

Boeing's "Aatmanirbhar Bharat" Strategy – Five Pillars

1. **Supply Chain Development and Manufacturing:** The new plan builds on Boeing's sourcing of \$1 billion annually from 300 suppliers on parts, assemblies and services from Indian suppliers. Boeing has added several new Micro, Small and Medium Enterprises (MSMEs) suppliers in support of our commitment to Aatmanirbhar Bharat, and they account for 26 percent of our suppliers in India. The plan also envisages potential for additional manufacturing opportunities, including the F/A-18's Outer Wing and Nose Barrel component manufacturing and assembly. Additionally, Boeing is reviewing several hundred other machined assemblies that could be placed with Indian suppliers.
2. **Engineering and Technology Transfer:** Boeing envisions working closely with industry and the U.S. and Indian governments to share technology and transfer work of the F/A-18 fighter jets in India, based on interest and business case.

Boeing will also leverage investments made in the Boeing India Engineering & Technology Center (BIETC) and its talented pool of 3,000+ engineers and innovators in Bengaluru and Chennai to drive growth and innovation, and advance work in materials, manufacturing technologies and methods, and the "Digital World." As a part of "Digital World," new manufacturing processes have been established, and Boeing has unlocked the potential of the Full-Size Determinant Assembly (FSDA) approach for its customers. With the F/A-18, Boeing will continue to explore opportunities to bring FSDA-related advanced technologies to the Indian defense industry.

3. **Support and training:** Boeing will collaborate with the Ministry of Defence and Indian industry to develop long-term and self-reliant sustainment solutions for the Super Hornet fleet to deliver increased aircraft availability and mission readiness. This will be done by leveraging the existing industry ecosystem across key support areas such as On and Off Aircraft Maintenance, Sustaining Engineering, Fleet Operations Support, and Training, and by leveraging the local Maintenance Repair & Overhaul (MRO) capabilities that Boeing Defence India is building.
4. **Investments:** Boeing India employs 4,000 employees directly, and over 7,000 are employed by key suppliers in India. Boeing's joint venture with Tata - Tata Boeing Aerospace Limited - manufactures aerostructures for Apache attack helicopters for global customers out of Hyderabad. In addition, foreign direct investment (FDI) of \$200 million has been made by Boeing towards aerospace and defense, including a 43-acre state-of-the-art engineering and technology campus under construction in Bengaluru. This campus will be the largest Boeing-owned facility of its kind outside the U.S.
5. **Impact by Hornet Industry Team:** The diversity and strength of the Hornet Industry Team, comprising of General Electric, Northrop Grumman and Raytheon, has the

potential to deliver significant benefits to Indian industry. These industry leaders have proven their commitment to India by collaborating with Indian entities and delivering on Aatmanirbhar Bharat objectives. The F/A-18 will enhance collaboration with Indian industry by facilitating knowledge transfer and promoting autonomy in operating and maintaining India's fleet of F/A-18 aircraft. Further, this knowledge transfer may also provide opportunities for India to support F/A-18 fleets around the world through manufacturing and sustainment.

Details in enclosed fact sheet and on the [Boeing India website](#).