



Investor Positioning – GCCs in Kerala

July 2026



What is a GCC & why you need it?

Wholly owned, integrated, strategic platform typically established in talent rich locations (such as India) for significantly enhanced value.

Integrated

Companies can set up & operate a GCC to access global top-talent and build differentiating business capabilities.



Strategic Platform

GCCs have evolved into centers of excellence driving enterprise growth, transformation and innovation agenda.



Enhanced Value

Enterprises that partner with experts to successfully set up & operate GCCs in offshore locations see significant enhancement in time to value.



Wholly Owned

GCCs are a mainstream strategy to establish new business capabilities, gain efficiencies and optimize costs.

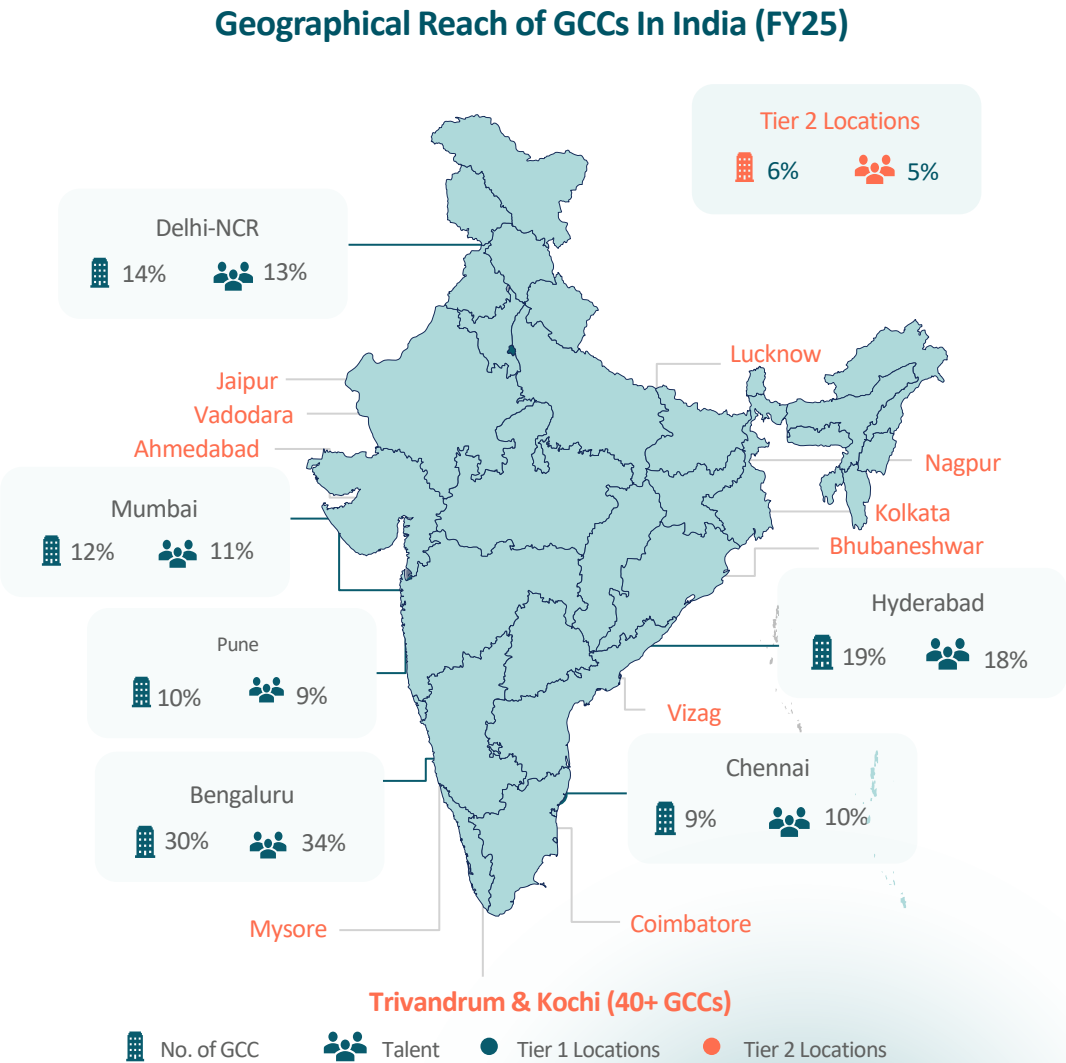


India's GCC Ecosystem Snapshot

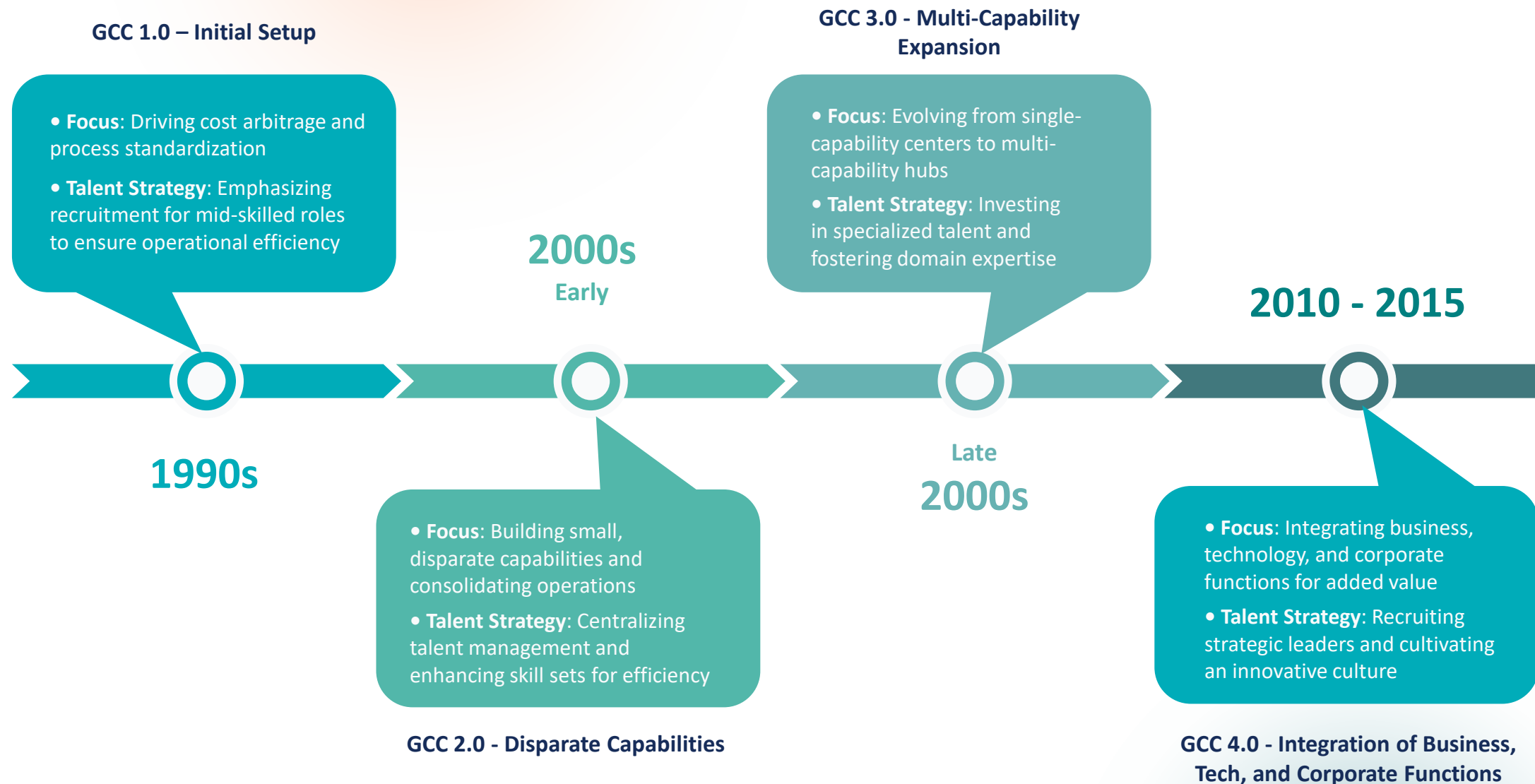


*Mid-Market / Emerging Firms are corporates with annual revenue up to USD 2 Billion

