





How can India be among the Top 5 Global Exhibition Markets

TABLE OF CONTENT

01

04

Executive Summary

04

Indian Exhibition Industry in the Global Scenario

12

02

05

Major Developments in the Indian Exhibition Industry

Way Forward for Government and Associations to Ensure Growth of the Indian Exhibition Industry

17

03

Assessing the Economic Impact of the Exhibition Industry in India

08

06



01

Executive Summary

The Indian Exhibition Industry has witnessed a tremendous growth post pandemic which makes it a critical driver for economic activity in India. With a market value estimated at approximately INR 55,000 crore and projected Compounded Annual Growth Rate (CAGR) of 8%, the industry will play an important role in India's economic and international trade landscape.

India's exhibition infrastructure has over 70 world-class convention centres out of which 7 venues exceed an area of over 1,00,000 sqm. Major developments such as Bharat Mandapam and Yashobhoomi have significantly enhanced the country's ability to host large-scale international events. Furthermore, initiatives like "Make in India" promotes exhibitions as platforms to showcase India's manufacturing, IT, and MSME sectors.

Primus Partners, in a first of its kind estimation, estimates that the industry's impact is massive, generating approximately INR 41,500 cr. annually in direct spending, which includes rental, construction, logistics, and venue services. Additionally, baseline indirect spending is estimated to be around INR 12,640, driven by expenditures on accommodation, local transport, and dining. These figures underscore the Exhibition Industry's role as a catalyst for growth in hospitality, logistics, and local businesses creating a ripple effect that supports employment and boosts GDP.

India is on the brink of a transformative journey in its exhibition industry, with vast opportunities to expand regional outreach and modernise infrastructure. By adopting Public-Private Partnership (PPP) models and harnessing the potential of its thriving MSME sector, India can integrate global best practices and enhance attendee experiences through cutting-edge technologies like AI and AR/VR. Establishing mid-sized venues in Tier-2 and Tier-3 cities will promote wider participation and inclusivity. With a burgeoning MSME base and rapid advancements in the services and manufacturing sectors, India is well-equipped to become a global leader in the exhibition industry.

Making strategic investments in infrastructure, strong government backing, and international collaborations can position India to become a leading exhibition hub. This will drive trade, innovation, and regional development showcasing India's status as a key player in the global MICE industry.













Over 70 world-class centres for international exhibition summits



601,000 Square Meters of Indoor Exhibition Space



INR 41,500 crore annually on rental, construction, logistics, and venue services; INR 12,640 crore annually on accommodation, local transport, dining, and other expenses

Growth Levers of India and its Exhibition Industry



Growing Market and Infrastructure:

Rising incomes, urbanisation, and investments in venues like Bharat Mandapam and Yashobhoomi, supported by initiatives like "Make in India," are driving demand for exhibitions and trade shows.



MSME and Local Trade:

With 63 million MSMEs forming India's economic backbone, exhibitions like the India International Trade Fair and Bharat Tex play a vital role in promoting these industries and promoting self-reliance.



Manufacturing and China+1 Strategy:

India's cost-effective manufacturing and skilled workforce make it a key player in global supply chains. Events like the India Manufacturing Show and IMTEX showcase India's industrial capabilities and attract global partnerships.



International Trade and IT Leadership:

With trade reaching \$1.5 trillion in FY24, India's IT sector and semiconductor growth are highlighted at events like the India Mobile Congress, reinforcing its role as a global technology and supply chain hub.





Major Developments in the Indian Exhibition Industry

Emergence of New World-Class Exhibition Centres

Total Area: 123 acres with 1,24,663 sqm of exhibition space.

Exhibition Halls: 12 halls, offering versatile spaces with advanced lighting, sound, and AV systems, adaptable for various event layouts.

Amenities: Five-star catering, VIP lounges, parking for 5,000 vehicles, landscaped plaza, and a musical fountain.

Highlights: Positioned as a premier global exhibition venue, ideal for large-scale trade shows and industry exhibitions.



