

MILITARY AEROSPACE IN INDIA

... thrusting for the afterburner ...



AUGUST 2023





Preface

From small “built to print” parts, components and structures to design and development of the fifth generation AMCA – the Indian military aerospace industry has come a long way. The intent to be self-reliant, coupled with the geopolitical situations and their derivatives resulting in supply chain challenges, have further added to the momentum.

From the first Defence Procurement Procedure in 2002 (post Kargil War) to the more recent Defence Acquisition Procedures 2020 ...

... from the first time the industry was opened to the private sector in 2001 to more than 350 private companies having Industrial Licences for manufacturing aerospace and defence items ...

... there is enough and more activity ongoing across all areas – policy, strategy, procedures as well as operations.

That being said, the industry today is also facing headwinds in few critical areas due to various reasons including lack of technological know-how, visibility of order book as well as few procedural challenges. There is work ongoing on all the fronts towards making the industry ecosystem more investment and industry-friendly while at the same time ensuring the sanctity of the end objective - security of the nation and the population, while also building a strong domestic ecosystem to reduce import dependence as well as any supply chain shocks resulting out of geopolitical events.

This Point of View has been written on the basis of our own understanding of the industry as a whole (and aerospace in particular), and on the basis of inputs from few major stakeholders across both the public and private industry. An opinion poll carried out with stakeholders suggests a consensus that while the aerospace industry has evolved exponentially (especially in the last decade or so), there are still few very critical areas that require interventions in order to enable domestic production and consumption.

This report also explores few of the key reforms that can be discussed and evaluated by stakeholders and a way forward can be charted with an intent to create a strong R&D ecosystem while also ensuring both the Indian public and private industries continue their growth not just in India but globally as well.

For the purposes of this report, “military aerospace” refers to fixed-wing aircraft and rotorcrafts.

Table of Contents

01

Executive Summary 05

02

The Indian Supply Chain 07

03

The Economics of it all 12

04

What are the headwinds? 14

05

Way Forward 16

06

Expert Opinions 18

Appendix 20

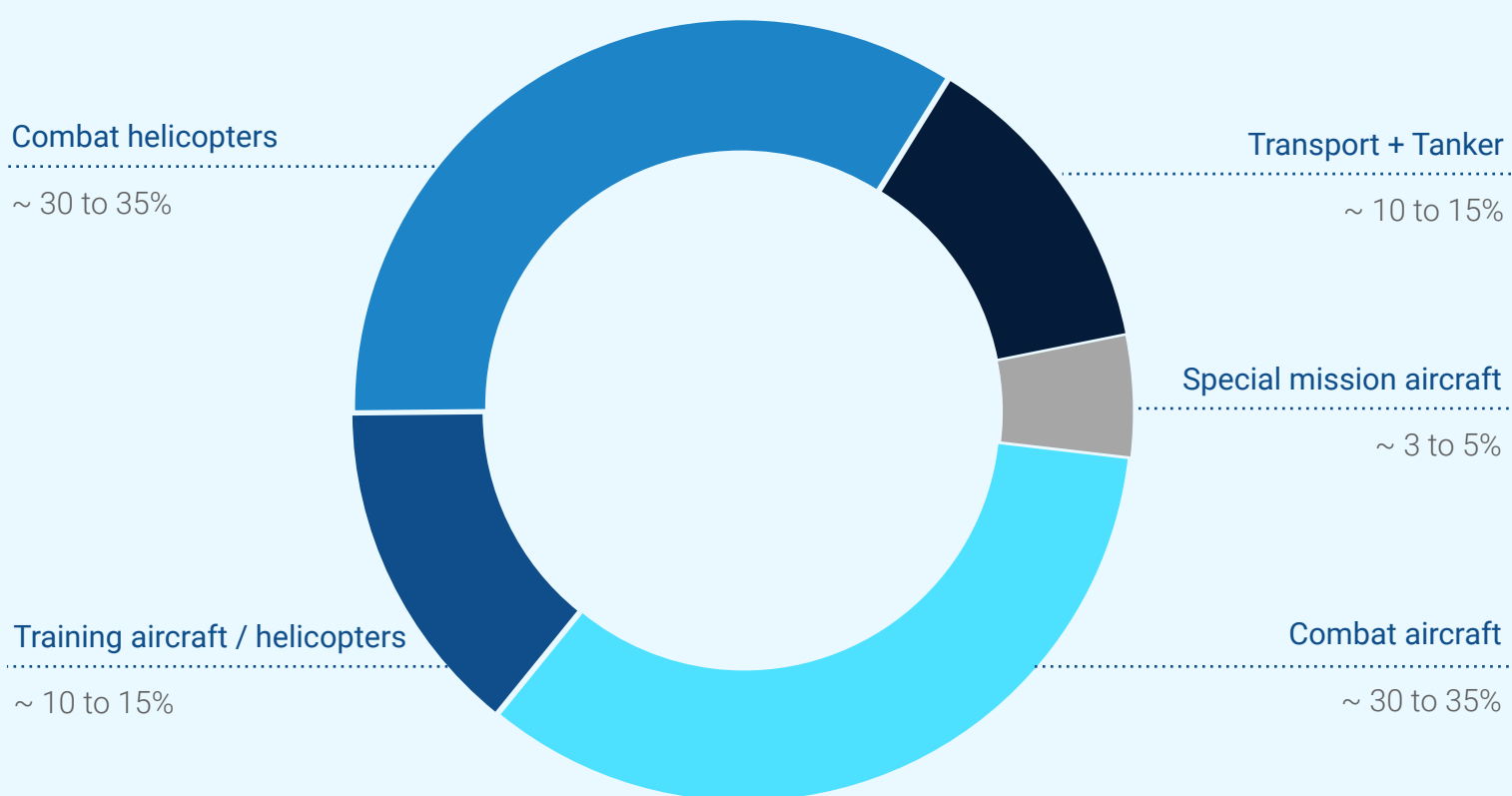
01 Executive Summary

The Indian military aerospace is at an inflection point today. With a core fleet strength of 31 fighter aircraft squadrons and around 700+ helicopters, stakeholders believe there is an urgent need to ramp up the fleet – both from capability as well as capacity perspective.

Spread across the defence forces as well as across various missions (basis utility), the fixed wing and rotorcraft platforms require an urgent overhaul especially with the

pending retirements of MiG-21s and Jaguars and almost 20-30% of existing helicopter fleet by the end of this decade. It therefore becomes all the more imperative to plan the squadron strengths. Steps are being taken with LCA Tejas procurements and AMCA design and development as well as the pending MRFA, MRCBF, LCH and IMRH programs but these now need to be fast tracked sooner rather than later.

A high-level segmentation of India's military aerospace fleet



Source: Flight Global, primary and secondary research



That aside, in this paper we are focusing on the capabilities and capacities of the Indian military aerospace ecosystem, the key headwinds and corresponding way forward, and what stakeholders believe the future holds for this industry in India.

- 1 There is more than \$50bn worth of opportunities to be tapped in the military aerospace segment in this decade – and this is purely from a procurement perspective and that too of fixed-wing aircraft and helicopters alone.
- 2 That being said, what clearly comes out is that the states of Maharashtra and especially the south India states of Karnataka, Telangana and Tamil Nadu (with an existing base of almost 60-70% of LCA work centers) have a strong case to become the hub for military aerospace in India.