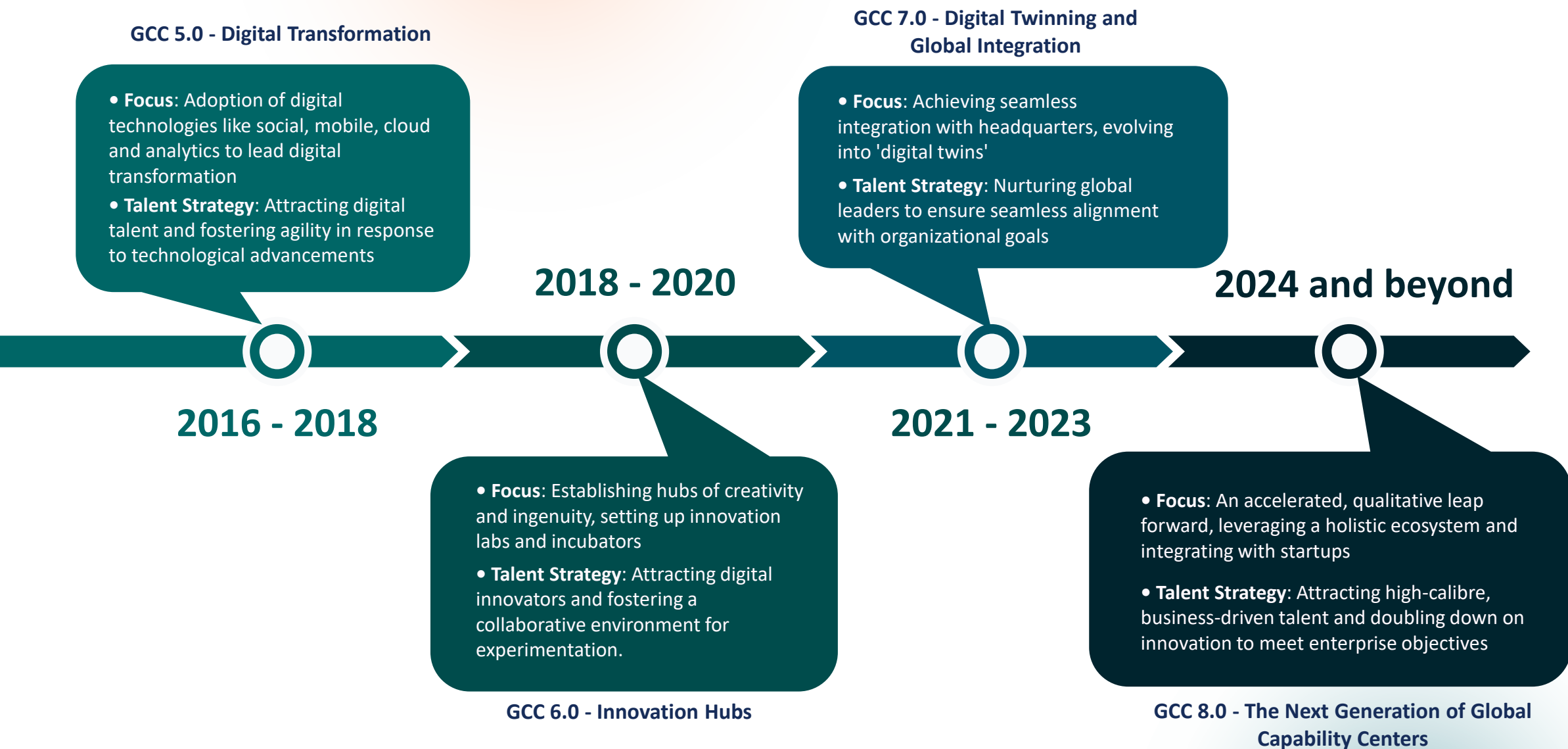
Source: ANSR, NASSCOM



Evolution of GCCs in India



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Why Tier 2 and Tier 3 cities represent the next growth frontier for GCCs?



Challenges faced by matured hubs and how emerging hubs are increasingly becoming an attractive destination.

Talent saturation and high attrition in matured hubs

The current market scenario in mature hubs is characterized by a saturated talent landscape with intense competition and high attrition rates of 25–30%.

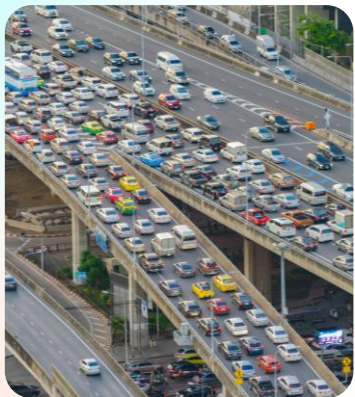
Tier 2 and 3 cities offer better access to talent due to limited competition and lower attrition rates compared to mature hubs.



Increasing operational costs

Since COVID, the matured hubs have seen a 30–35% rise in talent costs and 50% rise in cost of renting a Grade A office space.