Renewed Bharat Mandapam, Delhi

Total Area: 18.5 acres with 43,700 sqm of exhibition and convention space.

Exhibition Halls: 3 modular halls, each equipped with high-tech staging, adaptable layouts, and advanced digital infrastructure.

Amenities: VIP lounges, fine dining, accessible facilities, ample parking, and adjacent retail spaces.

Highlights: A prime location for international exhibitions, trade shows, and industry expos, catering to both corporate and public audiences.



Jio World Convention Centre, Mumbai

Total Area: 221 acres with up to 64,443 sqm of exhibition space.

Exhibition Halls: Multiple state-of-the-art halls designed for large expos, product showcases, and trade fairs.

Amenities: Luxury amenities, spacious lobbies, and easy visitor access to promote smooth movement within exhibitions.

Highlights: One of India's largest exhibition venues, supporting high-traffic events and international-scale exhibitions.



Yashobhoomi, Delhi

Total Area: 42 acres with 20,000 sqm of pillar-less exhibition space.

Exhibition Halls: 1 expansive, unobstructed hall, fully equipped with AV setups, allowing for flexible configurations.

Amenities: Comprehensive event management services, ample parking, and an upcoming 241-room five-star hotel to enhance visitor convenience.

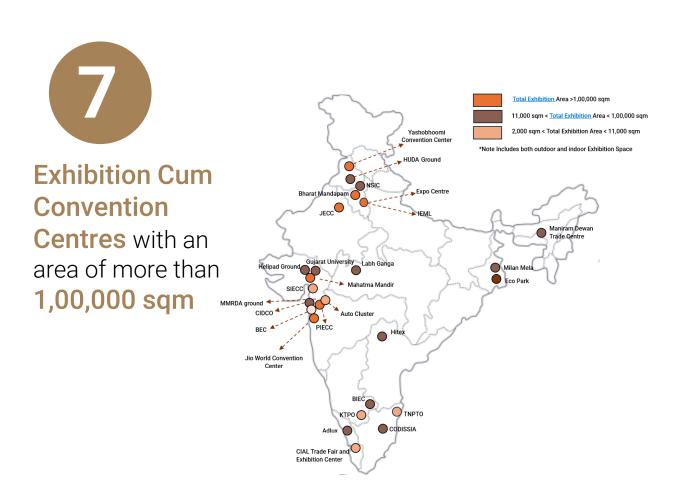
Highlights: South Asia's largest pillar-less exhibition space, ideal for trade expos, industry showcases, and large-scale exhibitions.



Jaipur Exhibition & Convention Centre











Assessing the Economic Impact of the Exhibition Industry in India

Exhibitions serve as powerful economic catalysts, generating substantial returns on investment that ripple across multiple sectors including hospitality, transport, and logistics. This multiplier effect can significantly boost both local and national GDP, underscoring the industry's critical role in driving economic growth.

The potential impact of exhibitions can be evaluated across three key areas:

- I. Direct Spending
- II. Indirect Spending
- III. Impact on Trade, Employment, and the Macroeconomic Environment

Direct Spending Exhibitors, Venue Providers, Stall Fabricators, Event Management Companies, Indirect Stall Designers, Logistics, Spending Catering and Other Miscellaneous Costs Expenditure on Travel, Transport, Accommodation, Food, Local Tourism by the Exhibitors, Attendees, Delegates etc. Impact on Trade & Employment Promotion of Sunrise Sectors, MSMEs, Local Businesses Macroeconomic along with generation of **Impact** Employment in these sectors





3.1 Direct Spending

The direct spending potential in India's exhibition industry is **estimated at INR 41,500 crore.** This has been calculated based on a thorough analysis of available exhibition spaces, industry utilisation patterns, and spending benchmarks. Direct spending includes expenditure based on space rent, stall construction, utilities, and additional exhibit-related costs. Industry averages were used to derive the cost per square meter.

