mature segments: Digital payments, WealthTech, InsurTech; emerging: RegTech, AgriTech

## India Overview

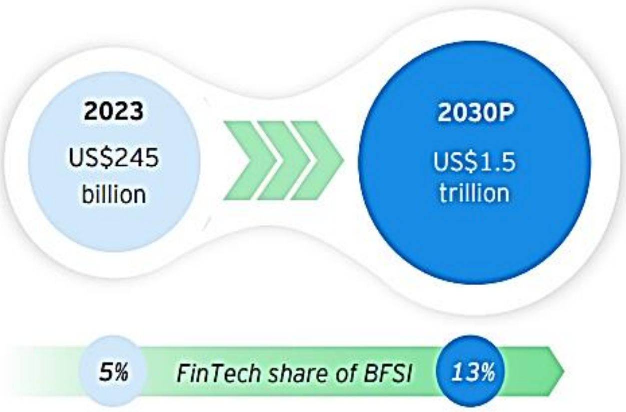
Projected revenue: $180-200 Billion by 2030

#3 in number of FinTechs (~10,200)

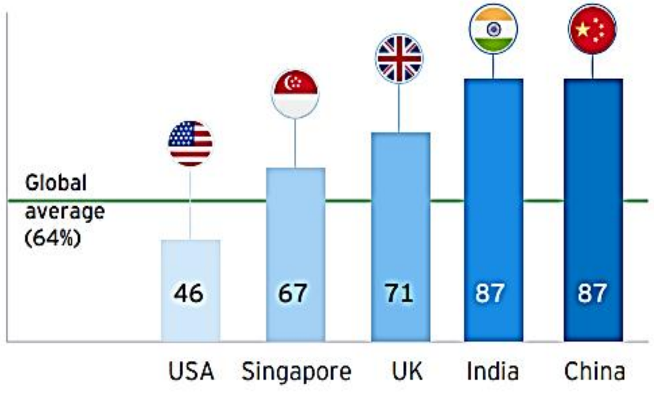
#1 in real-time digital payment volumes (48.5% global share)

#2 in deal volumes, #3 in global FinTech funding

**Global FinTech market revenue**




**FinTech adoption rate**




**The number of registered FinTech start-ups has grown ~fivefold in the past three years, from 2,100 in 2021 to 10,200 in 2024**

| | | | | *PRC + HK | |
|---|---|---|---|---|---|
| Registered FinTechs | #3 ~10,200 | #1 ~31,500 | #2 ~12,500 | #6 ~3600 | #7 ~2600 |
| Unicorns | #4 26 | #1 170 | #3 37 | #2 36 | #6 6 |

*Source: Ministry of Finance, Tracxn*

Sources: EY Report on The Role of Fintech in Viksit Bharat; Tracxn (2024), JM Finaial & EY Analysis (2024), Bain (2023), Statista (2024), CB Insights Global Fintech Report (2023)

# The State's Vision is to position Odisha as a Global-Scale FinTech Hub – with ₹1 Lakh Cr GVA, 50,000+ Jobs, and 100+ Startups by 2047

## Strategic Objectives:

- Make Odisha the Eastern India hub for FinTech and InsurTech via the Global Fintech and Technology Network (GFTN)
- Incubate at least 100 FinTech startups through global exposure, funding access, and mentorship
- Strengthen local capacity for Digital Public Infrastructure (DPI) by fostering innovation and talent in FinTech

## Measurable Targets:

- Creating 50,000+ high paying jobs in Financial services and tech
- **FINTEK City Bhubaneswar** to have INR 40,000 crore worth Annual GVA addition by 2036
- Expand Odisha's FinTech and InsurTech talent base through GFTN-led skilling, industry tie-ups, and Centres of Excellence (CoE)
- ₹2,100+ Cr Impact on Odisha's economy (direct + indirect) from GFTN activities

## Key Enablers:

- Policy framework, Single Window Facilitation
- Skilled in Odisha with world class education & CoEs
- **MoU with Global Finance & Technology Network (GFTN), Singapore**
- Hosting global innovation teams in Odisha for FinTech products

## 3-Year Priorities:

- Launch of Fintech CoE - Accelerated and affordable innovation in prime location in Odisha
- Training of ~7,000 resources through GFTN
- Enable GovTech and DPI startups to pilot solutions within state departments
- Build capacity for end-to-end product innovation and global mandates from Odisha

Source: Mckinsey Report on Odisha Vision 2036 & 2047; GFTN DPR Prepared for Govt of Odisha

# Unlocking India's $25Bn Data Centre Opportunity in a $1.4T Global Market; Odisha's Coastal Advantage to Build Tier-IV Digital Hubs

## Global Vs Indian

**Market Size & Growth**

**Global →** Projected to reach $1.4 trillion by 2027, with compute costs potentially escalating to $7 trillion by 2030.

**India →** Data centre capacity is expected to surpass 4,500 MW by 2030, backed by investments worth $20–25 billion *(Colliers India).*

**Regional Market Share**

**Global →** The United States holds approximately 40% of the global data centre market; Europe is anticipated to triple its data centre energy consumption by 2030.

**India →** India is becoming a leading digital infra destination, with emerging regions like Odisha gaining traction

**Demand Drivers**

**Global →** AI training and cloud-first adoption by hyperscalers is driving exponential compute and storage needs.

**India →** Surge in DPI (e.g., Aadhaar, UPI) and AI-led public infrastructure is fueling Tier-IV and edge data centre demand.

**Supply Drivers**

**Global →** Enterprises are shifting from CapEx-heavy to cloud-based, pay-as-you-go colocation models.

**India →** Data centre operators are adopting green energy and locating near-coast hubs (like Odisha) to reduce latency and costs.

