

Bharat Electronics Ltd

Empowering the Nation's Defence Forces

Performance Highlights

2014-15

3rd June, 2015



QUALITY. TECHNOLOGY. INNOVATION.

FINANCIAL HIGHLIGHTS

Parameter	2013-14 (Audited)	2014-15 (Audited)
Turnover (Rs.Cr)	6,174	6,695
Profit Before Tax (Rs.Cr)	1,175	1,467
Profit After Tax (Rs.Cr)	932	1,167
Export (US \$ Million)	42	58
Turnover Per Employee (Rs.Lakh)	62.04	68.99
Value added per employee (Rs.Lakh)	24.69	29.43
Order Book Value (Rs.Cr)	23,452 (as on 1.4.2014)	21,600 (as on 1.4.2015)
Expenditure on R&D	7.56% of turnover (467 Crs)	8.20% of turnover (549 Crs)

MAJOR ORDERS EXECUTED

Some of the significant orders executed during the year include supply of the following products/systems:

- Akash Weapon System
- Passive Night Vision Devices
- 3-D Tactical Control Radar

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- Missile Warning System
- Schilka Gun Tank Upgrade
- Laser Range Finder
- Hull Mounted Sonar to Myanmar
- Shipborne EW System (Sanket) to Navy, Garden Reach Shipbuilders & Engineers Ltd
- Fire Control System - LYNX

The following projects merit special attention:

3-D Tactical Control Radar: It is a state-of-art, medium-range surveillance & tracking radar designed to effectively play the role of medium range surveillance radar mounted on a mobile platform. The radar operates in S-band and is capable of Track-While-Scan of airborne targets up to 90 kms.

Schilka Gun Tank Upgrade: Schilka Upgrade is an all-weather, self-propelled, tracked, low-level Air Defence Weapon System against attacking aircraft and helicopters. The Analog Radar system has been upgraded to state-of-the-art Search-cum-Track Digital Radar with electro optical fire control system. The system is capable of firing aerial targets while on the move.

Hull Mounted Sonar to Myanmar: The sonar is used for detecting, localising and tracking surface and sub-surface targets in both active and passive modes. The sonar is designed to meet the naval requirements of Myanmar. It was developed jointly with NPOL.

SANKET Mk - III: It is a ship-borne ESM system capable of detecting low probability of Intercept Radars with high probability of intercept. The system is wide band, frequency and parameters.

NEW PRODUCTS

Some of the new products/systems introduced during the year are:

- Schilka Air Defence Weapon System for Army
- Software Defined Radio for Navy
- Communication Network (Link II MOD III) for Navy
- Export Version of Unit Level Switch Board (ULSB) Mk III
- Tactical Satellite Terminal for Akash Army
- Advanced Composite Communication System (Bharati) for Navy
- Ship Data Network (SDN) for P16A ship
- Simulator for Akash Missile System for Army (Vehicle/Classroom Versions)
- Secured Phone (CDMA)

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A closer look at some of the new products:

Export Version of Unit Level Switch Board (ULSB) Mk III: It is an automatic telephone exchange designed to meet the communication requirements of the Army at unit level; it employs TDM Switching concept and it is of non-blocking type.

Software Defined Radio for Navy: It is a Multi-band, Multi-channel in HF and V/UHF frequency bands with inbuilt Highest Grade Secrecy and Electronic Counter-Counter Measure feature supporting ship, ground and air operations. The radio is JSS 55555 & MIL 461 E compliant.

Advanced Composite Communication System (Bharati) for Navy: Advanced Composite Communication System (ACCS) is a fourth generation voice and data integrated system for fulfilling the external communication needs of modern submarines in VLF/HF/V/UHF frequency bands.

Simulator for Akash Missile System (Army): This simulator is developed for training Army personnel on the usage of operational sequence of Akash Weapon System. Two Versions — vehicle version and classroom version, have been developed.

Secured Phone (CDMA): Secured Phone without camera is designed as per the Army's requirement for making secure calls and sending text messages.

MAJOR ORDERS RECEIVED

During the year 2014-15, the Company received orders around Rs.5,130 crores. Significant among the high value orders include:

- L 70 Gun Upgrade
- Shakti COMINT Shipborne EW system
- Mobile Communication Terminal
- Hull Mounted Sonar for P15B
- Advanced Composite Communication
- Combat Management System for P15 & P16 Alpha
- Radio Relay Frequency
- Coastal Surveillance System (Maldives)

HIGHLIGHTS DURING 2014-15

- BEL registered a growth of 8% during 2014-15 as against 3% in 2013-14.
- Exports registered a growth of 38%.
- BEL has an order book of around Rs.21,600 crores as on April 1, 2015.