The following methodology outlines the key factors and assumptions used in arriving at this figure:

- Exhibition Space: For calculating the exhibition space, the top 26 exhibition centres in India were considered and provision for small exhibitions in local auditoriums, 4–5-star hotels, and banquets were made.
- 2. Utilisation patterns: Utilisation patterns are calculated post discussion with industry experts and analysing part trends:
 - Utilisation Days: The utilisation days of exhibition spaces are 200 days per year.
 - b. Utilisation Percentage: There is a 70% utilisation rate (indoor + outdoor).
- 3. Exhibitor budgets (Direct Spending) typically comprise 35% for stall construction, 28% for product showcasing and giveaways, 14% for logistics, catering, security, and technology, and 10% for miscellaneous expenses like permits based on industry consultations.





Composition of Expenses



Primus Take

Direct spending in exhibition industry drives economic growth by boosting demand for construction, logistics, catering, and technology services, which supports jobs and income growth across sectors. Encouraging exhibitors to invest in premium services and high-quality setups by offering tax incentives or subsidies for expenditure on local vendors will enhance economic benefits for the surrounding community

3.2 Indirect Spending

Indirect spending includes expenditures made by a range of stakeholders, including exhibitors and visitors, while attending an exhibition event. In India, a typical trade exhibition lasts around 3 days. Exhibitors and visitors traveling from outside India or across states incur additional expenses, contributing to the overall economic impact of the event. India hosts approximately 745 exhibitions annually, which consists of diverse industries and attracting participants from across the country and abroad. Each event held invites spending from attendees beyond the exhibition halls, creating a substantial ripple effect in the local economy.

Indirect Impact of Exhibitions					
1. Impact on Economy and Businesses			2. Impact on Employment		
Short Term	Long Term	Domestic	Overseas	Ecosystem	Local Area
Boosts sales, brand visibility, and customer engagement; generates leads and contracts.	Builds brand recognition, customer loyalty, and market presence.	Supports local suppliers and SMEs, strengthens regional supply chains, boosts the local economy.	Expands export potential, improves product quality due to global competition, enhances international visibility.	Creates jobs across logistics, construction, event management, and other sectors; promotes cross- industry collaboration; enhances workforce skills through hands-on experience.	Provides jobs in hospitality, mobility, event staffing; boosts demand for local SMEs and family- owned businesses.





Estimating Some Key Indirect Spending Components (A Baseline Scenario Analysis)

Based on estimated spending patterns, Primus Partners has estimated a baseline scenario for the indirect spending from exhibitions, amounting to approximately INR 12,640 Cr. annually. The following are the assumptions that have been used to arrive at INR 12,640 Cr. Indirect Spending:

- Exhibitions Categorisation: Exhibitions in India
 were categorised based on attendees for small,
 medium and large-scale exhibitions. Small-scale
 exhibitions are assumed to host up to 5,000
 attendees, medium-scale exhibitions are estimated
 to attract a minimum of 20,000 attendees, and
 large-scale exhibitions are considered to have at
 least 50,000 attendees.
- Composition of Attendees: 15-25% of visitors travel from within or outside India for medium and large events; 5-%-10% travel for small-scale events.
- 3. Average Spending for Attendee: The average duration of an exhibition is three (3) days, with typical expenditures allocated as follows: 70-75% on hotels and accommodation, 10-15% on dining and miscellaneous expenses, and 1-5% on commuting.



Primus Take

To maximise impact on indirect spending, expanding exhibition infrastructure into high-potential regions will benefit local economies. Tie ups with local businesses to offer bundled travel and accommodation packages can increase attendee spending. Target incentives for small businesses near exhibition venues and improved public transportation around key exhibition can also maximise economic benefits.

Exhibitions play a crucial role in the macroeconomic landscape by providing access to new markets, which boosts exports and attracts foreign investment. They strengthen local economies by increasing demand for services like hospitality and transportation, while also supporting the manufacturing sector by connecting businesses with new buyers. Hosting international exhibitions enhances a country's soft power, showcasing its advancements on a global stage.