This also makes a strong case for having a discussion around “One region, One segment” at a high level. While south Indian states make a strong case for military aerospace, other regions can be looked at for land systems and naval systems as well. While the supply chain maybe pan India, the integration and the clusters can be formed in specific regions – maybe also aligned to the defence corridors as well.

- 3 Democratizing the R&D funds of the government (with 25% of R&D budget being allocated for private industry) is a great move to further spread out the R&D ecosystem.
- 4 Both public and private industries are investing in this industry and supported by the government policies, there is a strong foundation that has developed on ground.
- 5 Few critical aspects aside including aero engines and some high-end electronics, there is capability existing in-house in structures, forging and machining, ammunitions, electronics / avionics as well as mechanical sections. What is required is to tap the relevant companies and bring them into the ecosystem. Even in the critical aspects like aero engines, steps are being taken to develop a lot of the capabilities within the country.
- 6 Technical capabilities and skilling are also identified as a major gap area which need to be addressed.

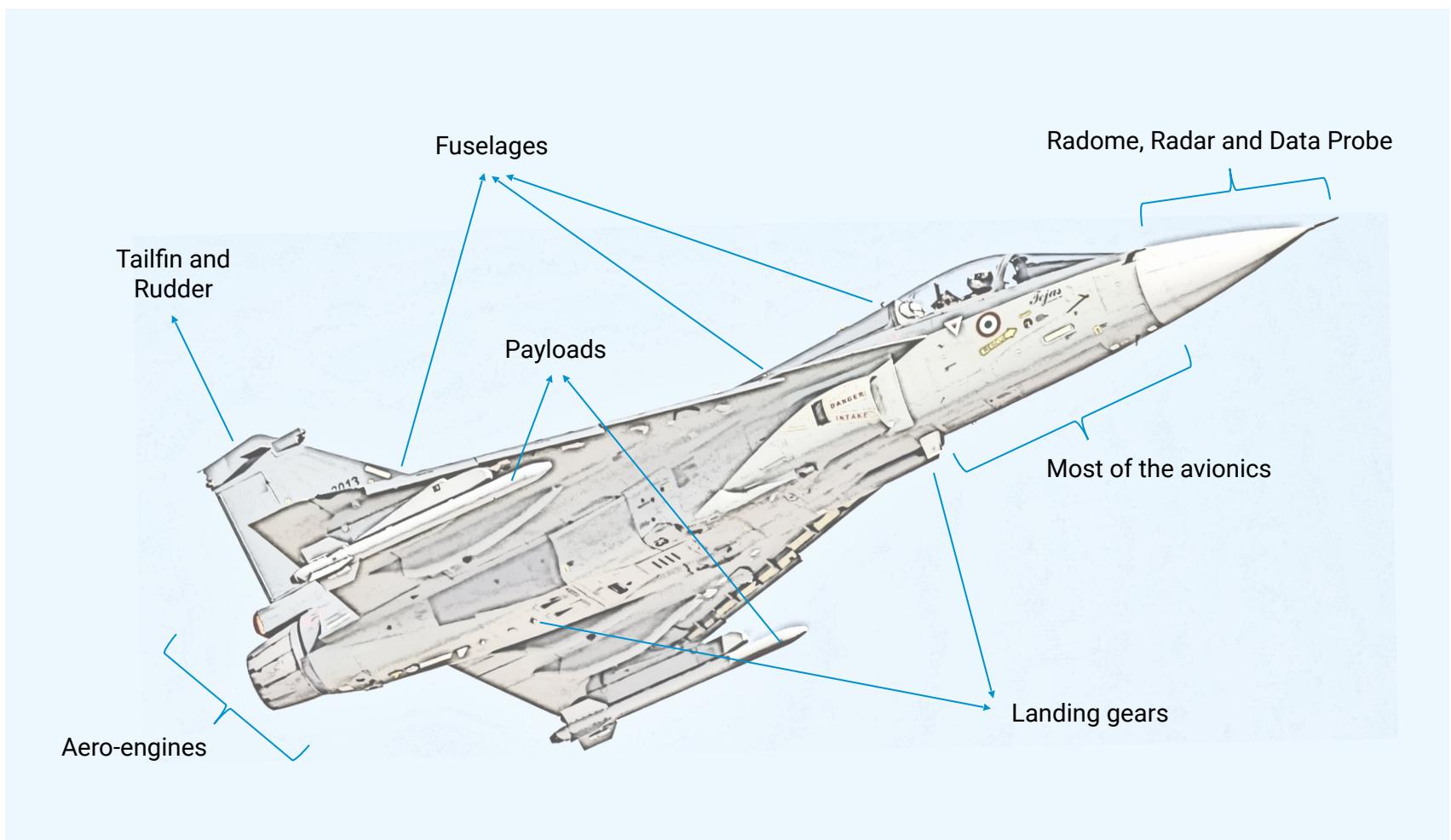


02

The Indian Supply Chain

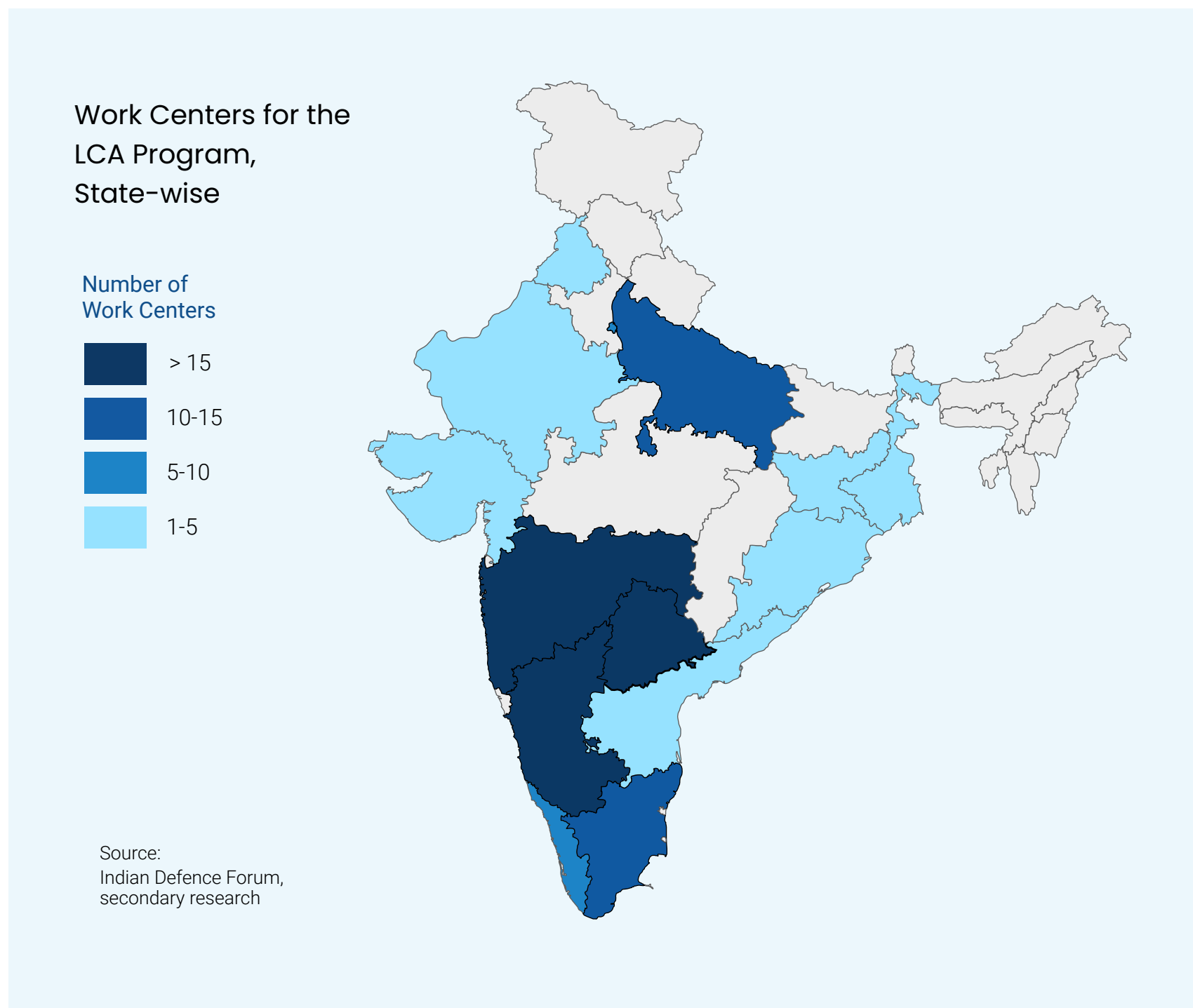
At a macro level, an aerospace platform (aircraft or helicopter) can broadly be segmented into four major heads by value viz. airframe / structures, mechanical systems, electronics and avionics, and aero engines. There is significant progress in all the major segments from an indigenization perspective and as the public and private entities further extend their horizons, it is expected that more of the above will be available from domestic sources.

