



Mr. Jetendra Gavankar
CEO & Country Head

1. What are Safran India core values?

Safran is an international high technology Group operating in Aerospace, Defense and Space markets. Its core purpose is to contribute to a safer and more sustainable world, where air transport is more environment friendly, comfortable and accessible. Safran India believes in creating a trust worthy and safer workplace, promoting collaboration, developing skills, building opportunities ensuring diversity and inclusion. We encourage healthy culture where people are treated with trust and respect, leaders communicate openly, teammates challenge each other's ideas respectfully and best ideas win. Safran India is also committed to provide high tech solutions to Indian defense ensuring sovereignty and sustainability.

2. What are the plans for the future in terms of expansion and growth for Safran in India?

Safran has been present in India for more than 65 years and has over 2,000 employees working for its 13 entities (including an engine training center) spread over 17 sites across 7 cities in India (Delhi, Bangalore, Hyderabad, Mumbai, Chennai, Trivandrum and Goa). These companies working in aeronautics and defense sector supporting Production, Design & Development, Engineering Services and IT backend for Safran Groups global and local requirements aligning fully to Make in India.

Over the past five years, Safran

has stepped up its operations in India with:

- An assembly plant for electrical harnesses for the aerospace industry (2018) and a production plant for civil engine parts (2022).
- An IT support center (called DIGIT) located in Mumbai and Hyderabad (2022).
- Safran and HAL JV have doubled the capacity to equip civil engines and helicopter turbines pipes (2022).
- Acquisition of Captronics Systems to support ISRO and DRDO with space and communication technologies under the aegis of Make In India. In the next five years we have many ambitious plans, aligned to Indian governments Make In India policy, such as:
 - Setting up of an Helicopter Engine MRO facility with HAL at Goa (2025)
 - Setting up the LEAP engine MRO plant to support Indian airlines at Hyderabad (2025)
 - 75% of Indian aircraft and helicopters are equipped by Safran, 1500+ Safran helicopter turbines are in service in India and we are working closely with HAL to codesign the nextGen Turboshaft engine for HALs medium lift Helicopter
 - Safran Engineering Services at Bangalore will be expanding its work further serving local and global customers on niche technology areas like AI, ML, AR, VR, data analytics, IoT, automation, health monitoring and additive manufacturing.
 - Mirage 2000 and Rafale aircraft are powered by Safran engines for which we will keep innovating to support the IAF.

The future ambitious plans and growth of Safran in India will further triple our workforce in India by 2026.

3. Many foreign MROs are now planning to set up MRO joint ventures in India on similar lines of Safran's engine overhaul capacity for LEAP MRO. Do you think this step was vital in creating a sound MRO ecosystem in the country?

With 2,200 LEAP engines on order in the region, Safran is building one of its future largest MRO (maintenance, repair and overhaul) facility in the world in Hyderabad. Construction of this 150-million-euro plant has started late last year with the objective to be fully operational by 2025.

With hiring and training of staff, the first core team of key employees (whom we aptly call pioneers") have already started work, and the company is continuing to recruit engineering people, technicians and operators.

Safran Aircraft Engines' MRO shop will be the first of its kind opened by an Original Equipment Manufacturer (OEM) in India, putting India on the global MRO map and paving way for other OEMs to take the plunge.

The MRO ecosystem will help leverage India's engineering advantage, a major step towards achieving self-reliance in airline operations, developing the associated skills and training infrastructure – all based on the Make in India policy.

We will be developing synergies with the local aerospace

ecosystem: partnerships are currently being studied with local training organizations, such as the Telangana Academy for Skill and Knowledge, and the GMR group. Because of the high-volume commercial engine MRO business, India will be able to invest in high-tech equipment and training to foster, the development of military engine MRO capabilities, and the growth of a local supply chain for parts repair activities.

4. Looks like Safran has been doing quite a bit in the sector in India. After your next big project on the largest LEAP-1A engine MRO for the Group in yderabad, what are the next in line plans for Safran in India?

Safran has been always bullish on India, even 60 years ago and has a successful history of fruitful cooperation with India in strategic domains such as Space Rocket Engine, Helicopter Engine and Inertial Navigation Technologies, reinforcing India sovereignty.

The Vikas engine ToT done in 1970s has helped India attain 100% independence in PSLV and GSLV launch technologies in due course. The Shakti engine co-development and Indian production has helped HAL become a reckonable global helicopter OEM. Safran INS systems provide the navigation and precision to all Indian missile and aircraft programs.

Safran has collaborated with ISRO, DPSUs and DRDO on multiple technologies like INS, gyros, sensors, mech products, turboshaft engines, small turbojet engine etc in past decades. Safran has transferred technology on gyro mechanical navigation systems (ULISS), AFCS & actuators

for helicopters, SIGMA-95 inertial navigation system for fighters to HAL and navigation complex system for submarines to BEL alongside joint

developments with DRDO/HAL/BEL of inertial navigation systems (Land-INS and Air G3-INS). Safran has also recently collaborated with HAL to Co-develop the NextGen helicopter engine for a futuristic heavy helicopter (IMRH) being developed by HAL.

The Mirage2000 and Rafale are guarding the Indian skies alongside HALs helicopters and ISROs launchers (true self-reliant programs) being powered by Safran technologies. We will strive to do more. Safran has recently collaborated with HAL to jointly design a nextGen Turboshaft engine for HALs ambitious 13 Ton Helicopter program. This will be the next big project for Safran in immediate future and start of a long partnership with HAL. We are always open to look at collaborating on DRDO's future fighter engine program in case India decides to develop it in-country under its "Atmanirbhar" policy framework. Our helicopter engine MRO facility coming up in Goa will be operational in 2025 to support Indian Armed Forces operational preparedness. As a group, Safran will add approximately 1,000 more to its team in India in 2024 supporting all its businesses. We are very much optimistic about Indo-French partnership and India's growth story due to which we have very large and long-term plans for India.

5. As we know India has a good growth potential in defence and aerospace. Which other areas do you think India could do well in

coming years?

India has historically done well in the past 75 years since its independence, overcoming the food security concern of 1960s due to green, pink, blue and white revolution. India did well to come out of the Balance of Payment crisis of the 80s and the economic crisis of the 1990.

Indian growth was predominantly led by IT services in the past few decades. It is time that manufacturing (across domains) plays an equal role in India's GDP. Currently it is 16% of India's GDP in constant prices. We are seeing some offshoots now and I think we will do well in that with it increasing to 25% of GDP by 25-26. Government's push on "Atmanirbhar and Make-In-India policy" for Defence will also help the manufacturing sector growth. Agriculture is another sector where we need to do more, since we need to ensure we are able to feed world's largest population. Certain new technology areas like Fintech, EVs, Green Energy (target of 500 GW by 2030), unmanned/drones/autonomous systems, in which we are not too behind globally are definitely growth engines Indian space industry has also been liberalized now and private organizations apart from ISRO/HAL are now setting up launch vehicle, satellite manufacturing, services, payload etc. AI/ML based applications across sectors is another area where India will do well. We are already doing well in IT, Healthcare and Pharma sector and will continue to do so. As most business leaders collective expectation is that India's economy could emerge as material outper former in terms of growth over next decade.