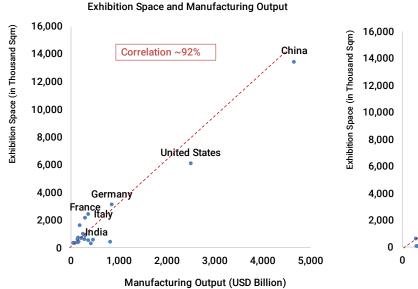


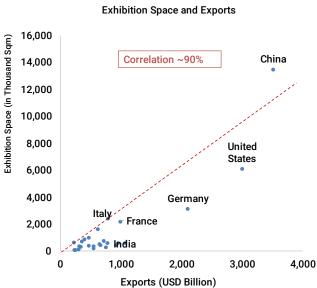
Indian Exhibition Industry in the Global Scenario

India's exhibition industry has experienced a massive growth; however, there is yet a lot more progress to be made compared to its global counterparts. The United States leads the exhibition sector using advanced technology and services for their exhibitions, while China and Germany are more focused towards manufacturing-based exhibitions. This approach promotes growth in trade and exports for these nations, creating a mutually beneficial relationship between the exhibition industry and the manufacturing and services sectors. For India to thrive in this competitive space, it's essential to learn from these global benchmarks and unlock the full potential of its own exhibition industry.

The graphs below highlight a strong correlation (around **90-92%**) between manufacturing output, exports, and exhibition space of a country. This indicates that as manufacturing output and exports increase, the demand for exhibition space also grows, and vice versa.

Based on data from World Bank Database (2024)

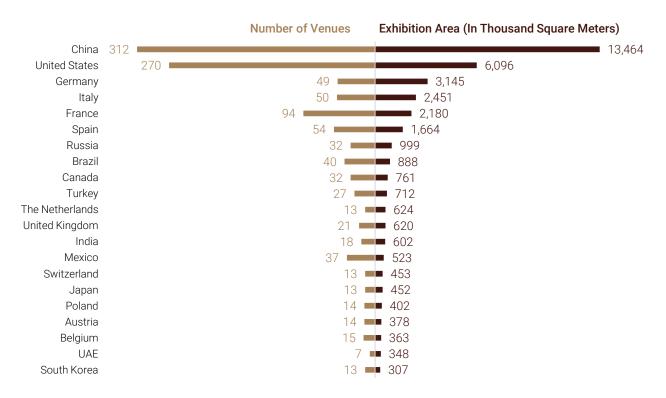








Size of the exhibition space and number of venues in the top economies of the world (UFI 2024)



The manufacturing sector holds a significant importance for a country like India, especially when it comes to its exhibition industry. When comparing India to manufacturing giants like China and Germany, it is clearly evident that exhibitions serve as a critical platform to showcase industrial capabilities, drive exports, and attract global business opportunities. In China, where the manufacturing sector contributes 38.3% of GDP, exhibitions with over 12.3 million square metres of space account for 29.3% of global exhibition capacity, directly boosting its export-driven economy (\$3.51 trillion annually). Similarly, Germany, with 28.1% of its GDP from manufacturing and a robust MSME ecosystem contributing 55% to GDP, leverages its 3.1 million square metres of exhibition space to position itself as a global leader in trade fairs for advanced manufacturing. India, while having over 40 million

MSMEs contributing 30% to GDP, lags in both manufacturing's GDP share (25%) and exhibition infrastructure, with only 1.4% of global exhibition space. However, MSMEs contribute over 36% to India's manufacturing output, making them a cornerstone for economic growth. A stronger synergy between the MSME and exhibition industries could significantly boost trade and exports, currently at \$0.8 trillion. By promoting manufacturing MSMEs through wellorganised exhibitions, India can enhance its industrial base, improve global competitiveness, and support the \$3.5 trillion economy's ambition to scale up exports and achieve higher trade volumes. This symbiotic relationship underscores the importance of bolstering the manufacturing MSME and exhibition ecosystem to drive India's economic and industrial progress.