Talent and Grade A office costs are 25–30% lower than Tier 1 hubs in the emerging cities.



Highly stressed city infrastructure and living standards

Mature hubs face limited real estate availability, along with rising congestion and strained infrastructure for power and water, constraining further expansion.

Emerging hubs offer modern real estate developments near city centers, along with improved commute options and new infrastructure initiatives driven by state governments.



Limited incentives to companies in matured hubs

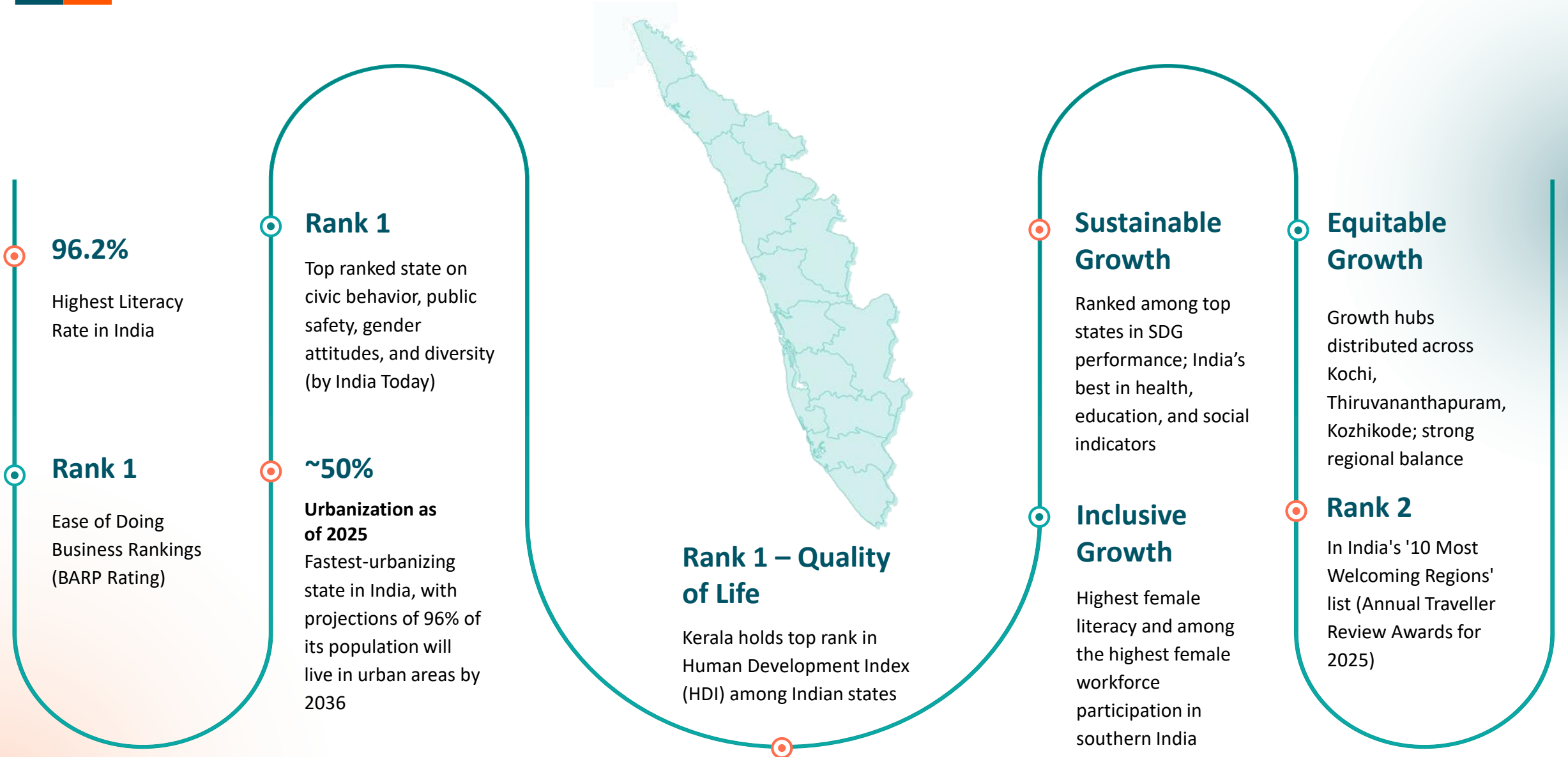
Mature hubs now offer limited incentives for setting up centers, with tax exemptions in SEZs and STPIs being gradually discontinued, reducing their overall attractiveness for new investments.