## Odisha's Datacentre Developments and Future Plans

- Puri is set to receive a cable landing station, further strengthening the state's connectivity and attracting tech investment.
- Adani is developing a 10 MW data centre with an investment of ₹500 Cr.
- CtrlS has committed $18.1 Mn (~₹152.5 Cr) to expand its 5 MW campus in Bhubaneswar.
- YOTTA plans a 50 MW facility, starting with an initial investment of ₹54.13 Cr.
- Zoho is investing ₹306.5 Cr for a 2 MW setup, including infrastructure.
- RBI is setting up a greenfield data centre to support the financial ecosystem.
- Odisha intends to establish 2 Plug and Play Data Centre Parks to attract large Data Centres

Sources: Bain & Co. Forecast EY Report; OCAC-Department E&T, Odisha, Colliers India; RBI; Invest India; MeitY

# The Vision is to position Odisha as India's Tier-IV Data centre Powerhouse — with ₹10,000 Cr+ Investments, 25,000+ Jobs, and Global Connectivity via Puri Undersea Cable

## Strategic Objectives:

- Position Odisha as a Data centre hub with robust infra and power ecosystem
- Enable undersea cable landing (e.g., Puri) for enhanced global connectivity
- Attract international hyperscale Data centre operators
- Embed AI, blockchain, and analytics to power secure, scalable digital services

## Measurable Targets:

- Attract investments of INR 10,000+ Cr in Data centre projects by 2036
- Cover min 33% energy needs of DCs through renewable sources by 2036
- Create 25000+ jobs in data management, cyber security and analytics
- Setup 2 plug-and-play data centre parks and fast-track facilitation

## Key Enablers:

- Leverage Paradip, Dhamra & Gopalpur for global data connectivity via undersea cables
- Build plug-and-play Data Centre parks with global-standard, port-linked infrastructure
- Skill youth in embedded systems, cloud, and cybersecurity
- Expand edge data centre penetration across Tier III towns using incentives and power subsidies.

## 3-Year Priorities:

- Implement a best-in-class Data Centre policy
- Establish 2 plug-and-play data centre parks with assured power and global infra standards
- Activate undersea cable landing at Puri to attract hyperscale cloud investors
- Launch anchor investor campaigns through targeted roadshows and promotions; facilitate announced investments

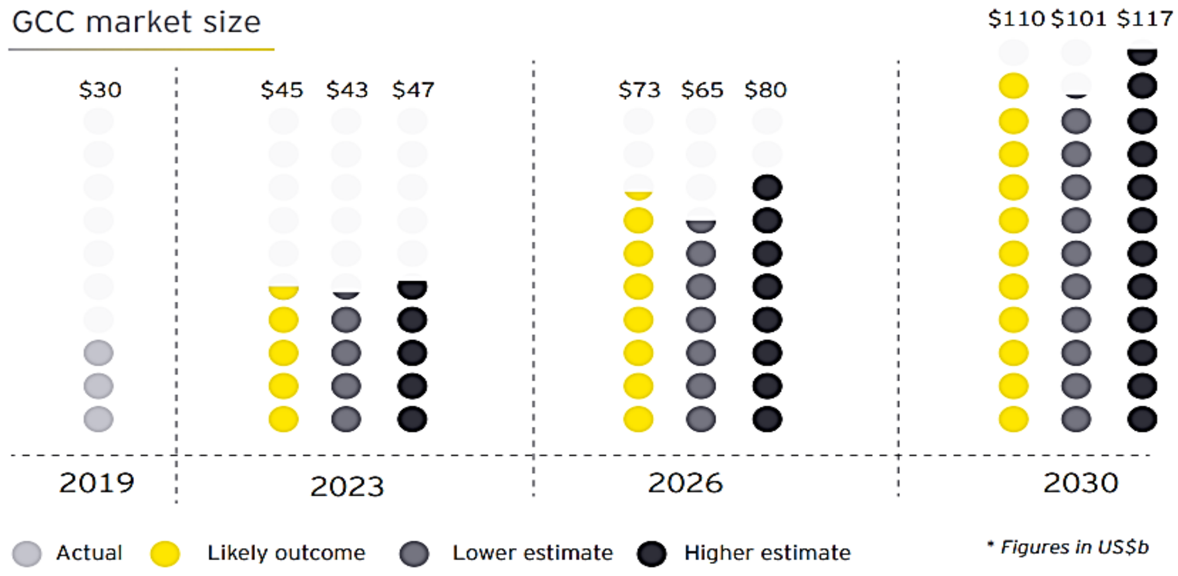


Source: Mckinsey Report on Odisha Vision 2036 & 2047

# Global to India GCC Shift: Odisha's Opportunity to Lead East India's GCC Expansion

## Global Overview

- Over 2,800 GCCs globally; growing demand in BFSI, healthcare, tech, and retail sectors
- Shift to Tier-2 cities worldwide due to cost, talent availability & infra maturity (e.g., Kraków, Cebu, Guadalajara)
- GCCs are evolving into "Global Innovation Hubs" with deep integration of AI, GenAI, cybersecurity & cloud systems




## India Overview

- According to ANSR report, in Dec 2024, India was hosting around 1580 GCCs which includes 825+ Forbes global 2000 companies' GCC centres. And in Feb 2025, NASSCOM quotes 1,750+ GCCs in India, contributing 30-35% to global GCC market.

- With continued investments in infrastructure and skill development, India is poised to maintain its leadership.
- Strong partnerships with universities, ITIs, and coding bootcamps globally to ensure pipeline readiness.

Sources: EY Report on Future of GCCs in India -a vision 2030, NASSCOM Report on GCC, ANSR Report, EY India FinTech Report, Tracxn (2024), RBI FSR Dec 2023, CB Insights, TRAI, NITI Aayog DPI

# India - A prime destination for GCCs, continues its upward growth trajectory

## Current Market Landscape

- Total GCCs in India: Over 1,580+ (ANSR-Dec 2024)
- Estimated Workforce: 1.66 million professionals employed in GCCs
- New Hiring in 2024: Over 180,000 net new jobs added
- Contribution to Indian Economy: $46Bn in value creation from GCC operations during FY 2023-24

## Key Sector Distribution

- BFSI: 27%
- Technology: 24%
- Healthcare & Life Sciences: 14%
- Retail & CPG: 10%
- ER&D: 10% and rising, driven by global engineering mandates

## Geographical Expansion


## Functional Priorities in GCCs

**•Top growth areas:**

- *Cloud & DevOps*
- *Cybersecurity*
- *AI/ML & Advanced Analytics*
- *Enterprise Platforms (SAP, Salesforce)*
- *Product Engineering*

## Factors contributing to the surge in the demand for new GCCs in India

### Demand side

- ✓ *Global talent crunch*
- ✓ *Push towards insourcing*
- ✓ *Flexible and agile operating model*

### Supply side

- ✓ *Greater ease of doing business*
- ✓ *Diversified location options*

Sources: EY – Future of GCCs in India: A Vision 2030 (2023), ANSR Report on GCC Quarterly Landscape Q3'24 (Dec 2024); NASSCOM-Zinnov GCC Trends 2023, MeitY Smart Cities Index 2023, Startup India Portal

# Odisha's Vision is to position the state as the Next-Gen GCC Destination: Establishing 100+ Centers with Skilled Talent & Cost Advantage

## Strategic Objectives:

- Develop 5 world-class GCC hubs, starting with Bhubaneswar-Cuttack-Puri and Rourkela-Jharsuguda-Sambalpur, to serve metal, mining, manufacturing and other key sectors
- Attract 100+ mid-sized GCCs in BFSI, healthcare, retail, and manufacturing
- Establish GCC CoEs in analytics, cybersecurity, and AI Ops in collaboration with academia