A high-level tear down of few of the key parts of a military aerospace platform, which form majority of the value of the aircraft can be put down as below:





The work centers for the LCA program as marked below indicate the expansive network when it comes to both research and development as well as manufacturing and services segment in military aerospace...



Between Karnataka (~40), Telangana (~30), Maharashtra (~20) and Tamil Nadu (10-15):

- ▶ the 4 states account for almost 70% of the work centres
- ▶ ... and if one counts the numerous other start ups, small, medium and large companies from these states that are part of the supply chain – what you get is an entire ecosystem evolving for military aerospace

Out of the almost 150 work centers in the country for the LCA program as identified by the stakeholders:

- ▶ ... it is clear that the majority of the work centers are based out of states in south India including Maharashtra, Telangana, Karnataka & Tamil Nadu
- ▶ ... with Hyderabad in Telangana and Bengaluru in Karnataka accounting for a majority of these work centers



... and an indicative list of companies in India with capabilities in the highlighted segments includes ...

Structures

1	Adani Group	
2	Bharat Forge	
3	Dynamatic Technologies	
4	Godrej Aerospace	
5	Hindustan Aeronautics Ltd	
6	Kineco Kaman Composites India Pvt Ltd	
7	L&T Defence	
8	Lakshmi Machine Works	
9	Maini Group	
10	Tata Group	

*The names of companies are indicative and mapped basis secondary research, and in no way suggest any preference or any vested interests in any of the entities

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Engineering & Software

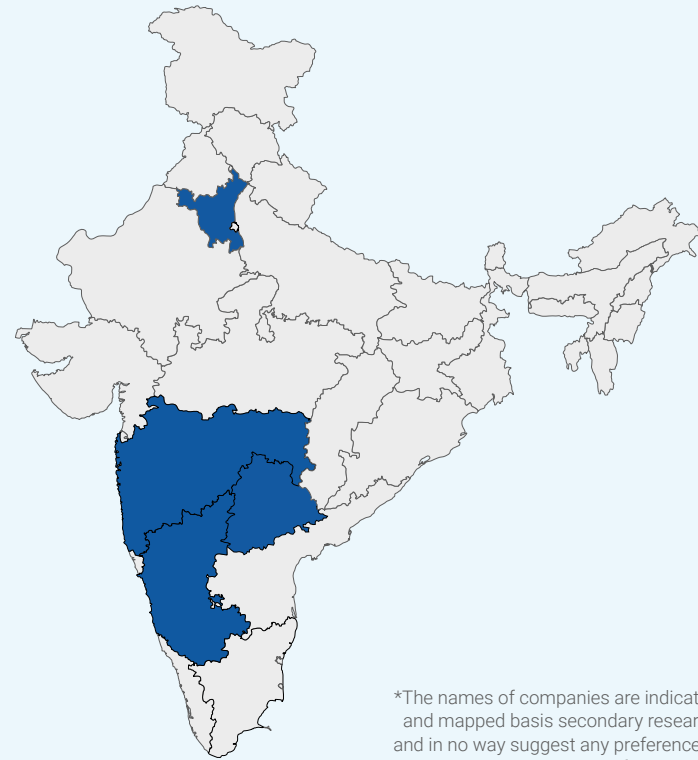
1	Axiscades Technologies Ltd	
2	Capgemini	
3	Cyient	
4	Hindustan Aeronautics Ltd	
5	Mistral Solutions	
6	L&T Infotech	
7	Quest Global	
8	Sasmos HET Technologies Ltd	
9	SFO Technologies	
10	Wipro	



... and an indicative list of companies in India with capabilities in the highlighted segments includes ...






Aeronautics, Avionics, Electronics

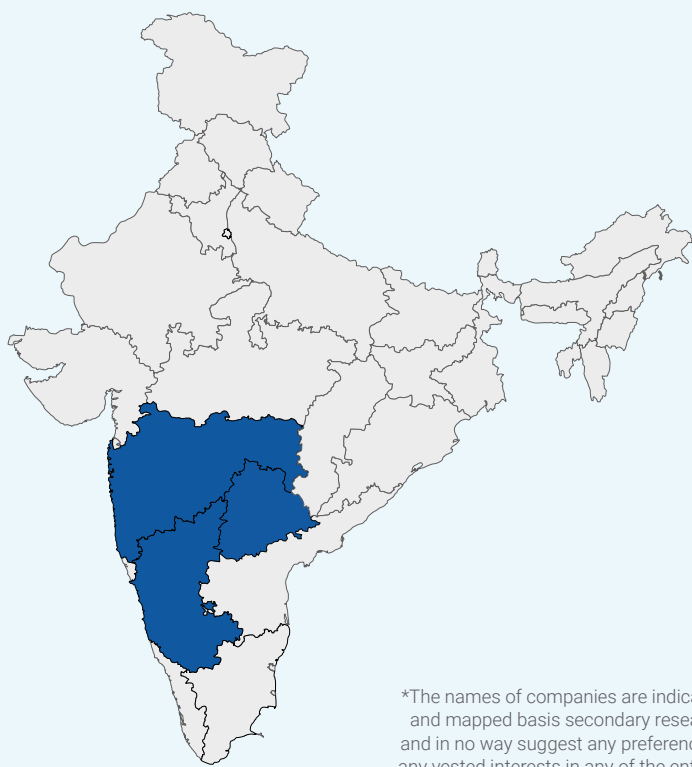
- | | | |
|----|-----------------------------|---|
| 1 | Astra Microwave |  |
| 2 | Bharat Electronics |  |
| 3 | Centum Electronics |  |
| 4 | Cyient |  |
| 5 | Data Patterns |  |
| 6 | HCL |  |
| 7 | L&T Group |  |
| 8 | Sasmos HET Technologies Ltd |  |
| 9 | SFO Technologies |  |
| 10 | Zen Technologies |  |