Emerging hubs provide attractive incentives for companies to establish GCCs.

Kerala's Strategic Advantages and Value Propositions



Kerala: India's Human Capital Powerhouse



Kerala's Unparalleled Advantage: Future Ready Talent



190K+

Experienced Professionals
in Technology, IT services,
& IT Consulting

75,000+

Active talent base In niche
sectors like AI, Data Science,
Cybersecurity, Analytics, etc.

62,000+

Active Software Engineers
in the state

190+

Colleges offering
engineering programs

75,000+

STEM Graduate
Annually



Leader in Higher Education

- IIT Palakkad; NIT Calicut ranks among India's top engineering institutes
- IIM Kozhikode is in the top three management schools
- Top NIRF Ranked Colleges - Kerala University, CUSAT, University of Calicut
- Other Top Key Institutions - Indian Institute of Science Education & Research (IISER), Indian Institute of Space Science & Technology (IIST), Rajagiri, Amrita University (Kochi & Kollam), IIM Kozhikode (Kochi Campus), Thangal Kunju Musaliar Deemed to be University (Kollam), and many more

Strong Youth Employability

India Skills Report 2026 ranks Kerala 4th nationally, with 72.16% employability among its youth talent pool.

Vibrant Tech & Innovation Ecosystem

- Kerala Startup Mission anchors a statewide network of incubators and mentors
- 6,900+ startups supported over the last decade

Digital University Kerala (DUK) – India's first Digital University

DUK is a pioneering institution dedicated to transforming the digital education scenario of the State. Through its pioneering programs like DACE and global collaborations with leading universities, DUK is equipping students with future-ready skills while nurturing empathy-driven innovation.

Kerala: Powering the Future Through Innovation and Deep Tech Ecosystem



Kerala is emerging as a deep-tech and digital innovation hub, driven by strong government support, a skilled talent pool, and growing industry-academia collaboration.

Presence of Top Global Firms Across Industries

**Non-Exhaustive List*



R&D / Innovation Ecosystem

1. Life Sciences and Biomanufacturing



Aims to create a hub for biotechnology, nanotechnology, and life sciences research and manufacturing

2. Aerospace & Defense

- Kerala-Defence Innovation Zone (K-DIZ)
- ISRO and VSSC presence

3. AI & Robotics



Zoho's R&D campus

4. Electronics System Design and Manufacturing



Focuses on electronic design, IoT, robotics, wearables, and other deep-tech hardware products.

Robust Start-up Ecosystem

Kerala Startup Mission (KSUM)



Achievements:

- Helped register over 6,900 startups; Provided over 10 lakh square feet of incubation space
- 63 incubators; Enabled over \$676 million in funding.

Global Recognition



Leading Successful Startups



Building Tomorrow's Workforce Through Next-Gen Tech Skilling



Digital University Kerala (DUK)

Digital-focused university offering programs in data science, AI, and cybersecurity.



ICT Academy of Kerala (ICTAK)

Builds ICT skills to improve employability and bridge industry skill gaps.



GTECH MuLearn
Peer-to-peer digital learning platform aligned with IT industry needs.



ICFOSS
Provides training, internships, and academic programs in Free and Open-Source Software.



ASAP Kerala

Enhances employability through skill development for students and job seekers.



K-DISC
State innovation body promoting AI, robotics, and Industry 4.0 initiatives.