## Measurable Targets:

- 3 GCCs Hubs to attract more than INR 7,500 Cr investments and create employment opportunity for 1 lakh professionals by 2036
- GCCs Established: 100+ (300-500 seat scale each)
- 5 CoEs for GCC Functions (AI Ops, Cloud, Product QA, etc)

## Key Enablers:

- Cost Advantage: 30-40% lower infra and wage costs vs. metros
- Steady Talent Flow: 1.5L engineering/ digital graduates yearly
- Policy framework and Single window facilitation
- High Retention Rates: GCCs benefit from lower attrition & stickier workforce

## 3-Year Priorities:

- Launch GCC Innovation Zones in Bhubaneswar and Rourkela
- Introduce 'GCC Finishing Schools' in 10 tech colleges
- Global Outreach Campaigns with NASSCOM, ESC & Other Sector/ Thematic Associations

Source: Mckinsey Report on Odisha Vision 2036 & 2047; ANSR Report on GCCs (Dec 2024); NASSCOM GCC India Report 2024, EY Future of GCCs India 2030

# Global ESDM market to surpass $1.1Tn by 2034 with Asia-Pacific dominance, while India emerges as a fast-growing hub backed by policy, demand and global supply shift

## Global Overview

### Market Outlook

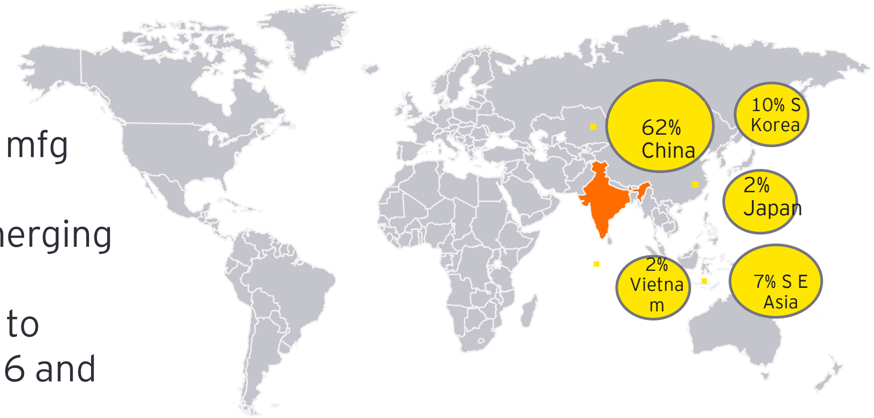
- Global ESDM Market: $626.8 B (2024) → $1.1 Tn by 2034 @ 5.1% CAGR
- Contract Manufacturing & Design Services: $790 B (2025) → $1.64 Tn by 2032 @ 11% CAGR

### Key Demand Drivers & Supply Growth Drivers

- Demand surge: consumer/auto electronics, AI, IoT, 5G
- Shift to outsourced EMS/ODMs & "Beyond China" strategy boosts India, Vietnam, Mexico

### Regional Trends

- Asia-Pacific leads via mfg hubs in China, Korea, Taiwan, with India emerging
- India: Electronics production projected to reach $300 B by 2026 and $500 B by 2030




## India Overview

### Market Outlook

- Size (2023-24): ~$115Bn
- Target (by 2030): $500 B
- CAGR (2023-30): ~15-17%
- Global Share Target: 6%+ by 2030

### Global Position

- Current share: ~3.4%
- Projected (2030): 6-7%
- Why India? - Competitive labour costs, strong domestic demand, stable investment climate

### Momentum Indicators

- Electronics output: ₹9.52 L Cr (2024), 19% YoY growth
- Mobile phone exports: ₹1.75 L Cr (~$21 B), 54% growth; iphone contributing approximately ₹1.5 lakh crore, accounting for about 75% of India's smartphone exports.

Sources: MeitY's Digital Economy 2030 Blueprint, EY Report on Consumer Electronics; Allied Market Research, April 2024; Source: IESA & ICEA ESDM Vision Document 2023, ICEA Report 2023

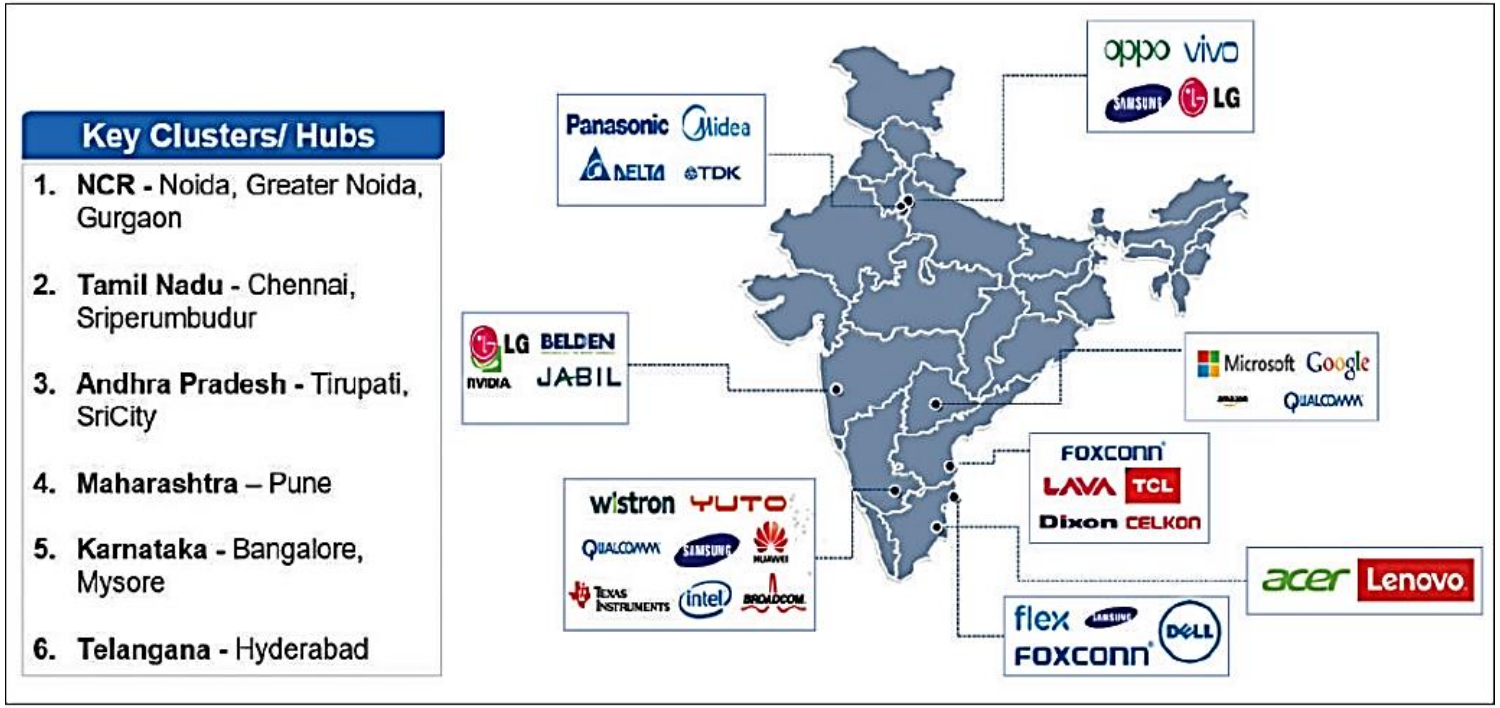
# India's ESDM Sector: Rising Demand, Import Challenges, and Cluster-Led Growth Driving the $1.1Tn Global Electronics Opportunity