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- Turnover from indigenous technology was around 80%.
- Turnover from Defence was 87%.
- 'Excellent' MoU rating for 2013-14
- 115 projects initiated through collaborative R&D with an outlay of Rs.120 crores
- The R&D investment was around 7.6% (Rs.510 crores) of the turnover.
- The Coastal Surveillance Radar Station installed by BEL at Victoria, Seychelles, was inaugurated by the Hon'ble Prime Minister, Shri Narendra Modi on March 11, 2015. BEL has signed an agreement with the Government of Seychelles and the Ministry of External Affairs, India, for the supply, installation and commissioning of Coastal Surveillance Radar System in six locations at Seychelles in order to provide maritime security to the island-nation.
- BEL & THALES have formed a Joint Venture in India. The JV Company will focus on the design, development, marketing, supply and support of civilian and select defence radars for India and the global markets. The first Board meeting of BEL-THALES Systems Limited took place on September 26, 2014. BEL holds a 74% stake while Thales holds 26% of the equity in the JV Company.
- BEL handed over the first Upgraded Schilka Weapon System to the Indian Army on November 25, 2014. Schilka Upgrade is an all-weather, self-propelled, tracked, low-level Air Defence Weapon System.
- INS Kamorta, the first of four anti-submarine stealth corvettes, fitted with state-of-the-art equipment from BEL and built indigenously for the Indian Navy by Garden Reach Shipbuilders & Engineers Ltd, was commissioned by Mr Arun Jaitley, Raksha Mantri, at the Visakhapatnam Naval Dockyard on August 23, 2014.
- INS Sumitra, the fourth Naval offshore patrol vessel, built indigenously for the Indian Navy by Goa Shipyard Limited (GSL) and armed with state-of-the-art equipment from BEL, was commissioned by Admiral R K Dhowan, Chief of Naval Staff, at Chennai port on September 4, 2014.
- The Electoral Commission of Namibia conducted the Presidential and National elections in Namibia in November 2014 using Electronic Voting Machines made by BEL. Namibia became the first African nation to embrace electronic voting.
- BEL dedicated the National Command Control Communication and Intelligence Network (NC³I) to the nation. The Information Management and Analysis Centre (IMAC) of NC³I was commissioned by Shri Manohar Parrikar, Raksha

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Mantri, on November 23, 2014, heralding a new era in the arena of Coastal Security.

- BEL completed the firing trials of Akash Air Defence System successfully at the Integrated Test Range, Balasore, Odisha, from November 17 to 22, 2014.
- The Defence Minister, Shri Manohar Parrikar (on January 17, 2015), laid the foundation stone for the BEL Training Academy. The Academy will organise programmes for building the technical and behavioural competencies of BEL officers.
- The Hon'ble Vice President of India, Shri M Hamid Ansari, inaugurated the modernised BEL Software Technology Centre of BEL-Bengaluru on January 7, 2015.
- The foundation for a Product Development & Innovation Centre was laid in BEL-Bengaluru. The Centre will design, develop, prototype and generate manufacturing documents for systems and sub-systems which can be marketed as standalone products or used in the development of larger systems or system-of-systems.
- BEL paid Dividend of 233% for 2013-14. BEL paid 60% per cent Interim Dividend to its shareholders for 2014-15. This is the 11th consecutive year that BEL is paying Interim Dividend. The cheque for Interim Dividend of Rs. 36.095 crores (Rupees thirty six crore ninety five thousand one hundred fifty four only) was handed over to the Defence Minister, Shri Manohar Parrikar, at New Delhi on March 18, 2015.
- In response to the Prime Minister's call for a clean India, the 'Swachh Bharat' campaign was launched in BEL.
- The Information Systems Division of BEL-Bengaluru has been certified for ISO 27001 (Information Security Management Systems) by Bureau Veritas.
- The modernised production and D&E complex of Electronic Warfare & Avionics Strategic Business Unit at BEL-Bengaluru was inaugurated by Air Chief Marshal Arup Raha, Chief of Air Staff, on May 16, 2014.
- BEL has handed over its 3D Tactical Control Radar (TCR), a state-of-the-art medium-range air surveillance and tracking radar, to the Indian Army on March 31, 2014.