Major Companies in Key Hubs



Trivandrum



Kochi

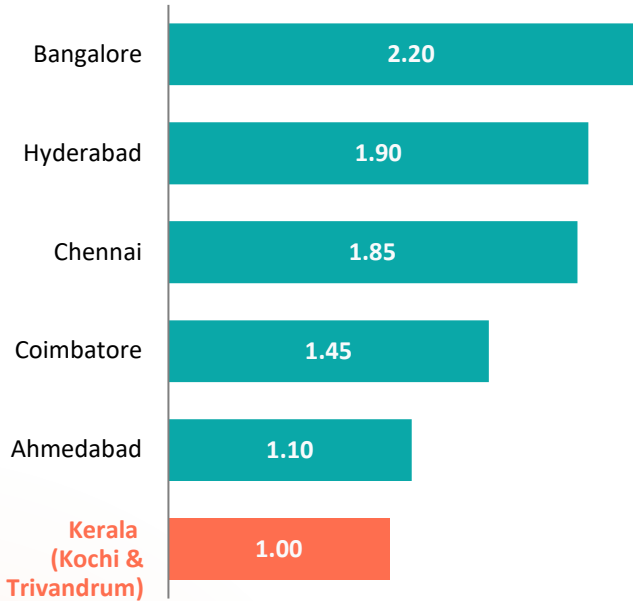


Cost Efficiency and Talent Stability



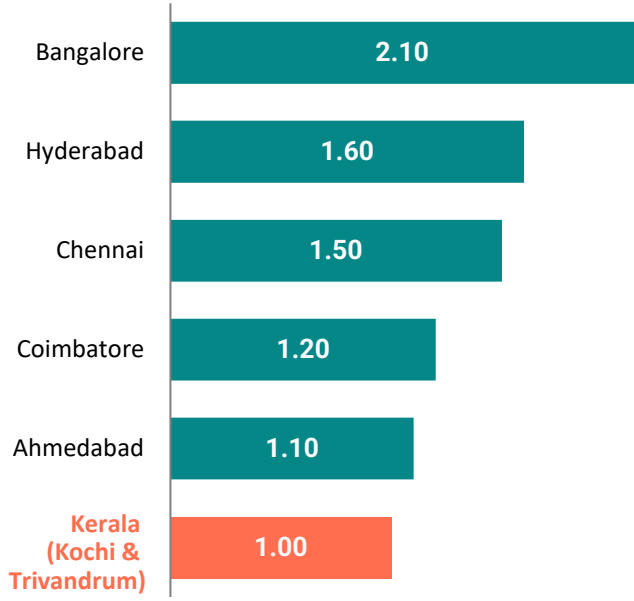
Kerala has low salary and office rental costs; has low talent attrition compared to other major hubs

Kerala offers low Grade A office rental rates



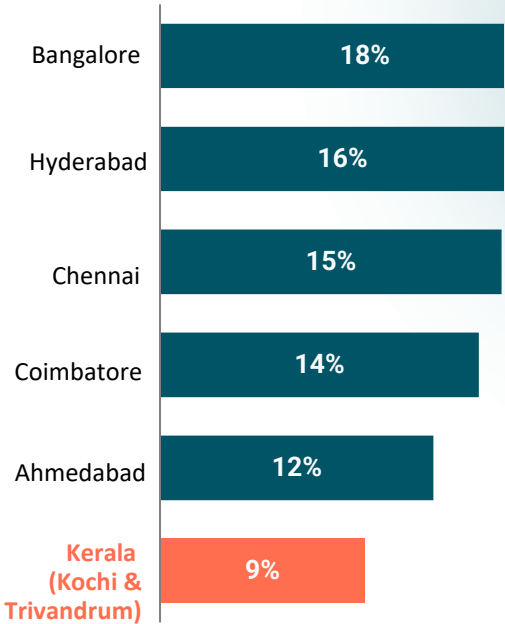
Kerala offers **economical** Grade A office space compared to top Tier 1 and Tier 2 hubs

Kerala has low salaries comparatively (average salary of a software engineer)



Kerala offers a more **cost-efficient** salary structure than Tier 1 and Tier 2 hubs

Attrition rate in Bangalore is 2X of Kerala



Attrition in Kerala is **lowest** compared to other major hubs

Kerala's Cosmopolitan Advantage: Culturally Open. Globally Aligned. Business-Ready.



COST OF LIVING

Lower Cost of Living: Kerala offers a significantly lower cost of living compared to major Indian metros, enabling companies to operate efficiently while providing employees with a high quality of life.

Low Daily Expense: With housing, transportation, and daily expenses markedly more affordable than major tech hubs, Kerala enables 20–40% lower living costs for professionals, translating into higher real incomes and improved lifestyle outcomes.



EDUCATION

Literacy Achievement: Kerala boasts highest literacy rate of 96.2%, highest in India.

International Curriculum Presence: Kerala hosts early adopters of Cambridge/IB curricula (e.g., Trivandrum International School, Cochin International School) and a growing number of international-school options in major cities.



HEALTHCARE FACILITIES

Robust health system: Kerala has a strong public health footprint and a dense network of government & private hospitals; the state runs numerous NQAS-certified primary & secondary facilities.

Medical education & workforce: Multiple government medical colleges and well-established nursing/paramedical institutes supply skilled health professionals.



ENVIRONMENTAL QUALITY & POLLUTION

High forest & tree cover: Kerala's forest & tree cover is substantial— a meaningful environmental advantage.

Air Quality: Kerala's (specially Trivandrum and Kochi) air quality is generally considered good to satisfactory compared to other major Indian cities



URBAN INFRASTRUCTURE

Smart city investments: Kochi, Trivandrum have active Smart Cities projects focused on urban services, public-infrastructure upgrades and control/command centres. Traffic situation in Trivandrum and Kochi are rated one of the best in India

Port & logistics upgrades: Vizhinjam International Seaport is operational in phases and poised to become a deep-water transshipment gateway



SHOPPING & ENTERTAINMENT

Mega malls & retail: Kerala hosts major retail destinations (LuLu International Mall) with hundreds of stores, multiplexes and food courts, creating modern lifestyle ecosystems.

Cinema & live entertainment: Multiplex chains and cultural festivals in all major cities supply broad entertainment choices for residents.



PARKS & RECREATION

Urban green assets: Sanctuary and several municipal parks provide city green lungs and easy weekend escapes.

Weekend getaways: World-class hill and beach destinations (Munnar, Thekkady, Alleppey backwaters, Kovalam, Varkala, Athirappilly) are within a few hours of Kerala's major cities — a strong lifestyle pull for professionals.



DINING & NIGHTLIFE

Dining diversity: Kochi and Trivandrum offer an expanding mix of fine dining, cafés and international cuisines (hundreds of listed restaurants spanning local, Pan-Indian and global menus), anchored by large retail & hospitality nodes

Leisure & evening economy: Destination malls, waterfront restaurants (Fort Kochi, Marine Drive) and hotel bars are driving higher-end dining and modest nightlife growth.