## Consumables Market Scenario:

Component demand from ₹3.65 L Cr in 2023 → ₹20.5 L Cr in 2030

## Import Dependency & Raw Material Imports

- Despite growth in finished goods manufacturing, **import dependency for electronic components** remains high.
- The **Electronics Components Manufacturing Scheme (ECMS)**, with an outlay of **₹22,919 crore**, was launched to boost domestic production of electronic components and reduce reliance on imports.




**ESDM Landscape (Key Clusters/Hubs)**

India's ESDM sector is driven by six key state hubs, hosting global giants like Foxconn, Samsung, Dell, and Qualcomm. These clusters power electronics manufacturing and R&D across the country.

Sources: MeitY's Digital Economy 2030 Blueprint, EY Report on Consumer Electronics; Allied Market Research, April 2024; Source: IESA & ICEA ESDM Vision Document 2023, ICEA Report 2023

# Odisha's ESDM Vision for 2030 – Establishing a Competitive Electronics Hub through Exports, Green Manufacturing & Anchor Units

Below are few action points which establish Odisha as Eastern India's premier hub for green, high-value electronics manufacturing, design, and exports.

## Strategic Objectives:

- Develop 3 world-class (EMCs) with port-linked infra
- Attract global and national anchor units and component manufacturers
- Promote green electronics, semiconductor packaging, and design startups

## Measurable Targets:

- Annual Electronics export of INR 7,500 Cr+ Annually
- Jobs Created: 2.5 Lakh+ (direct & indirect)
- 3 EMCs fully operationalised
- MSMEs & Startups: 100+ Electronics MSME & 25+ Startups

## Key Enablers:

- Port Advantage: Paradip & Dhamra enable fast export logistics
- Low-Cost Utilities: Reliable, affordable power & land availability
- Skilled Workforce: 1.5L tech grads/year + diploma talent in hardware

## 3-Year Priorities:

- Operationalize 2 EMCs with anchor unit onboarding
- Skill 5,000 lakh youth in PCB assembly, SMT, embedded systems etc.
- Host Odisha ESDM Summit to attract national & global players



Source: EY Sectoral Growth Estimates, Odisha Economic Survey 2024–25

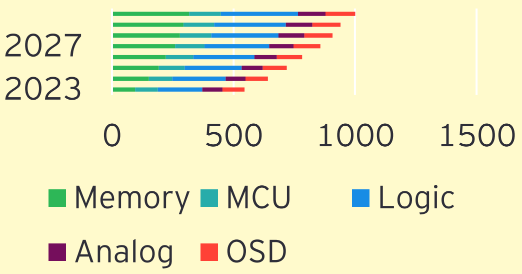
# $1Tn Global Semiconductor Opportunity: India Positions for Demand, Design & Strategic Relevance

## Global Overview

### Global Market Outlook

- Market Size: $600 B (2023) → $1 Tn by 2030 @ 7.8% CAGR
- Key Driver: Surge in Logic ICs for advanced computing

**Global semicon. market forecast by component type (2024-30) (US$B)**




### Demand & Supply Trends

- Demand: Growth in EVs, IoT devices, smart appliances
- Supply: $1 Tn+ fab investments, shift to 5nm/3nm nodes & new materials

### Regional Trends

- Asia-Pacific: 51% share, leads in manufacturing (Taiwan, S. Korea, China)
- North America: 25%, strong in design/innovation
- Europe: 12%, focused on specialized segments

## India Overview

### Market Outlook

- Market Size: $52 Bn (2023-24) → $110 B by 2030 @ ~22% CAGR
- Target: Meet 10% of global demand by 2030
- Design Workforce: 35,000+ chip engineers (~20% of global design talent)

### Global Role

- <1% in manufacturing
- Major contributor to global chip design
- Active collaborations with USA, Japan, Taiwan

### Region-wise Activity

- West India (45%): Mature base for design & manufacturing (Mumbai, Pune).
- South India (35%): R&D and fabless ecosystem hub (Karnataka, AP, Telangana).
- North India (15%): Emerging projects in Noida; key JV activity.
- East India (5%): Nascent stage; new investment proposals under evaluation.

### Key Drivers

Demand: EVs, automation, IoT devices

Supply Push:
- India Semiconductor Mission (ISM)
- Heavy import dependence (~90-95%)



Sources: Sources: McKinsey & Company (2023), Statista Pro (2024); Sources: MeitY India Semiconductor Mission (ISM), Invest India, IESA Vision Report 2023

# Odisha's Semiconductor Vision 2030: Building a Trusted OSAT/ ATMP Base Aligned with India's Semiconductor Mission

## Strategic Objectives:

- Develop an OSAT/ ATMP and Fabless hub in Eastern India
- Promote semi-con design startups, IP creation in partnership with academia
- Enable support industries for packaging, testing, logistics, and clean energy
- Operationalize the O-Chip initiative for design skilling and embedded systems capacity
- Align with the Chip to Startup (C2S) Programme to scale national-level design to startup pipeline

## Measurable Targets:

- 2 OSAT/ ATMP unit operational in Bhubaneswar-Cuttack-Paradip region
- 10 Fabless Units established in the State
- Investment of ₹ 30,000 Cr+ in the sector by 2036; Jobs to be Generated: 5,000+ (Skilled + Semi-skilled)
- 5 Tier-I institutions with design labs and O-Chip/ C2S integration
- 500+ students trained annually in chip design & embedded systems