Understanding Some Best Practices in the Global Exhibition Industry

Country	Measures Taken	Impact Created
Germany	"Your Key to Trade Fair Success" programme for exhibitors, integrating preparation tools and workshops.	Increased exhibitor satisfaction, better ROI through improved lead management, and increased bookings for associated services.
	Supporting MSMEs through innovation ecosystems, targeted financial support, and tailored exhibition platforms.	Empowered MSMEs to access global markets, participate in innovation-focused fairs, and address supply chain challenges through partnerships.
	Digital enhancements for trade fairs to increase coverage and streamline operations.	Enhanced access for MSMEs and improved efficiency, increasing participation by over 50,000 SMEs annually.
*** China	Promoting export-oriented MSMEs via trade fairs like the Canton Fair and hybrid models.	Enabled MSMEs to access international markets, secure business orders, and strengthen global networks with government support for subsidies.
	Emphasis on sustainable exhibitions, including green design, energy efficiency, and recycling practices.	Attracted industries such as clean power and green agriculture, boosting ecoconscious participation and aligning with national sustainability goals.
South Korea	Venue expansion and co-located exhibitions at KINTEX, integrating visitor-centric infrastructure.	34% increase in events, 36.2% increase in revenue, and a paradigm shift positioning KINTEX as a key market for trade and consumer events.
Hong Kong	Introduction of Small-Order Zones to trade fairs, catering to modern buyer preferences for smaller orders.	170,000+ buyer visits, 2,500 exhibitors participating, and new opportunities for retailers and e-tailers from emerging markets.
Canada	"Exhibitor4" campaign to attract international trade show promoters using innovative and targeted marketing.	50% increase in bookings within 8 weeks, 3,000+ visitors to campaign microsites, and significant improvement in client engagement and satisfaction.





Netherlands	Public and private collaboration for InfraTech to ensure demand- driven exhibitions.	Record number of exhibitors and 19,175 professional visitors, with 92% reporting satisfaction with the themes and content.
France	Localisation, Digital Engagement, and Hybrid Models	Strengthened audience connection through cultural integration and personalised digital campaigns, increasing attendance and loyalty. Sustainability efforts and hybrid models extended audience reach and engagement beyond event durations.

Example of Tax System in the Exhibition Industries of India and Germany

Particulars	India	Germany	
Tax Registration	Requires state-specific GST registration for each state where the exhibitor operates.	Single federal VAT registration valid across the entire country.	
Tax Filing	Separate GST returns must be filed for each state where taxable sales or services occur.	A single VAT return consolidates all taxable activities nationwide.	
Compliance Complexity	High: State-specific variations in GST laws create administrative and financial burdens.	Low: Uniform VAT laws across the country simplify compliance for businesses.	
	An exhibitor from Mumbai attending exhibitions in Bengaluru, Delhi, and Chennai must:	An exhibitor from Munich attending exhibitions in Berlin, Frankfurt, and Hamburg must:	
	Register for GST in each state individually.	Use their existing federal VAT registration.	
Example	File separate GST returns for Maharashtra, Karnataka, Delhi, and Tamil Nadu.	File a single VAT return for all transactions across cities.	
	Comply with different state-specific tax rules and rates, adding complexity and cost.	Comply with uniform tax regulations nationwide, reducing administrative overhead.	
Coordination Platform	Lack of a unified platform for exhibitors and organisers, leading to inefficiencies.	Centralised systems and networks streamline processes, providing exhibitors easy access.	
Tax Structure Benefits	Complex: Varying GST rates and cascading taxes increase effort and expenses.	Simplified: Uniform VAT laws ensure predictable and cost-effective compliance.	
Ease of Participation	Lower due to state-specific compliance requirements for exhibitors participating across states.	Higher due to centralised tax registration and filing, enabling smooth participation.	





The global exhibition industry demonstrates diverse and innovative practices that promote participation, sustainability, and economic impact across different markets. With Germany's Integration of digital tools to empower MSMEs to South Korea's visitor-centric infrastructure and with China's focus on hybrid models, it is given that these initiatives highlight a tailored approach to addressing regional needs. These insights highlight the importance of aligning infrastructure, stakeholder engagement, and sustainability, providing a blueprint for India to strengthen its exhibition sector.