Kerala has established and emerging cities for setting up GCCs



Trivandrum

Kochi

Kozhikode

IT Infrastructure and Tech Parks

- **Government IT Parks:** Technopark Phases I, II, III and STPI (located in Technopark campus)
- **Private:** Technocity and Leela Infopark (located inside Technopark)
- **Major Upcoming Projects:** Emerging Technology Hub, Digital Science Park, Kerala Space Park, QUAD Project

- **Government IT Parks:** Infopark Phase I & II, I By Infopark, KINFRA Hi-Tech Park
- **Private:** SmartCity Kochi – Lulu IT Park, Lulu Cyber Tower 1 &, Brigade World Trade Center 2 (located inside Infopark)
- **Major Upcoming Projects:** Infopark Phase III (500 acres) - Cyber Valley Project, AI-Native City

- **Government IT Park:** Cyberpark, Kinfra Techno Industrial Park
- **Private IT Park:** UL Cyberpark, HiLITE Business Park
- **Major Upcoming Projects:** New IT hub development planned. Promoting IT and IT-enabled services in the Malabar region of Kerala.

of IT Companies

- **500+** IT/ITeS firms.
- 20+ established GCCs
- Experienced Professionals in Technology, IT services, & IT Consulting: **~55,000**

- **582+** IT/ITeS firms.
- 20+ established GCCs
- Experienced Professionals in Technology, IT services, & IT Consulting: **~75,000**

- **82+** companies
- Experienced Professionals in Technology, IT services, & IT Consulting: **~22,500**

Top Academic/Colleges and Inflow of STEM Graduates Annually

- Indian Institute of Space Science and Technology, College of Engineering Trivandrum, APJ Abdul Kalam University, Trivandrum University College, and many more
- Annual STEM Graduate: **~22,000**

- Model Engineering College, XIME, SCMS Cochin, CUSAT, Amrita University, IIM Kozhikode (Kochi Campus), Rajagiri, and many more
- Annual STEM Graduate: **~25,000**

- IIM Kozhikode, NIT Calicut, Government Engineering College, Calicut University, and more
- Annual STEM Graduate: **~15,000**

Connectivity / Transport

- Trivandrum International Airport
- Vande Bharat Express Train
- Upcoming/ongoing Metro projects, Kerala Coastal Highway, Outer Ring Road, Airport Expansion, etc.

- Cochin International Airport
- Kochi Metro (Line 1 operational, Phase 2 under development) + Water Metro
- Seaport + well-connected NH66 & NH544
- Ongoing urban infrastructure upgrades

- Kozhikode International Airport
- NH66 six-lane expansion ongoing
- Significant coastal and rail connectivity improvements

Affordable Housing & Residential

- Multiple premium & mid-segment projects
- **Rental:** INR 10K–18K for 1,000 Sq Ft apartment

- Strong supply of mid–premium residential stock
- **Rental:** INR 12K–22K for 1,000 Sq Ft apartment

- Emerging mid-segment residential clusters
- **Rental:** INR 8K–15K for 1,000 Sq Ft apartment

Mapping GCC Location Drivers to Kerala's Value Proposition



GCC Location Requirement	Kerala's Strength / Value Proposition	Status
Talent Availability & Quality	- Strong base of digital & STEM talent; highest literacy; English proficiency; low attrition - Strong network of institutions - KSUM, IIITM-K, Kerala Digital Academy, etc, working to create skilled talent pipeline	 Strong
Talent Scalability	- Emerging skill ecosystem - Need for deep upskilling programs in business & digital leadership	 Growing
Operating Cost Advantage	25–30% lower Grade A space rental and labour costs vs. Tier-1 cities - Substantial savings in total cost of ownership (TCO)	 Strong
Commercial Infrastructure	- State-of-the-art IT parks with certified spaces (Technopark, Infopark, etc.) - Stable, reliable power grid with redundancy for 24/7 operations - Upcoming / Under-developments project pipeline and land availability	 Strong
Policy & Ease of Doing Business	- Proactive GCC policy, single-window system, and industry-led governance. - Strong emphasis on digital governance and investor facilitation - Flexible labor laws and ease of doing business	 Strong
Public Infrastructure & Accessibility	3 international airports - Developing City Infrastructure Projects (Vizhinjam Port, Outer Ring Road, Metro expansion)	 Developing
Ecosystem Depth	- Presence of incubation network and start-up ecosystem - Early-stage innovation maturity - Needs scale-up capital and large GCC anchors.	 Developing
Social & Living Environment	- High quality of life, safety, healthcare, and sustainability - Cosmopolitan infrastructure in clean, green, culturally rich environment - Low cost of living compared to metro cities - Ideal for family relocation and long-term retention	 Strong

Top Industries Benefitting from Kerala's Ecosystem



Kerala's ecosystem caters to diverse set of industries and sectors



1 Technology & Software

Kerala's Value Proposition

- **Strong digital foundation:** Digital technologies cut across all industries, with Kerala growing as a hub for AI, cloud, data analytics, and cybersecurity.
- **Talent-focused programs:** G-Tech MuLearn, DUK and ICTAK specialize in AI, blockchain, cybersecurity, etc. helping talent skill in emerging tech.
- **Deep-tech infrastructure support:** State-backed Deep Tech Clusters and GPU clustering reduce capital costs for AI/ML-intensive companies.