*The names of companies are indicative and mapped basis secondary research, and in no way suggest any preference or any vested interests in any of the entities

Aero-engines (parts and components) and APUs

- | | | |
|---|---------------------------|---|
| 1 | Aequus Aerospace |  |
| 2 | Bharat Forge Ltd |  |
| 3 | Godrej Aerospace |  |
| 4 | Hindustan Aeronautics Ltd |  |
| 5 | Tata Group |  |



*The names of companies are indicative and mapped basis secondary research, and in no way suggest any preference or any vested interests in any of the entities



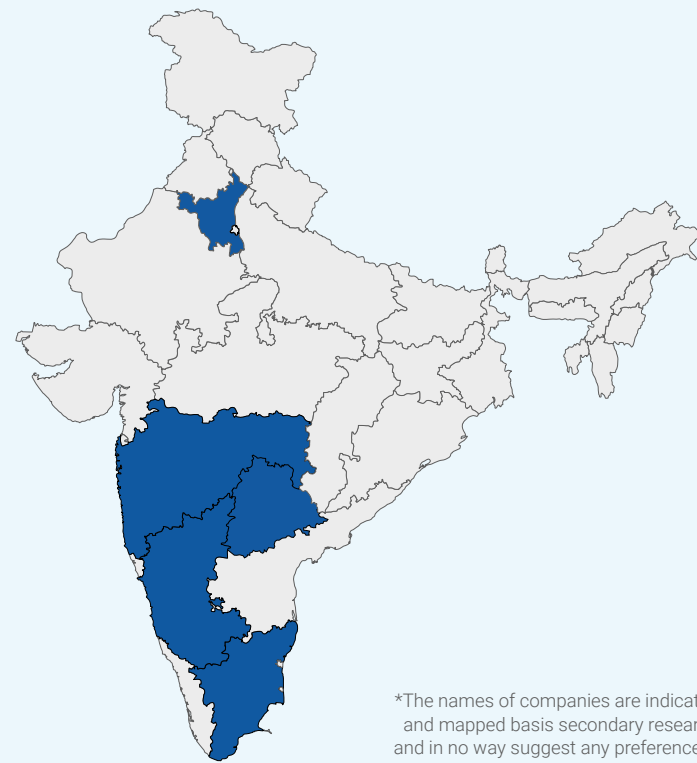
... and an indicative list of companies in India with capabilities in the highlighted segments includes ...

MRO

Apart from BRDs and HAL, the experience in military aerospace MRO is largely in the civil segment.

However, with MRO convergences being planned, the same entities would possibly be better equipped

- | | | |
|---|------------------------------|---|
| 1 | AI Engineering Services Ltd |  |
| 2 | Air Works |  |
| 3 | Base Repair Depots (BRDs) |  |
| 4 | GMR Aero |  |
| 5 | Hindustan Aeronautics Ltd |  |
| 6 | Max Aerospace & Aviation Ltd |  |



*The names of companies are indicative and mapped basis secondary research, and in no way suggest any preference or any vested interests in any of the entities

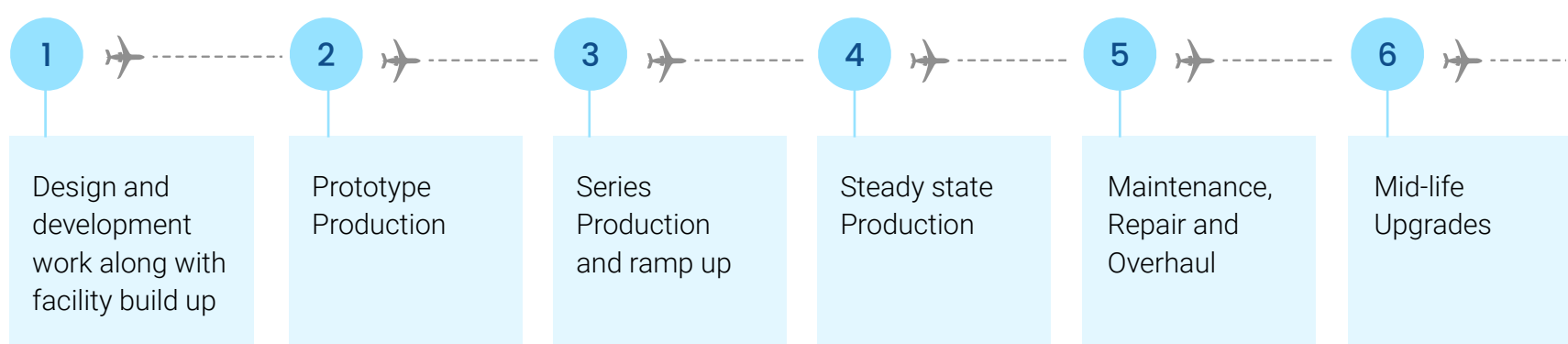
The Indian military aerospace ecosystem has also witnessed significant investments and interest from the biggest and largest foreign companies including Airbus, Boeing, GE, Lockheed Martin, Pratt & Whitney, Rolls Royce, Saab Gripen and Safran.

Clearly, **south Indian states of Telangana, Karnataka and Tamil Nadu** have a significant lead ...
 ... and hence **present a very strong case for becoming the hub for India's military aerospace ecosystem**
 ... where between the three states, **majority of the supply chain gets largely covered**
 ... including **existing and planned capabilities and work streams**
 ... which **potentially also indicates more high-end research, manufacturing and services work** coming across to entities in this region
 More importantly, the fact that one of the defence corridors falls in this region makes it all the more significant for these three states specifically