## Key Enablers:

- Land + Infra Ready: Bhubaneswar-Cuttack-Paradip corridor identified for semicon parks
- Low-Cost Power & Clean Water: Critical for fab-lite infra (ATMP/ OSAT)
- Electronics, mechanical, and diploma engineers in supply
- Port Connectivity – Paradip, Dhamra for efficient supply chain movement
- O-Chip kits and labs to be deployed in 5-7 engineering colleges in 2025
- C2S support to enable Odisha-based colleges/startups to access national EDA tools & MPW programs

## 3-Year Priorities:

- Build semiconductor-ready industrial cluster in Bhubaneswar-Cuttack-Paradip region
- 1 OSAT/ ATMP unit operational
- Roll out Chip Design & Verification skilling in 5 colleges with O-Chip support
- Facilitate onboarding to C2S programme for Odisha's institutes
- Enable IP co-development and incubation for fabless semiconductor startups



Source: EY Sectoral Growth Estimates, Odisha Economic Survey 2024-25

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# Vision Benchmarking

# Bridging the Digital Divide: Odisha Must Accelerate Talent, Infra & Clusters to Match Top Tech States

**To compete with top-performing states like Karnataka and Telangana, Odisha must fast-track its investments in digital infrastructure, industry-ready talent, and high-impact sectoral clusters.**

| Parameter | Odisha | Karnataka | Telangana | TN |
|---|---|---|---|---|
| Infrastructure | Emerging<br>(Active infra push via IT-SEZ, Data Centres) | High (KDEM, STPI, Data Zones) | Medium (Hyd Data Hub) | Medium |
| Policy Support | Progressive<br>(Targeted policies (IT, ESDM, Semicon 2023)) | High (KDEM, AVGC policy) | High (Innovation-focused) | Medium |
| Talent Pool | Growing Base<br>(60K+ STEM grads/year, more than 1.5 lakh skilled professional annually from 190+ institutions) | High (IISc, IITs, Talent Hubs) | Medium (Engg Colleges) | Medium (Tier I base) |
| Industrial Base | Under Development<br>(Industrial parks & clusters growing) | High | Medium | High |
| Employment (Digital) | Potential-Rich<br>(Medium-low currently, rising GCC interest) | High | High | Medium |
| Ease of Doing Biz | Improving<br>(Single Window, investor facilitation setup) | High (Proactive) | High | High |
| Institutions/ Clusters | Expanding Network<br>(IIT, IIIT, NISER, Tech Parks) | Strong (KDEM, ESDM clusters) | Strong (T-Hub, WE Hub) | Good (FinTech/ Electronics) |
| Digital Infra | Moderate & Growing<br>(Smart City, SEZ, BharatNet rollout) | Excellent | Very Good | Strong |
| Strengths | ESDM, IT/ITeS, e-Governance | GCCs, Semicon, Data Zone | GCCs, Frontier Tech | ESDM, FinTech |
| Real Estate | High Potential<br>A+ ranked city for real estate (Bhubaneswar – EY, 2025) | Leading Tier-I hubs | Expanding into Tier-II zones | Metro-adjacent growth |



Source: LEADS Report, DPIIT's State Startup Rankings; State-specific IT/ESDM/Startup policies; NASSCOM, MeitY reports; State Vision 2025/2030 documents

# Unlocking Odisha's IT Potential: Talent Expansion & Tier-II Infra Key to Growth

## *(Sector – IT & ITeS)*

| Parameter (FY2023-24) | Odisha | Karnataka | Tamil Nadu | Telangana | Maharashtra |
|---|---|---|---|---|---|
| Annual IT Exports | 7,000 Cr+ (FY22-24) | 1.8 Lakh Cr+ | 60,000 Cr+ | 75,000 Cr+ | 80,000 cr+ |
| IT Work Force | ~20,000 | ~15 Lakh+ | ~5 Lakh | ~6 Lakh | ~7 Lakh |
| Tier-2 IT Cities | Bhubaneswar, Rourkela, Sambalpur | Mysuru, Mangaluru, Hubballi | Coimbatore, Trichy | Warangal, Karimnagar | Nashik, Nagpur |
| Digital Infra Readiness | Smart City + STPIs + RoW policy | Highly saturated metros | Balanced metro-T2 mix | Focused on Hyderabad | High cost, dense metros |
| Cost of Operations | 30-40% lower than metros | High (Bengaluru congestion) | Moderate | Moderate | High |



Source: McKinsey Report – Odisha Vision 2036 2047; Odisha Economic Survey 2025; Other States' Departmental Reports and Policies

# Odisha's ESDM Strategy Must Accelerate Design, Investments & Talent to Compete with Established Electronics Hubs

## *(Sector - ESDM)*

| Parameter | Odisha | Karnataka | Tamil Nadu | Telangana | Maharashtra |
|---|---|---|---|---|---|
| **Operational EMCs** | 1<br>(Info Valley) | 3+<br>(Electronics City, Mysuru, Hubballi) | 4+<br>(Sriperumbudur, Hosur, Coimbatore) | 2+<br>(E-City Raviryala, Maheshwaram) | 2+<br>(Ranjangaon, Aurangabad) |
| **Major Investments** | In early-stage engagement | Intel, Qualcomm (Design), Tejas Networks | Foxconn, Pegatron, Tata Electronics | Micron, Skyworth, Radiant | Dixon Tech, Panasonic (EMS) |
| **Power & Land Availability** | Competitive industrial tariffs + ready land banks | Moderate tariffs, higher land cost | Strong infra, but high land cost in Chennai | Incentives + land in EMCs | High cost urban land, infra load |
| **Design Ecosystem** | Emerging; focus on embedded/IoT via CoEs | Strong in chip design (Bengaluru) | Limited to select hubs (IIT-M & SIDCO zones) | Growing design infra (T-Works, TASK) | Mostly EMS-focused, less on design/IP |
| **Skill Development** | Vocational focus via polytechnics + skilling MoUs | NASSCOM-Futureskills + state CoEs | Dedicated ELCOT training + apprenticeship | TASK + TSIC ecosystem | Private-led, less centralized |



Source: McKinsey Report – Odisha Vision 2036 2047; Odisha Economic Survey 2025; Other States' Departmental Reports and Policies