Presence of Talent

- **190K+** active professionals in Technology, IT services, & IT Consulting across Kerala
- **25K+** experienced professionals in AI (Kerala aims to train/skill 125,000 professional in AI by 2030)
- **62K+** active software engineers in Kerala
- Presence of experienced professionals in Cybersecurity, Cloud, and Blockchain technologies

Presence of Top Global Firms



2 BFSI

Kerala's Value Proposition

- **BFSI is the largest and most mature GCC domain in Kerala**, focusing on specialized centers and large-scale shared services across domains like insurance, core banking, Risk Management, Financial Analytics, Risk analytics, etc. Functions.
- Kerala is ideal for GCCs focusing on fintech solutions, risk management, compliance, financial analytics, and back-office operations for global financial institutions.
- Presence of Big 4s and top consulting firms

Presence of Talent

- **110K+** active professionals in Finance & Accounting Domains
- **Top Skillsets** - Financial accounting, tax accounting, management accounting, cost accounting, loan underwriting, credit underwriting, insurance underwriting, commercial underwriting, loans origination, loan servicing, investment banking, investment strategies, investment research, investment portfolios, etc.

Presence of Top Global Firms



3 Transportation, Maritime, & Logistics

Kerala's Value Proposition

- This domain is strategically linked to Kerala's coastal geography and its massive infrastructure investments such as Vizhinjam & Cochin Port projects.
- Indian Maritime University (Kochi) and Kerala University of Fisheries and Ocean Studies (KUFOS) offer specialized programs in supply chain, port and shipping management, naval architecture, and ocean engineering.
- Adani Ports is developing a 70-acre logistics park in Kochi with 1.3 million sq. ft. of integrated logistics facilities.

Presence of Talent

- **25K+** active professionals in Transportation & Logistics Sector
- **Top Skillsets** - Supply Chain Management, Supply Chain Optimization, Supply chain Operations, Supply Chain Consulting, SAP Supply Chain, Logistics Management, Integrated Supply chain Management

Presence of Top Global Firms





4

Healthcare & Lifesciences

Kerala's Value Proposition

- Kerala is emerging as a life-sciences manufacturing and innovation hub through Bio 360 Life Sciences Park and MedSpark, alongside strong healthcare tourism and tertiary care capacity.
- Advanced degrees in Bioinformatics, Clinical Research Management, and Biomedical Engineering, capitalizing on Kerala's strong medical education base.
- Kerala Medical Technology Consortium (KMTC) is a flagship initiative to build a strong ecosystem for medical innovation, R&D, entrepreneurship, and manufacturing.

Presence of Talent

- **48K+** active professionals in Healthcare & Lifesciences domain
- **Top Domains** - Health-tech, medical analytics, clinical research support, and pharmaceutical R&D support.

Presence of Top Global Firms



5

Oil & Gas

Kerala's Value Proposition

- Kerala's oil & gas ecosystem spans downstream refining and terminals, midstream pipelines and logistics, and emerging upstream offshore exploration in the Kerala-Konkan basin.
- A steady supply of B.Tech/M.Tech graduates in electrical, electronics, instrumentation, and chemical engineering from NIT Calicut and CET, supported by specialized diploma programs.
- Kinfra Petrochemicals Park, a ₹1,900-crore project at Ambalamugal, Kochi (with BPCL), is nearing completion, creating a hub for value-added chemical and digital solutions.

Presence of Talent

- **25K+** active professionals in Oil & Gas Sector
- **Top Skillsets** - Onshore oil and gas operations, Upstream oil and gas, Oil and gas drilling, Offshore oil and gas operations, Downstream oil and gas, Petroleum refining

Presence of Top Global Firms



6

Aerospace & Defense

Kerala's Value Proposition

- Rooted in Trivandrum, Kerala is the cradle of India's space program, offering a unique ecosystem for aerospace and defense GCCs focused on mission-critical systems, launch technologies, embedded systems, and defense electronics.
- Kerala Spacepark (KSPACE) is a dedicated industrial park offering incentives like capital subsidy, SGST reimbursement, low-interest loans, and streamlined clearance to attract private sector space technology firms.

Presence of Talent

- **5K+** active professionals in Aerospace & Defense Sector
- Indian Institute of Space Science & Technology (IIST), a premier institution hosts specialized engineering courses focusing on structural analysis, avionics, and embedded systems.

Presence of Top Global Firms





7

Hospitality & Tourism

Kerala's Value Proposition

- Kerala is a premier tourist destination, generating a unique GCC opportunity in digitalizing the high-end hospitality and travel industry. GCCs focus on digital platforms, global booking engines, revenue management systems, and customer experience (CX) analytics.
- Leading institutes specializing in Hotel Management and Tourism Studies, including Institute of Hotel Management and catering technology (IHMCT Kovalam) in Thiruvananthapuram

8

Semiconductors, Advanced Engineering, and R&D

Kerala's Value Proposition

- Leveraging the strong engineering talent pool and academia-industry connect, GCCs involved in product development, design engineering, advanced materials research, and embedded systems will find a supportive ecosystem.
- TrEST, Kerala's first technology research science park, enables collaborative research in microprocessor design, EVs, and emerging technologies.
- Supported by the Government of Kerala, KSUM partnered with MIT's Fab Lab Foundation to set up Fab Labs at Technopark, Trivandrum and KTIZ, Kochi, including Kochi's Super Fab Lab—the first outside the US—hosting the Fab Academy program.

9

Media & Entertainment

Kerala's Value Proposition

- Capitalizing on Kerala's creative talent pool and its emerging animation, visual effects, gaming, and comics (AVGC) ecosystem, GCCs can focus on content creation, game development, animation studios, visual effects, and related digital media services, aligning with the state's AVGC policy initiatives.
- The state has a skilled workforce in cutting-edge technologies, setting the stage for the growth of the AVGC-XR sector. This coupled with comparatively lower operational costs, makes Kerala an attractive location for gaming and VFX studios.