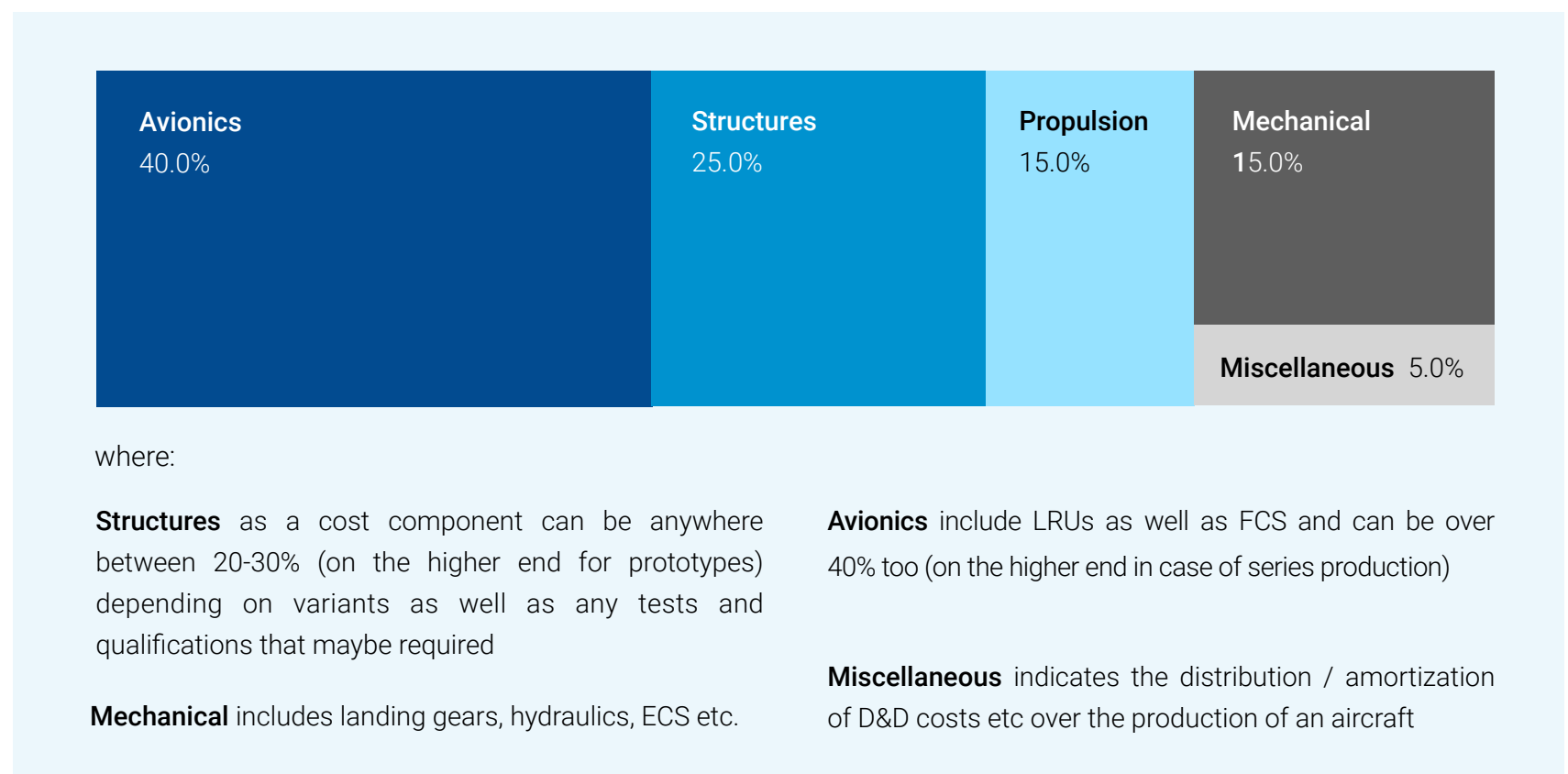


03 The economics of it all

The life cycle for an aerospace platform is largely spread across six stages:



At a per unit level, the costs for manufacturing can largely be categorized as under (excluding land costs):

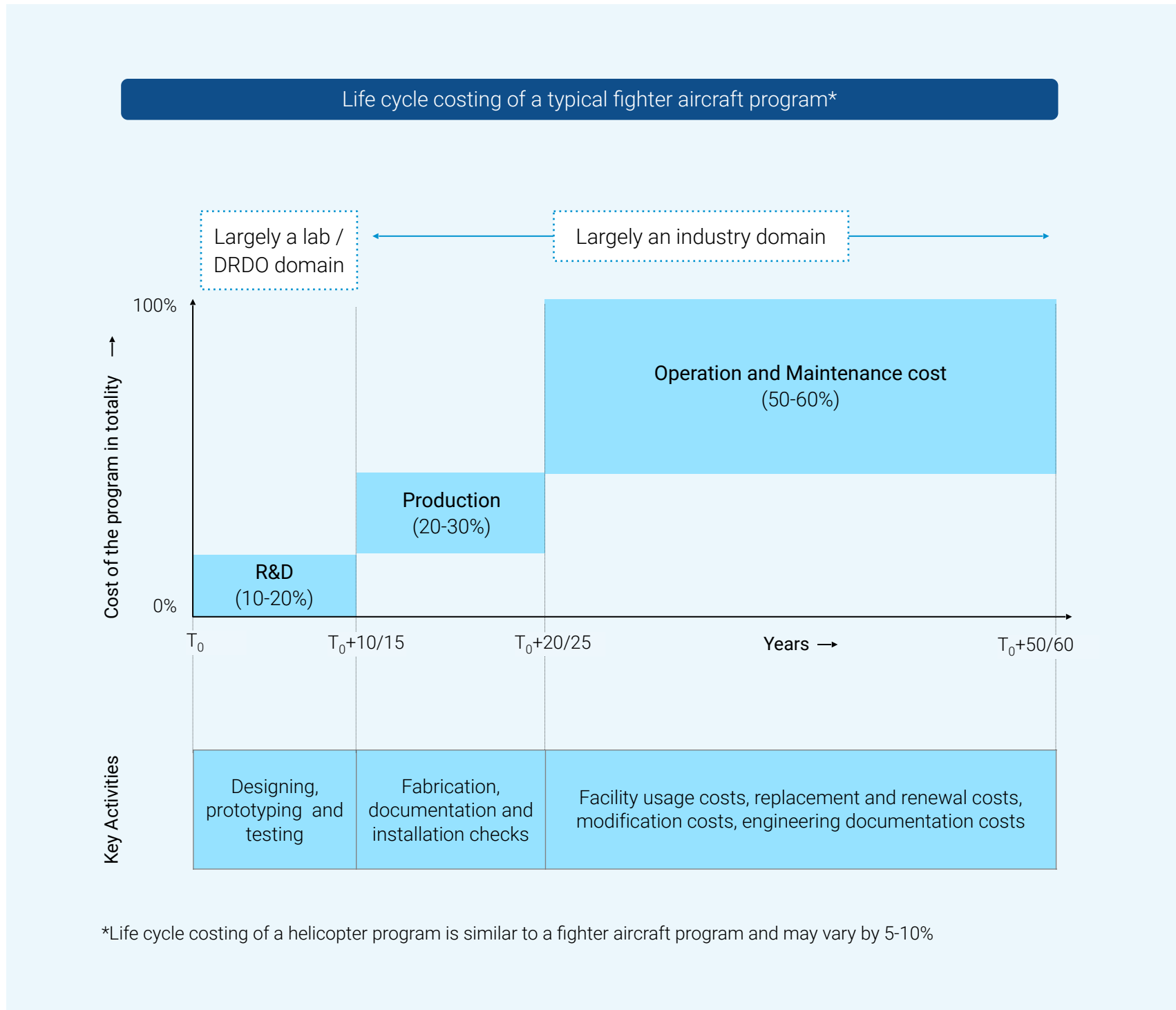


Taking into account (1) the current fleet of military aircraft and helicopters, (2) the expected retirements, as well as (3) new procurements planned. around 500-600 new fixed-wing (fighter and transport included) aircraft and around 1000 new rotary platforms are expected to be procured in the coming 10 years or so. Given this requirement, a high-level opportunity sizing for the key segments (only from the perspective of fixed-wing and helicopters) can be summarized to be atleast, as under:

- Avionics / Electronics - \$20-25bn
- Structures - \$10-15bn
- Propulsion - \$7-9bn
- Mechanical - \$2-4bn



However, the total costs when looked at from a life cycle costing perspective becomes almost 2-3x times the cost of manufacturing a unit aircraft.