# Odisha's Competitive Edge Depends on Fast-Tracking Semiconductor Anchors & Skilling

## *(Sector – Semiconductor)*

| Parameter | Odisha | Gujarat | Tamil Nadu | Telangana | Karnataka |
|---|---|---|---|---|---|
| **Annual IT Exports** | Fabless + OSAT-focused roadmap (drafted under Vision 2036) | India's 1st Semiconductor Policy (2022); 40% capex subsidy | Part of TN Electronics Policy; special EMC zones emerging | ICT Policy + task force on semiconductors | ESDM Policy + design ecosystem leverage |
| **Fabrication / ATMP Proposal** | OSAT pilot planned in Angul-Dhenkanal EMC | Vedanta-Foxconn (₹1.5L Cr fab, Dholera); Micron ATMP (Sanand) | Tata Electronics (Hosur) in packaging & chip assembly phase | Radiant & OSAT proposals; T-Works + TASK for pipeline dev. | Strong design leadership; less fab/ATMP infrastructure |
| **Design Ecosystem (EDA/IP)** | Early stage; focus on embedded systems, IIIT Bhubaneswar | Limited; mainly infra-focused | IIT-M Research Park, SIDCO; new focus on chip design | T-Hub, T-Works, AI chip IP incubation | Intel, Qualcomm, Synopsys, Cadence present; design hub |
| **Anchor Companies** | In discussions; not onboarded | Vedanta, Micron (under ISM) | Tata Group, Pegatron (packaging) | CDIL, Radiant Systems (proposed) | Qualcomm, Intel, Texas Instruments (design + R&D only) |
| **Talent / Skilling Initiatives** | OSDA + IIIT/NIT skill pipeline; 10k workers target by 2030 | Dholera Skill Dev Centre (with Micron, ISM partners) | Tamil Nadu Skill Dev + CoEs in electronics design | TASK + CDAC + academic MoUs underway | Chip design & EDA skill base mature via academia + industry |



Source: McKinsey Report – Odisha Vision 2036 2047; Odisha Economic Survey 2025; Other States' Departmental Reports and Policies

# Odisha vs India's Data centre Leaders: Mapping Investment Pipelines, Infra Readiness & Policy Maturity

## (Sector – Data centre)

| Parameter | Odisha | Karnataka | Tamil Nadu | Telangana | Maharashtra |
|---|---|---|---|---|---|
| **Operational Facilities** | 1 (State Data Centre,). Adani, Zoho, ITI Ltd. to setup new DCs | 6+ Hyperscale and colocation DCsBengaluru (STT, CtrlS, Nxtra, NTT) | 4+ Major DCs in Chennai (CtrlS, Sify, Nxtra, STT GDC) | 3+ in Hyderabad (CtrlS, Pi DC, STT GDC) | 10+ in Mumbai and Pune (STT, Nxtra, NTT, Web Werks, Sify) |
| **Investment Pipeline** | Early-stage engagements Policy launched in 2022 with incentives | Over $2B invested, High FDI interest and major hyperscaler presence | Major investments from Sify, STT, Amazon AWS | Amazon, Microsoft, CtrlS expanding capacities | High inflow of DC infra investment, home to India's largest hyperscaler zone |
| **Power & Infra Readiness** | Competitive tariffs + Green Energy Policy + Land availability in IT Park | Reliable power infra, but land constraints in city core | Robust grid, high cost in city; increasing push to Tier-2 cities | Low latency zones + dedicated infra in data park clusters | Power surplus but urban congestion challenges |
| **Policy Ecosystem** | Odisha Data Centre Policy 2022<br>CAPEX & OPEX incentives | Karnataka Data Centre Policy 2022Single-window clearance + fiscal benefits | IT Policy + EMC incentives cover DCs indirectly | Telangana Data centre Policy (2022)Integrated with IT/AI push | Maharashtra DC Policy 2023Incentivizes energy-efficient infra |
| **Design & Tech Infra** | Emerging market, need for redundant fibre and high compute infra | Strong connectivity, Smart city IT infra & AI-linked hubs | Chennai-a hub for undersea cables. Edge DC model gaining traction | AI + Cloud-focused infra under T-Fiber + T-Hub umbrella | Mature infra; DCs integrated with Fintech, BFSI sector |



Source: McKinsey Report – Odisha Vision 2036 2047; Odisha Economic Survey 2025; Other States' Departmental Reports and Policies

# From 10 to 500 GCCs: Learning from GCC Powerhouses to Shape Odisha's Growth Story

*(Sector – GCCs)*

| Parameter | Odisha | Karnataka | Telangana | Tamil Nadu | Maharashtra |
|---|---|---|---|---|---|
| **GCC Count (Estimated)** | <10<br>Nascent stage | 875+ | 355+ | 250+ | 300+ (Mumbai, Pune, Nagpur) |
| **City Ecosystem Maturity** | Bhubaneswar emerging; infra improving in Tier-II towns | Global GCC capital – deep tech and operations capabilities | Rising star – blend of cost, talent, and infrastructure | High capacity in BFSI and automotive GCCs | Mature but costly; strong BFSI and pharma base |
| **Cost of Operations (Infra & HR)** | 30-40% lower than metros | High (Bengaluru salary inflation, real estate saturation) | Moderate – balanced cost/talent equation | Moderate (Chennai cheaper, Coimbatore more economical) | High – commercial hubs with premium real estate |
| **Infra (Grade-A + Plug & Play)** | O-Hub, InfoValley, STPI network; land and infrastructure being developed | Plug-and-play available but saturated in top zones | TSIIC parks, HITEC II, flexible campuses expanding | SIPCOT, ELCOT, and private SEZ infrastructure | Limited new parks; reliant on Navi Mumbai and Pune for spillover |
| **Brand Pull / MNC Confidence** | Improving – needs lighthouse anchor (consulting, automotive, tech) | Global brands present for 2+ decades | Amazon, Apple, Wells Fargo, Salesforce scaling here | World Bank, Barclays, PayPal, Ford, Zoho | JPMC, Citi, Morgan Stanley, Deloitte (mostly Tier-I metro HQs) |



Source: McKinsey Report – Odisha Vision 2036 2047; Odisha Economic Survey 2025; Other States' Departmental Reports and Policies