Building on this, it is crucial for India's Exhibition Industry to implement strategic initiatives in collaboration with the government and associations, prioritising enhanced MSME accessibility, promoting public-private partnerships, streamlining taxation processes, and integrating sustainability into the industry's core framework.





Way Forward for Government and Associations to Ensure Growth of the Indian **Exhibition Industry**

The exhibition industry in India is poised for significant transformation, driven by emerging trends, evolving stakeholder needs, and global opportunities. Addressing challenges such as infrastructure gaps, digital integration, and sustainability, the following insights aim to unlock the sector's full potential and promote long-term growth.



Enhance MSME Exhibition Accessibility and Expand **Exhibition Infrastructure**

- Provision of grants a subsidies to MSMEs to encourage participation in exhibitions.
- Develop venues in Tier-2 and Tier-3 cities to promote local industries.
- Promote export-oriented exhibitions.



Unlock Greater Potential of Public-Private Partnerships in Hosting and Organise Exhibitions

- Transform exhibition venues via PPP, prioritise exhibitor ROI through technology.
- Offer PPP-backed bundled service offerings to ensure seamless service delivery.



Simplify Ease of Doing Business and Taxation for **Exhibitors and Organisers**

- Create a centralised platform to streamline processes and enhance collaboration, leveraging national and international
- Simplify taxation by unifying systems, drawing insights from global models like Germany's.



Promote the Indian Exhibition Industry Globally

- Develop consortia to use bilateral trade forums for promoting Indian Exhibition Industry.
- Promote "Exhibition Tourism" as a medium to showcase India's rich cultural heritage and the diversity of its states.



Incorporate Elements and setting Benchmarks for Sustainability and ESG in the Exhibition Industry

- Use of recyclable and reusable materials for exhibitions.
- Incorporate renewable energy sources technology in exhibition venues.
- Ensure representation and inclusivity.





Recommendation	Approach	Desired Impact
Enhance MSME Exhibition Accessibility and Expanding Exhibition Infrastructure	 State Governments and sector-specific ministries can provide initial grants to cover rental, fabrication, and other costs for MSMEs, artisans, and local industries to participate in large exhibitions like IITF or Dilli Haat. MSME Zones at major events can offer shared resources such as meeting rooms, promotional screens, and Wi-Fi to boost visibility and sales. Use initiatives like the Urban Infrastructure Development Fund (UIDF) to develop mid-sized venues in Tier-2 and Tier-3 cities, blending public investment with private expertise. Organisations like NABARD, SIDBI, and NAFED can promote local-level exhibitions, enabling rural artisans, farmers, and MSMEs to access larger markets. Collaborate with trade bodies like ITPO, Export Promotion Councils, and the Ministry of Commerce to develop exportoriented exhibitions. With exports reaching \$770 billion (₹63 lakh crore) in FY23 and MSMEs contributing over 45% of these exports, such events provide a direct platform to connect Indian businesses with international buyers. 	This initiative will enable MSMEs and Local Industries to get exposure to better and bigger markets, helping them to reduce fixed costs, get round the year business, and promote their local cultures/states in front of a larger demographic.
Unlock Greater Potential of Public-Private Partnerships in Hosting and Organising Exhibitions	 Transform exhibition venues into PPP-driven smart hubs with technology and data analytics to prioritise exhibitor ROI. Integrate matchmaking platforms and real-time analytics to shift focus from displays to business-driven outcomes. Partner with industry bodies to align events with high-growth sectors like renewable energy, fintech, and e-commerce. Introduce PPP-backed bundled services, including premium booth spaces, simplified visa processes, and logistical packages for international exhibitors. Offer government incentives like tax rebates and logistical support for first-time participants. Organise delegations to global exhibitions under PPP sponsorship to showcase India's capabilities and attract international exhibitors. 	 Private Partnerships in the exhibition industry will act as a catalyst to enhance service delivery in terms of event execution, marketing, and coordination. Shared efforts from the government and private players ensure effective representation and monetary benefits. International participation will ensure competitiveness and strengthen the Indian MICE industry's standing in the global context.