What rarely changes, and hence is largely a one-time cost

Structures including fuselage, tail and wings

Ejection seat **

What can account for a larger proportion of costs

Mid-life Upgrades including engine repair or replacement and change in avionics / electronics **

** Major import areas currently

04 What are the headwinds?

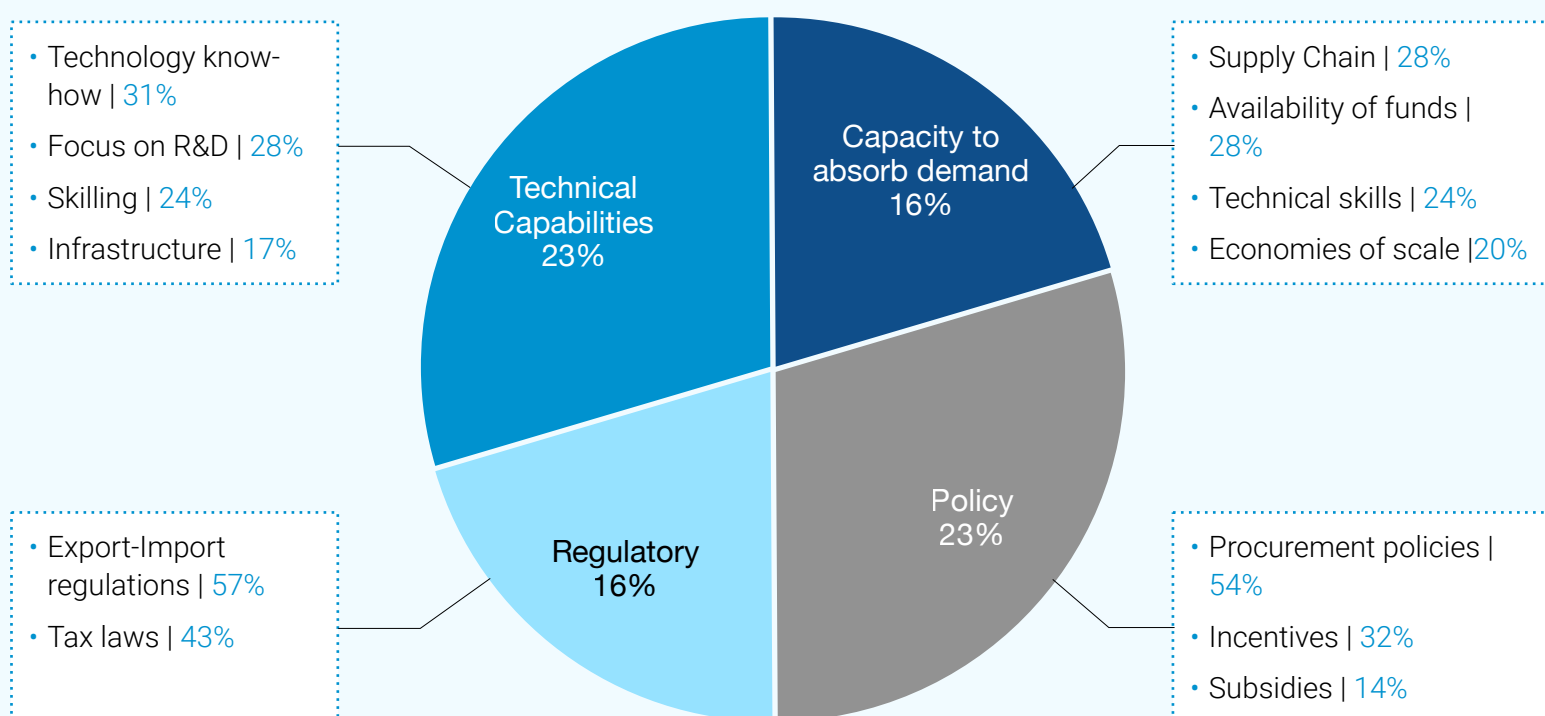
Headwinds are an obstacle to growth. The Indian military aerospace ecosystem has evolved over the last couple of decades or so, and today stands at an inflection point where there are much more possibilities in a wider horizon of potential areas and not just basic structures or parts and components.

The system therefore requires enablers which can help the industry deliver on the potential. Steps are being taken but there still exist headwinds, big and small, at various stages which need to be addressed sooner rather than later.

Long-term visibility of orders is an important concern for the industry (as suggested by almost 22% of responses), due to lack of which investment decisions in improving capabilities and capacities are impacted. However, that is largely a derivative of some other key areas that require attention:

1. Technical capabilities
2. Capacity to absorb demand
3. Policy
4. Regulatory

Summarizing what the stakeholders believe are areas which require more concerted focus & efforts





When it comes to technical capabilities, clearly R&D is a very critical requirement for the industry and is subject to the dearth of funds as well as the high element of risk of disproportionate delays or failure. There is a dearth of skilled workforce as well when it comes to requisite technical capabilities for military aerospace programs. A lot of this has to do with the course curriculum of universities / colleges, the experience levels of the workforce as well as the availability of the know-how with respect to various technologies. R&D, technology know-how as well as skilling are woven together and are dependent metrics in the entire ecosystem.

There is no dearth in demand within the aerospace and defence sector in India today. With modernization plans worth more than \$100bn in the works for this decade, and with more greenfield requirements basis rapidly evolving technology - there is enough and more demand. However, the industry's capacity to absorb such demand is also a critical factor that needs to be looked into. The capacity to absorb the demand is subject to both internal and external factors for the industry.

Skilled workforce is an important headwind while at the same time the volume of business also is critical because that becomes a driver to train the workforce and invest in the system.

Policy is another area where the industry face headwinds. There are however still many issues which require simplification - policies & regulations like for (1) industrial licensing, (2) measurement of indigenous content, and (3) lengthy evaluation trials are some very important areas that act as head-winds in many cases. However, this is also one area where a lot of work has been done and continues to be worked upon. There are consultations being held across levels between stakeholders towards further simplifying these aspects.

There is no doubt an element of uncertainty as well as a significantly long gestation period when it comes to orders and deliveries in the defence sector. Procurement processes have continued for more than a decade in quite a few cases. This prevents the industry from planning their capabilities and capacities while also not providing the supply chain (especially MSMEs) with requisite understanding and visibility of the future. That being said, unless orders are significantly large that go towards at least a 3-5 year business case for the industry, it does not meet the feasibility requirements of the industry to be able to invest in infrastructure, workforce, inventory and the supply chain.



05 Way Forward

The know-how and know-why of any particular technology, which are derivatives of a strong R&D ecosystem, are an important area to work upon. A strong R&D culture will by itself enable the skilling ecosystem, thereby enhancing the capabilities of the working population in the country. A strong R&D ecosystem will also give more flexibility to the policy makers who can then make the policies and procurement procedures more simplified / industry friendly.