# From SHGs to Startups: Positioning Odisha's Rural-Centric FinTech Ecosystem in India's Digital Finance Landscape

## (Sector – Fintech)

| Parameter | Odisha | Maharashtra | Karnataka | Tamil Nadu | Telangana |
|---|---|---|---|---|---|
| **Fintech Adoption Index Rank** | Moderate (Growing UPI, ONDC pilots in rural areas) | #1 (Mumbai-Pune corridor; mature user base) | #2 (Bengaluru – strong digital wallet and B2B infra use) | #3 (Chennai gaining traction; but low rural spread) | #4 (Hyderabad scaling enterprise fintech rapidly) |
| **Fintech Hub Presence** | Emerging (O-Hub supporting rural fintech/startups) | GIFT City (nearby), BKC, MCED fintech cluster | India's tech-fin capital (Razorpay, Groww, PhonePe) | FinBlue (STPI), Guidance TN. | T-Hub, WE-Hub, TASK; focus on B2B fintechs |
| **Startup Count (Fintech)** | ~50–60 (primarily credit, agri-fintech, SHG-focused) | 400+ fintechs registered; incl. mature lending/payments | 450+ fintechs; strong in payments, neo-banking, lending | 100+; growing in wealth-tech and MSME finance | ~200+; mix of Insurtech, credit, enterprise B2B |
| **Regulatory & Sandbox Ecosystem** | Informal ONDC/UPI pilots in ~15 districts (planned) | RBI's Innovation Hub + GIFT sandbox access | RBI-backed sandbox players; IndiaStack integrators | Tamil Nadu Fintech Policy (yet to scale formal sandboxing) | Govt-supported regulatory sandbox under T-Fin |
| **Rural Penetration / DPI Use** | High potential via SHGs, cooperatives, and DPI expansion | Urban-focused; rural expansion largely through NBFCs | Medium; Karnataka One model used in urban peripheries | Early-stage rural DPI adoption (post-COVID digitization | Focus on MSME + low-income inclusion through TASK partnerships |



Source: McKinsey Report – Odisha Vision 2036 2047; Odisha Economic Survey 2025; Other States' Departmental Reports and Policies

# 6

# Opportunity Mapping

# Odisha Must Prioritize High-Readiness Sectors While Accelerating Ecosystem Maturity in GCCs and Semiconductors

| | IT Services | ESDM | GCCs | Semiconductor | Fintech |
|---|---|---|---|---|---|
| **Market Potential** | US$10 B+ exports | US$5 B+ exports; 2L+jobs | 100+ centres feasible | US$1–2 B (long term) | ₹50,000 Cr+ digital transactions |
| **Odisha's Strengths** | Cost-effective tech talent; Tier-II city focus | Raw materials, port access, EMC (Infovalley) | Infra + cost arbitrage; TCS, Infosys already present | Bauxite reserves, land in Angul–Dhenkanal belt | UPI/ONDC adoption in urban & semi-urban areas |
| **Global/National Trends** | Remote work, AI/Cloud delivery, GCC decentralization | PLI/DLI incentives, supply shift from China | 50%+ of global GCCs to be in India by 2030 | National Semiconductor Mission + DLI focus | India leading in digital financial infra |
| **Readiness** | ✅ High | ✅ High | 🟧 Medium | 🟧 Medium | ✅ High |

# Strategic Prioritization: ESDM & IT Are Odisha's Best Bets; GCCs & FinTech Require Policy Momentum

| | ESDM | IT - ITeS | GCCs | Semiconductor | Fintech |
|---|---|---|---|---|---|
| **Strategic Impact** | ★★★★★ | ★★★★☆ | ★★★★☆ | ★★★★☆ | ★★★☆☆ |
| **Feasibility 2024–27** | ★★★★☆ | ★★★★★ | ★★★★☆ | ★★★☆☆ | ★★★☆☆ |
| **Job Creation** | ★★★★★ | ★★★★★ | ★★★★☆ | ★★★★☆ | ★★★☆☆ |
| **Priority** | ✅ High | ✅ High | 🟧 Medium | 🟧 Medium | 🟧 Medium |

# Odisha's Advantage Amid Challenges Faced by Leading IT & ESDM States

| Sector | Issues being faced by Industry in Other States | Odisha's Strengths to Leverage the Gap to achieve the Vision |
|---|---|---|
| IT & ITeS | **Karnataka**<br>• High cost of talent & real estate<br>• Talent fatigue in Bengaluru<br>• Urban congestion<br>**Telangana**<br>• Over-reliance on Hyderabad<br>• Lesser Tier-II expansion<br>**Maharashtra**<br>• Concentrated in Mumbai & Pune▸ High attrition & cost | • Tier-II cities like Rourkela, Sambalpur offer low-cost delivery hubs<br>• 1.5L+ tech grads annually<br>• Smart Infra in Bhubaneswar<br>• High retention, lower attrition |
| ESDM | **Tamil Nadu**<br>• Distance from ports increases logistics cost<br>• Infrastructure saturation in Sriperumbudur<br>**Karnataka**<br>• Focused more on design than manufacturing<br>• Costly land & energy<br>**Maharashtra**<br>• Higher operational cost<br>• Limited EMC-scale infrastructure | • EMCs in Info valley with port proximity (Paradip/Dhamra)<br>• Ready land at competitive rates<br>• Industrial power & water availability<br>• Greenfield electronics cluster scope |

# Leveraging Cost, Talent, and Infra Strengths to Attract GCCs and FinTech Innovation to Odisha

| Sector | Issues being faced by Industry in Other States | Odisha's Strengths to Leverage the Gap to achieve the Vision |
|---|---|---|
| GCCs | **Karnataka & Telangana**<br>• Rising real estate cost in metros<br>• GCC saturation & talent attrition<br><br>**Maharashtra**<br>• Limited GCC diversity beyond BFSI<br>• Higher employee cost | • Grade-A infra in Bhubaneswar at 40% lower cost<br>• Ideal for 300–500 seat GCCs in Tier-II cities<br>• High employee retention & skilled youth pool |
| Fintech | **Telangana**<br>• Weak BFSI base<br>• Limited rural deployment<br><br>**Tamil Nadu**<br>• Slower rural UPI/ONDC adoption<br><br>**Maharashtra**<br>• Mumbai over-saturated & costly<br>• Fintech M&A driven, not grassroots | • Opportunity to lead in Tier-II Fintech innovation<br>• UPI, ONDC, Agri-fintech rollouts in rural belts<br>• Build public digital infra in partnership with GoI |

# Odisha's Semi-Con Sector: Turning National Roadblocks into Regional Opportunities

| Sector | Issues being faced by Industry in Other States | Odisha's Strengths to Leverage the Gap to achieve the Vision |
| --- | --- | --- |
| Semi-Con | **All States**<br>• Fierce competition for national fab investments<br>• Land acquisition challenges<br><br>**Karnataka**<br>• Design-centric with minimal back-end infra | • Ready land, power & water in Angul-Dhenkanal<br>• Lower total cost of ownership (TCO)<br>• Focus on OSAT/ATMP, assembly units & design labs |

# 7

# Implementation Plan.. (next step)

# Proposed Institutional Structure: A New Agency for Electronics & IT/ITeS Promotion

**Currently, OCAC's role is too broad → operational + promotional. There is a need for a dedicated promotional & facilitation body to unlock sectoral potential of IT/ITeS & ESDM which would allow OCAC to focus on e-Governance & digital infrastructure primarily.**