Recommendation	Approach	Desired Impact
Simplify Ease of Doing Business and Taxation for Exhibitors and Organisers	 Establishing a unified platform, such as an aggregation platform or centralised database, can streamline processes and improve coordination among exhibition industry stakeholders. Collaboration between associations like IEIA, UFI, ITPO, and ICCA is key to ensuring its success and widespread adoption. A unified tax structure is crucial to simplify India's complex exhibition taxation system, standardising GST rates, reducing cascading taxes, and easing compliance. Adopting best practices from countries like Germany can further enhance accessibility and cost-effectiveness for exhibitors. 	Empower stakeholders to navigate the sector more effectively, promoting greater synergy and operational success, minimising wastage of time and effort. Reduces and simply the complex structures and regulation, promoting business, facilitating trade, and increasing participation.
Promote the Indian Exhibition Industry Globally	 Leverage bilateral trade forums and global bodies like UFI to promote India's growing MICE industry and showcase it at World Expos in collaboration with the Ministry of External Affairs. Partner with the Ministry of Tourism to position "Exhibition Tourism" as a platform to showcase India's cultural and state diversity. Use data-driven insights to plan exhibitions and involve state tourism departments to support local industries through small-scale events near tourist hotspots. 	Highlighting India's exhibition industry in the Global context will help boost India's trade and significance. Planning exhibitions strategically will ensure a higher footfall and more sales for the exhibitors.
Incorporating Elements and setting Benchmarks for Sustainability and ESG in the Exhibition Industry	 Promote recyclable and reusable materials for modular booth designs to reduce waste. Hybrid exhibitions integrating digital platforms with physical events can lower carbon footprints by reducing travel and optimising resources. Standardise sustainability certifications like ISO 20121, LEED, and Green Seal to ensure consistent eco-friendly practices across the industry. Recognise efforts with awards like the UFI Sustainable Development Award and GBCI Certifications. Transition venues to renewable energy through solar panels, wind turbines, and energy-efficient lighting, following examples like the Melbourne Convention and Exhibition Centre. Indian centres like Bharat Mandapam, India Expo Centre, BIEC, and Bombay Exhibition Centre can lead ecoconscious operations. Promote inclusivity by representing women-led entrepreneurs, MSMEs, trade unions, and indigenous communities in exhibitions, empowering diverse groups and enriching event appeal. 	Adopting these sustainability measures will enhance Indian exhibition industry's environmental stewardship, attract eco-conscious participants, and reduce operational costs. By setting new standards in waste management, hybrid formats, and renewable energy use, the industry can improve its global reputation while supporting broader sustainability goals.





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PASSION

for providing solutions to help clients achieve their goals

RESPECT

for all and alternate viewpoints

INTEGRITY

of thoughts and actions

MASTERY

of our chosen subject to drive innovative and insightful solutions

US

representing the Primus collective, where each individual matters

STEWARDSHIP

for building a better tomorrow



Primus Partners has been set up to partner with clients in 'navigating' India, by experts with decades of experience in doing so for large global firms. Set up on the principle of 'Idea Realization', it brings to bear 'experience in action'. 'Idea Realization'- a unique approach to examine futuristic ideas required for the growth of an organization or a sector or geography, from the perspective of assured on ground implementability.

Our core strength comes from our founding partners, who are goal-oriented, with extensive hands-on experience and subject-matter expertise, which is well recognized in the industry. Established by seasoned industry leaders with extensive experience in global organizations, Primus Partners boasts a team of over 250 consultants and additional advisors, showcasing some of the finest talent in the nation.

The firm has a presence across multiple cities in India, as well as Dubai, UAE. In addition, the firm has successfully executed projects across Africa, Asia Pacific and the Americas.

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