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Automotive & EV

Kerala's Value Proposition

- Kerala EV Policy incentivizes the R&D and manufacturing of EV components, crucial for attracting GCCs focused on next-generation automotive technology.
- State support through the Kerala State Industrial Development Corporation (KSIDC) provides investment facilitation and industrial land.
- Strong engineering curricula across major state universities (CUSAT, Kerala University) focus on Embedded Systems and IoT, essential for vehicle software.

Kerala's GCC Boilerplate – The Smartest Way to Set Up Your Global Capability Centre

A frictionless, turnkey framework to establish and scale Global Capability Centres in Kerala.

From your first touchdown to full-scale operations, we've built a seamless path for global enterprises ready to expand in India.



A Frictionless GCC Experience



From the moment you step off the plane to the day you achieve full-scale operations, our **Dedicated GCC Setup Team** ensures every transition is smooth, every challenge is addressed, and every milestone is reached on schedule.



White Glove Service

Personalized support from day one



Accelerated Timeline

Weeks, not months to operations



End-to-End Support

Every step handled seamlessly

Your Single Point of Contact – Dedicated GCC Setup Team



Navigate complex expansion with a unified support structure. Our specialized team coordinates across all functions, eliminating silos and ensuring consistent, high-quality service throughout your setup journey.



Pre-Arrival & Logistics

Airport welcome, accommodation arrangements, local transport coordination



Legal & Incorporation

Entity setup, SEZ registration, regulatory clearances, compliance frameworks



Office Setup

Plug-in office access, site selection support, custom design & fit-out services



HR & Talent

Strategic hiring plans, leadership recruitment, HR policy development



Finance & Taxation

Banking partnerships, tax optimization strategies, investment advisory services



Operations & Strategy

Vendor management, business continuity planning, scalability roadmaps



Start work the day you land.

Why wait months for infrastructure when you can begin operations immediately? Our plug-and-play office model eliminates setup delays and capital expenditure hurdles.

Ready-to-Use Spaces

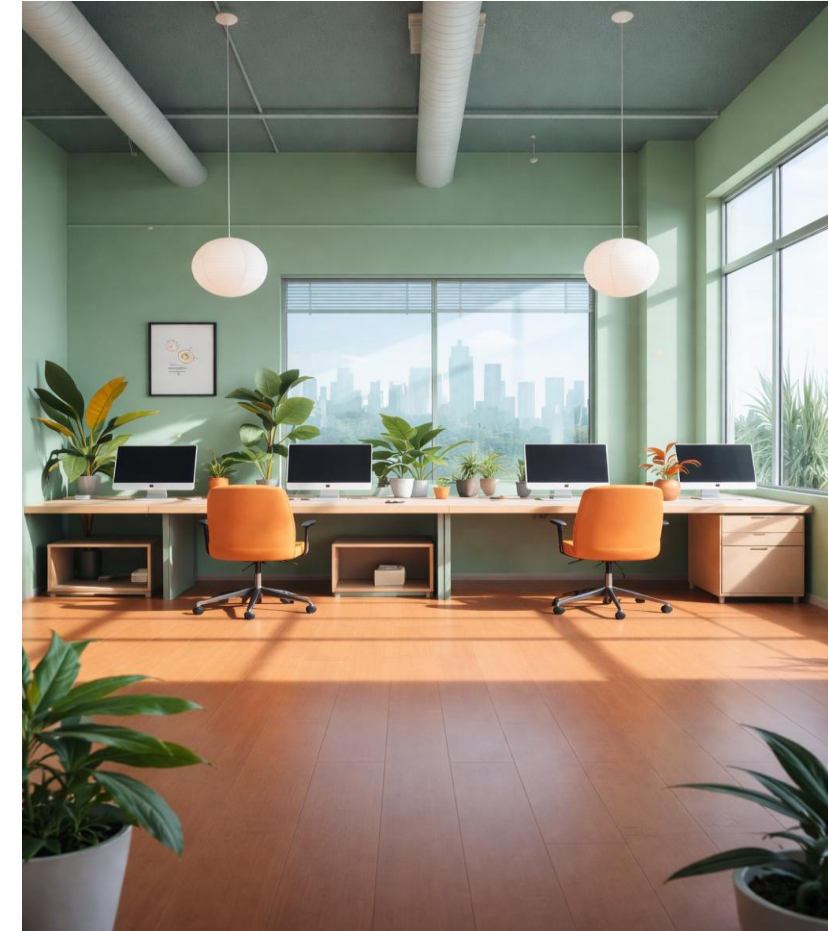
Fully equipped plug-in offices strategically located in major business hubs across Kochi and Thiruvananthapuram

Cost Savings

Government IT parks offer substantial cost savings during your critical early-stage operations

Scale as You Grow

Seamless transition pathways to custom-built facilities when your operations expand beyond initial capacity



Kerala's Draft GCC Policy – Fiscal & Non-Fiscal Incentives



Kerala offers one of India's most competitive incentive packages designed specifically for Global Capability Centres. The comprehensive support structure maximizes your ROI from day one.

SGST Reimbursement

Up to **₹10 Crore** in state GST reimbursements to reduce your operational costs

Registration Exemptions

Complete **stamp duty** and **registration fee** waivers for property transactions

Capital Subsidies

Substantial support for **capital investments** and attractive **land lease subsidies**

Diversity Incentives

Rent discounts for organizations demonstrating commitment to diverse workforce composition

Rental Assistance

6-month rent-free occupation at Technopark, Infopark, and Cyberpark.

Talent Development

Generous **skill development subsidies** to upskill your workforce and build specialized capabilities



Thank you

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