## Proposed New Agency for Electronics & IT/ITeS Sector

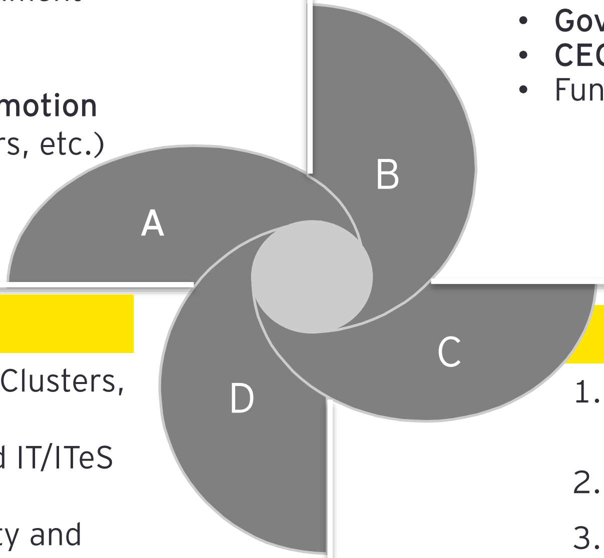
A **new Section 8 company** (non-profit, fully government-owned) will be created to handle:

- Sector development of **IT/ITeS and ESDM**
- **Private sector participation & investment promotion**
- Infrastructure development (SEZs, parks, towers, etc.)
- Policy implementation, outreach, facilitation, aftercare

## Name and Structure of the new agency

**Odisha Digital Economy Mission:**

- **Governing Council**
- **CEO**
- Functions:
    - Sector Development
    - Outreach & Promotion
    - Infrastructure Development
    - Operations




## Proposed Agency – Core Functions

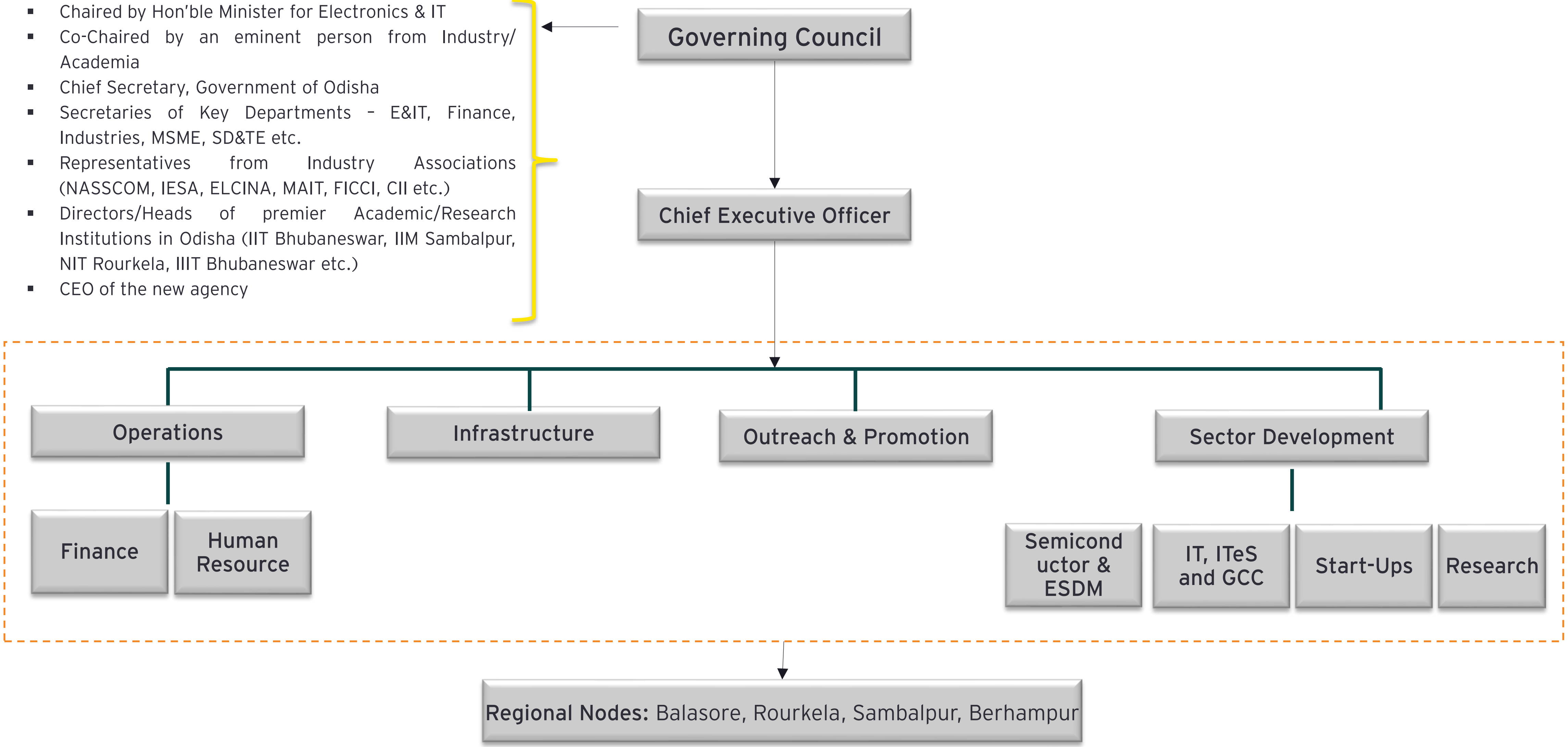
- Plan & facilitate infrastructure: SEZs, IT Parks, Clusters, Tech Towers (via IDCO/private sector)
- Design & implement policies for Electronics and IT/ITeS promotion
- Conduct outreach & branding for sector visibility and investment attraction
- Facilitate investments through single-window support and clearances
- Provide post-setup support and aftercare to operating industries

## Why Section 8?

1. Operational autonomy for engaging in Public-private partnerships (PPP)
2. Operates on non-profit basis
3. Suitable for engaging with industry, academia and other stakeholders
4. Minimum paid-up share capital requirement. Earned profits or other income shall be reinvested for core objectives only

# Proposed Institutional Structure: Organisational Chart

- Chaired by Hon'ble Minister for Electronics & IT
- Co-Chaired by an eminent person from Industry/ Academia
- Chief Secretary, Government of Odisha
- Secretaries of Key Departments – E&IT, Finance, Industries, MSME, SD&TE etc.
- Representatives from Industry Associations (NASSCOM, IESA, ELCINA, MAIT, FICCI, CII etc.)
- Directors/Heads of premier Academic/Research Institutions in Odisha (IIT Bhubaneswar, IIM Sambalpur, NIT Rourkela, IIIT Bhubaneswar etc.)
- CEO of the new agency



# Thank you

Shape the future
with confidence