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EXPORT PERFORMANCE

- BEL achieved the highest ever export sales of US \$57.85 Million in 2014-15, registering a growth of 37.7% over the previous year's export turnover of US \$42 Million. The targeted export sales for the year 2015-16 is US \$65 Million.
- The range of products exported during 2014-15 includes Hull Mounted Sonar (HMS-X), Naval Surveillance Radar (RAWL 02 Mk IIA), Unit Level Switch Board (ULSB Mk III), Electronic Voting Machine, Hand Held Radios, Radar Warning Receiver, CoMPASS, Radar Finger Printing System and Electro-Mechanical parts.
- The countries to which BEL exported include Myanmar, Sri Lanka, Namibia, Russia, Israel and USA.
- BEL has an export order book of US \$ 200 Million as on April 1, 2015. This includes an Offset order book of US \$ 45 Million.
- BEL is interacting with major foreign companies for possible Offset business opportunities arising out of RFPs issued by the Ministry of Defence. BEL has already signed MoUs with these companies.
- BEL received the Government of Karnataka's 'State Export Excellence Award' for the year 2013-14 in the Electronics & Communications (excluding IT/BT & ITES sector) Medium/Large Industries sector on March 18, 2015. BEL received the award for executing exports worth US \$42 Million in the year 2013-14.

NEW INITIATIVES

BUSINESS INITIATIVES

To ensure sustained performance and growth, the Company has undertaken the following initiatives:

Strategic alliances for emerging businesses through co-development, co-production and production ToT: The Company is working in many strategic areas such as Next Generation Electronic Warfare Suites, Air Defence Systems, Tactical Communication Systems, Battlefield Management Systems, Passive Night Vision Devices and Multi-sensor Stabilisation Systems. The major new initiatives undertaken in the year 2014-15 are Long Term Evolution (LTE)-based Military Networking solutions, Directed Energy Weapons, Electronics Systems for Futuristic Infantry Combat Vehicle (FICV), Missile Containers, Training Simulators and Smart City Elements.

The Company has entered into many strategic alliances for addressing the emerging opportunities in these areas with Defence laboratories, Ordnance Factory Board and other reputed global OEMs. These include Surface-to-Air (SAM) systems, Air Defence Radars, Battlefield Management System, Sonar Systems, Next Generation Night

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Vision Devices, Gun upgrades/new gun programmes, Inertial Navigation Systems, Medium-Altitude Long-Endurance Unmanned Aerial Vehicles (UAVs) and maintenance of Aerostat Surveillance and Communication systems.

Emphasis on in-house R&D: In the changing business environment, indigenous development of Defence products would be of paramount importance. Reinforcing in-house R&D as well as co-development would be the key to enhancement of business. BEL has taken several steps to enhance in-house R&D.

Thrust on exports and offsets: BEL is focusing on opportunities in the areas of Offset obligations of vendors in various RFPs of the Ministry of Defence. The focus is on 'Build to Print', 'Build to Spec' and 'Buyer Nominated Equipment'. BEL has signed MoUs with many foreign companies and is working with major Aerospace and Defence companies to establish long-term supply chain relationships. BEL is also pursuing possibilities to export products and systems to friendly countries with the approval of MoD. Currently, the Coastal Surveillance System and Electronic Voting Machines are being promoted to South East Asian, Middle East and African countries.

Diversification/expansion plans: In the last 5 years, the Company has done Non-defence business of about 17% of the overall business and has plans to increase its Non-defence share in the overall business in the coming years.

The Company is putting in efforts to enter new areas in Defence and Non-Defence for expanding its business. SAM systems, Electronic Ammunition Fuses, Satcom Terminals, LTE, Gigabit Passive Optical Network, Routing & Switching products are some of the areas being attempted in Defence. In the non-Defence domain, opportunities related to critical infrastructure protection, Air Traffic Management Radars, Intelligent Traffic Management Systems, Solar Power Plants and Smart City Elements are being focused.

BEL is planning to set up a Rs.500-crore Greenfield Weapon Systems facility in Andhra Pradesh. The new facility will focus on the design, development and production of all kinds of weapon systems such as fire control, missile systems and other weapon upgrade programs and the plant is expected to be ready in two years.

R&D INITIATIVES

- A 3-year R&D Plan for 2015-18 was released during April 2015.
- Nine patent applications were filed during 2014-15 in the areas of High Power Electric Drive, Ultra Wide Band High Pass Filter, Cavity Diplexer, Linear Array Antenna, Microwave Log Periodic Antenna, X-Ray Baggage Scanning, Search Method in Digitally Communicated Data, Panoramic View Generation and Detection of an Object in Target Area.
- R&D Divisions across all the Strategic Business Units and Units of BEL supported by the Central-Development & Engineering Division and two Central Research Laboratories located at Bangalore and Ghaziabad have

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continued to contribute significantly to the generation of new businesses through the development of state-of-the-art products.

- R&D Divisions of BEL continued to actively interact with the national labs, namely DRDO, ISRO, CSIR, C-DAC, C-DOT, and leading academic institutions such as IITs, NITs and IISc for the development of specialised indigenous technologies.
- BEL invested 7.6% of its turnover (Rs.510 crores) in R&D during 2014-15.
- The turnover from indigenously developed products was 80%.
- The Knowledge Management Portal of BEL has been updated with new features in the SAP system and has been put to use in the Company.
- As many as 52 technical papers were published by scientists and R&D engineers of BEL in various national and international journals/seminars/conferences. Apart from these, 64 papers were published in the internal technical journal of the Company.
- R&D engineers are being motivated by rewarding individuals/teams with R&D Excellence Awards for in-house R&D efforts, technology development and innovative ideas.