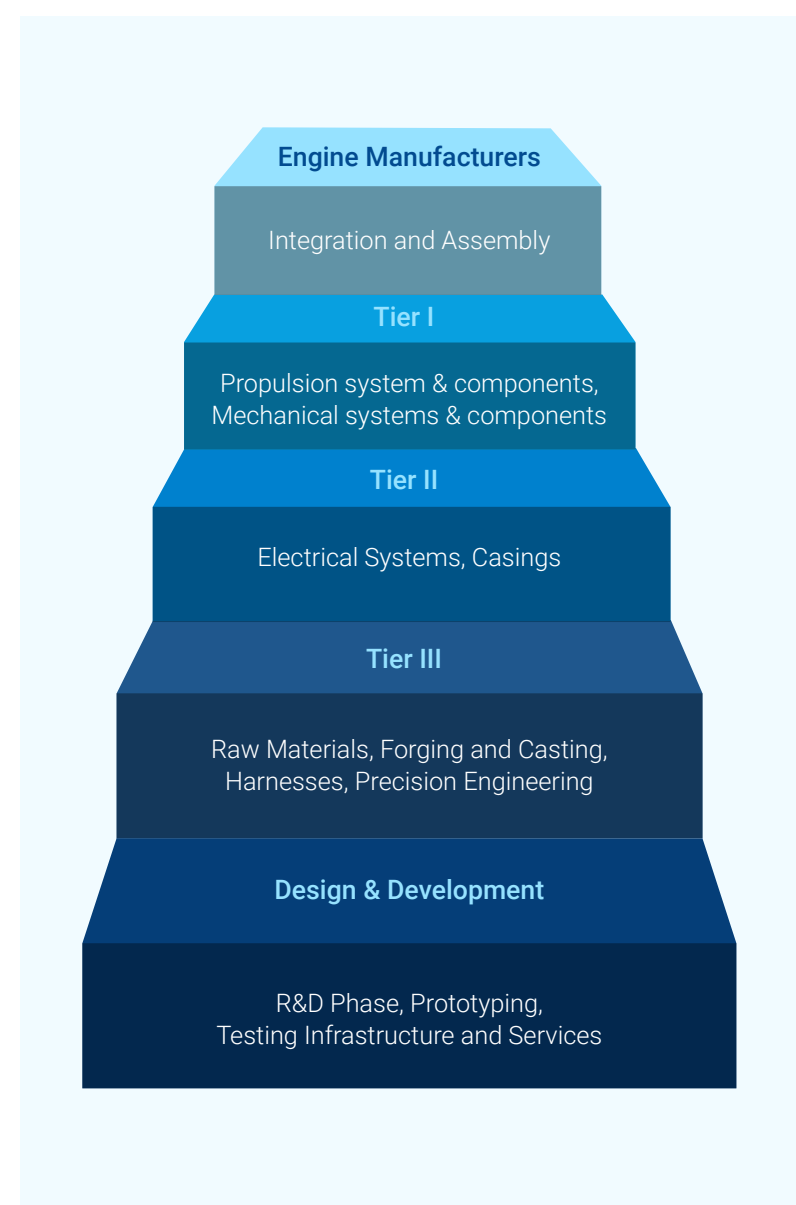
Aero Engines

This is arguably the most critical area for India to work upon in order to give the required thrust to the aerospace ecosystem in India. There were plans of setting up of a new complex to develop jet engines in collaboration with the private industry. It is high time the discussions are closed and executed and relevant areas of pursuit identified.

It would be important to map the current ecosystem and identify the capabilities and capacities that exist within the country from an aero-engines perspective. The value chain or the ecosystem required to set up an aero engine industry in India will need to be across all tiers – from design and development, to raw materials, to parts and components, to systems and subsystems, to the final assembly.

With reportedly more than 8000 MSMEs in the ecosystem, a bird's eye view of the Indian industry showcases a strong presence in the Tier 2 and Tier 3 segments. With a very strong automotive industry, there are some inherent capabilities that the Indian industry possesses in forging, casting, electrical systems, harnesses and precision engineering. There is however, although evolving, limited

Few of the most critical areas where India's military aerospace ecosystem has is still evolving, are largely around aero engines and critical / niche electronics and avionics. Looking at the cost structure, these account for anywhere between 30-50% (and in some cases maybe even more) of the overall life cycle costing of an aircraft. That is significant.





capability in designing and development of hightech systems.

The aero engine segment is one such high-tech system and this complex should address exactly this requirement. Being able to bring existing capabilities under one roof, mapping out the requirements to upgrade to the next level in the aero engine manufacturing process, execution of required interventions in order to enable the progress and ultimately being able to provide a quality product to the ecosystem. From an aero engine perspective, while the basic manufacturing processes of forging, casting and precision machining are present in India, it is the availability of raw materials that is a gap and the advanced specialized processes and overall quality control processes that are to focussed upon in the future. The complex should have a group of facilities with each focussed on one of such processes where Indian industry needs some handholding and support of both the government and the foreign company alike.

Critical/ niche electronics and avionics:

The industry should be encouraged to participate in opportunities and initiatives, which can be done through clear timelines and a vision of the expected demand. It will help to have the Integrated Capability Development Plan (ICDP) more consultative which can then consequently result in the Annual Acquisition Plan (AAP) becoming more in line with the existing capabilities while giving the industry more time to develop capabilities and capacities as required per the ICDP.

There is a need to also have an increased academia – industry collaboration when it comes to R&D efforts. Strategic electronics, especially in niche / critical areas require a collaborative approach while ensuring duplication of efforts is reduced. Industry aligned academia research is an important requirement that needs to be further cultivated and institutionalized across all institutions in the country.

In general, from an entire ecosystem perspective –

More than a third of the respondents to our survey suggested they have further increased their product portfolio indicating that there has been enough scope to increase capabilities across segments within the aerospace domain.

Given the responses received, majority of the industry indicated a further simplification of the procurement procedures will significantly help the growth of the ecosystem. While the business has grown significantly in the country (as part of offsets/domestic consumption/exports), there is an expectation that the business will grow exponentially further given the modernization drive and the focus on indigenizing the supply chain as well as the export potential.

Recent approval for the \$2.7 billion testing and packaging plant by Micron in India is a positive development. However, what is required is for the Government to further incentivize the private industry to invest in R&D in avionics / electronics. While legacy equipment manufacturing and maintenance continue at various levels within the country, it is important to focus on futuristic technologies as well.

It is also important to have a product life cycle approach to all R&D as well as manufacturing programs that are being pursued. In the case of military aerospace, life cycle costing becomes significantly higher vis-à-vis unit aircraft costing. Hence, developing the ecosystem from R&D to MRO to obsolescence management is critical. The recent geopolitical events including the COVID pandemic as well as the Russia-Ukraine crisis have further emphasized the importance of manufacturing and stocking spares within the boundaries of the country and this is an area where the private industry could be allowed to have a much larger impact.

To summarize, simplifying the procurement procedures and supporting the same with a strong public-private R&D and manufacturing ecosystem (similar to an SPV model) could become the key drivers for the growth of the military aerospace ecosystem.

06 Expert Opinions



Dr G. Satheesh Reddy

Former SA to RM ,
Secretary Def R&D and
Chairman DRDO

The ascending growth curve of Indian aerospace and defence sector has started and will continue. Having been at the helm of the defence R&D and associated with aerospace and defence industry all my life, I have personally seen the evolution over the last few decades. Both the government as well as the industry stakeholders have witnessed a very steep learning curve which has enabled to reach where we are today. As a country, we have arguably seen a relatively higher share of imports in the military aerospace segment over the years.

However we have also grown significantly in indigenous defence R&D and production sector in the recent past. The Prime Minister has set a goal of increasing defence exports to 80%. From a major importer, to becoming a largely "built-to-print" supplier to now having designed an indigenous fifth-generation stealth aircraft - it has been a very enriching journey, promising to fulfill the goals set by the Prime Minister.

Going forward, it would be important to (1) have a much more concerted focus on R&D especially in critical areas, (2) inculcate industry driven curriculum in engineering colleges and universities to enable a ready skilled workforce and also (3) focus on partnerships in order to leverage multiple times the existing and / or planned capabilities and capacities and (4) to build and ensure quality systems to meet the requirements of international customers.

The public and private sector need to continue working together and find solutions to fill some of the key technological areas including aero engines and semi-conductors which can fast track the growth of the entire military aerospace ecosystem. All the stake holders need to focus on joint working and concentrate on their individual strengths and become integrators of specific systems by sourcing subsystems from partners rather than eating into others product line. Establishing in domestic sector and surviving in international market demands all Indian defence technology driven entities to have a cooperative approach and deliver. Live and let live is the mantra and it only will only pay dividends in the long run.



**Vice Admiral
Ajit Kumar**
PVSM, AVSM, VSM,
ADC (Retd)

The military aerospace segment is all set to redefine global defence capabilities in this decade. Our defence R&D organisation and the defence industry, backed up by the academia, working closely together should aim at ushering in technological and production prowess in areas of hypersonic flight, advanced sensors, autonomous systems, stealth technology and advanced networking capabilities.

The Defence Space Agency needs to continue with their focus on positioning space-based assets for enhanced situational awareness so as to enable precision strikes. Parallel to this the Defence Cyber Agency should dedicate sustained effort and resources to put in place robust cyber security measures with increasing dependency on advanced technology.



Dr. Ashis K Ghosh
Former Project
Director (AMCA),
ADA

In order to be able to meet present and future requirements in the military aerospace domain, major strengthening of product development capability is the call of the day. While there has been significant growth in the capabilities in the last decade or so, from a complete product development cycle perspective a few areas that require urgent attention include: (1) Availability of adequate aerospace platform designers within the country – The current course curriculum of engineering institutions requires more integration with design courses while continuing the focus on analysis based courses. What is also required is to have more institutionalized industry-aligned and industry-pertinent training programs as part of the regular courses itself. (2) It is also imperative that the design and development programs be taken up as a more focussed long-term activity by both the public and the private stakeholders within the industry vertical and the R&D houses. (3) The current ecosystem in the country has many players in the parts and components / systems and sub-systems manufacturing segment and this has evolved at a strong pace. However, given the modernization plans as well as the aircraft and helicopter requirement of the forces, it is essential that large-scale manufacturing and final assembly capability is focussed upon. It is important that the public and the private sector together work towards this goal.



Raaj Nair
CEO and Founder,
Global ARK

To further enable India's military aerospace segment, it is crucial to focus on key areas that can enhance its capabilities and competitiveness. First and foremost, increased investment in research and development (R&D) is essential to foster indigenous innovation and technological advancements. This can be achieved by establishing collaborations between government agencies, defense research organizations, and private aerospace companies to leverage collective expertise.

Additionally, promoting a robust ecosystem for aerospace manufacturing and maintenance, repair, and overhaul (MRO) facilities will ensure self-reliance and reduce dependency on imports. Encouraging the growth of domestic aerospace startups and providing them with adequate funding and support will spur innovation and nurture a vibrant entrepreneurial culture. Furthermore, strengthening academic and vocational training programs in aerospace engineering and related fields will create a skilled workforce capable of meeting the sector's evolving demands. Finally, fostering international collaborations for joint development and production of advanced military aircraft and technology will facilitate knowledge transfer and accelerate India's aerospace capabilities.



Appendix

An industry interaction was held by the Aeronautical Development Agency (ADA) in Bengaluru on 17-18 March 2023. The agenda of the interaction with Indian industries was to discuss on the possibility of a partnership (technology cum investment) in the development & manufacturing activities of India's indigenously designed fifth-generation stealth fighter aircraft, the Advanced Medium Combat Aircraft. The interaction witnessed a mix of large, MSME and start-up companies attend the interaction. Amongst them, apart from the large private industry conglomerates including Tata Group, L&T, Bharat Forge, Adani Group and Godrej Group as well as government representations from Andhra Pradesh and Tamil Nadu, some of the other companies who are expected to play a very significant role, in military aerospace, in this decade and beyond also participated.

Ananth Technologies



Ananth Technologies is a technology driven aerospace and defence company having critical aerospace systems and high value geospatial services as two of the key offerings in the portfolio. At the core of the company lies digital design and development, RF design and development, power systems, satellite and launch vehicles as well as embedded software, hardware and system design. With a focus on partnering with global OEMs to serve Indian markets, an Indian client base that includes ISRO and HAL, and courtesy the interdependencies / overlaps in the space and aerospace segments, Ananth Technologies is expected to further grow and contribute to the ecosystem going forward.

Data Patterns



Data Patterns is an integrated aero-space & defence electronics solutions provider manufacturing a wide variety of products and equipment intended for airborne applications in manned and unmanned aircraft. With reportedly the largest number of qualified LRUs, the company possesses significant experience in avionics, naval systems, COTS boards and fibre optics. Its core competence lies in high technology domains including radars, EW systems, communications, satellite systems, control systems and navigation. With a reported order book of almost INR 1000 cr and parallelly a potential 2x-3x times order pipeline highlight the huge market scope in the defence electronics segment in India.

MTAR Technologies



MTAR is a company hugely invested in the precision engineering industry - engaged in the manufacture of mission-critical precision components and critical assemblies and having developed a wide product portfolio catering to customers in diverse segments. As an aerospace and defence sector player, MTAR supplies hi-precision indigenous components, sub systems and systems to India's strategic programs including for missile and space. MTAR has reportedly also supplied actuators for LCA Tejas aircraft and their portfolio includes critical front and rear shafts for fighter aircraft, turbine nozzles and discs in super alloys as well as parts and components for landing gears. MTAR reportedly has an expected orderbook of around INR 1500cr in the near future and has and / or is developing further capabilities and capacities in both aerospace and space segments.



Sasmos HET Technologies Limited



Sasmos is an innovation driven company with a diversified portfolio including among others electrical harnesses, electromechanical assemblies and electronic panels. More recently Sasmos have also reportedly invested in a dedicated new manufacturing and R&D hub with focus on customised product solutions for defence, mission-critical system development, space, electronic, electrical and electromechanical systems design, hardware design, software and firmware development, qualification and prototype, embedded system, and other research & development in the sector. With a client base that includes foreign companies including Boeing, Elbit Systems, Airbus and their platforms currently in service with Indian defence forces, Sasmos is also building on capabilities and capacities for the future.

VEM Technologies



VEM Technologies is an aerospace, defence and homeland security solutions company with focus on R&D, development, manufacture, assembly, integration and testing of systems, products and solutions. Among other work areas, while from an aerostructures perspective VEM Technologies is a supplier of the center fuselage for the LCA Tejas, the company is also invested into electronics as a segment and reportedly has also worked towards the indigenous design and development of infra-red radiation suppression system (IRSS) for the LCH. With a client base including Raytheon, BAE Systems, Safran and IAI, a growing order book with near term visibility of more than INR 1000cr and an infrastructure base across precision machinery, metallurgical processes, pneumo hydraulic systems, electro optics and electrical integration facilities, the company is expected to further contribute to the military aerospace ecosystem.

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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

About Primus Partners

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. Our core founders form a diverse cohort of leaders from both genders with experience across industries (Public Sector, Healthcare, Transport, Education, etc.), and with varied specialization (engineers, lawyers, tax professionals, management, etc.).



BENGALURU

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CHANDIGARH

2nd Floor, Netsmartz,
Plot No. 10, Rajiv
Gandhi Chandigarh
Technology Park,
Chandigarh – 160019



DELHI

15, Tolstoy Rd
Atul Grove Road, Janpath
Connaught Place,
New Delhi – 110001



KOLKATA

Siddhartha Apartments
4th Floor, 188/2,
Block J, New Alipore,
Kolkata – 700053



MUMBAI

601, 6th floor,
Raheja Centre,
Nariman Point,
Mumbai – 400021