BEL received the following awards during the year:

- BEL won the SODET Gold Award for the year 2013-14 in 'Technology Innovation' category for the project 'VEXT (Video Extractor) for Coastal Surveillance Application'.
- Two of the company's engineers won the 'IEI Young Engineers' Award' for 2014-15 in Electronics and Telecommunication Engineering and one engineer won the 'IETE - IRSI Young Scientist Award' for the year 2014.
- Award for 'Indigenisation of Aeronautical Equipment' from Aeronautical Society of India for Electronic Warfare & Avionics Strategic Business Unit of Bangalore Complex for the year 2014-15.
- Best Contributor Awards in Electronic Warfare for two senior executives by Association of Old Crows, India chapter.

MANUFACTURING INITIATIVES

- New infrastructure facilities have been set up at BEL-Bengaluru to augment production capacity. They include 2,000 sq mt space for the Digital Mobile Radio Relay project; 12,000 sq mt space for Naval Systems (Integration Building with facilities for testing & integration of Fire Control Systems; Coastal Surveillance System Control Room and Central Maintenance Facility; and Radar Integration Test facility); 5,000 sq mt space for Electronic Warfare & Avionics; 3,500 sq mt for Network Centric Systems; 4,500 sq mt for the New Management Building and 3,000 sq mt for the Central Research Laboratory.
- State-of-the-art infrastructure set up at Kotdwara Unit for manufacturing a new product line, viz, Passive Night Sights for Indian Small Arms System (INSAS) Rifles/Light Machine Gun with automated Image Intensifier Tubes. The facility is estimated to produce 8,000 Passive Night Vision Devices per year.
- A Clean Room facility of Class 1,00,000 for assembly and testing of Compact Multi-Purpose Advanced Stabilized Systems (CoMPASS) is completed and operational at BEL-Chennai.
- The Microwave Components facility at Ghaziabad Unit is being upgraded for manufacturing Microwave Modules for the Low Level Transportable Radar project.
- A new Pick & Place Machine has been added in the SMT line of the Automatic Manufacturing Facility at Panchkula Unit which will augment the capacity of the line from the current 17,000 components per hour to 35,000 components per hour and help in taking up prototype jobs in addition to production.

QUALITY INITIATIVES

- All Units/Strategic Business Units of BEL are certified for ISO 9001-2008 Quality Management System and ISO 14001-2004 Environmental Management System standards. Seven Units/SBUs are certified for AS 9100 aerospace standard. The Central Software Department Group at Bengaluru Complex is CMMi level 5 certified.
- Two Units of BEL — Bangalore and Ghaziabad — have won the second level of recognition and seven other Units have won the first level of recognition in the CII-EXIM Bank Award for Business Excellence.

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- A total of 511 Six Sigma projects were completed during 2014-15 in BEL. Twenty Six Sigma projects were nominated for national level competitions.
- As part of the Quality movement in BEL, a total of 1,571 suggestions for improvements in products and processes were implemented by employees. As many as 745 presentations were made by the Quality Control Circles of BEL. Twenty Five Quality Control Circles were nominated to participate in national competitions/conventions. One Quality Control Circle represented the organization in the international convention, ICQCC 2014, held at Sri Lanka and bagged Excellence Award.
- Altogether 52 D&E engineers were certified for the Certified Reliability Engineer (CRE) programme conducted by the American Society for Quality (ASQ) in the year 2014-15. As on date, 141 Engineers are 'Certified Reliability Engineers'.
- As many as 29 Engineers were certified for the Certified Quality Engineer (CQE) programme conducted by the American Society for Quality in the year 2014-15. As on date, 65 Engineers are 'Certified Quality Engineers'.
- Altogether 18 Managers have the 'Certified Manager for Quality & Organisational Excellence' certification from the American Society for Quality.
- Altogether 23 engineers were certified as Project Management Professionals (PMPs) by the Project Management Institute, USA, in the year 2014-15. As on date, 162 Engineers are PMPs.
- The BEL Quality Manual was revised to include the latest quality standards.
- A Customer Satisfaction Survey was organised by BEL through an external agency, Indian Market Research Bureau (IMRB), to capture the customers' perception on the quality of BEL products. Sixteen products from various Units/SBUs were offered for the survey.

MAKE IN INDIA INITIATIVES

- Around 40% of input materials was sourced from Indian private industries
- 80% sales revenue accrued from indigenous technology during 2014-15
- Procurement from MSMEs has increased from 4.73% in 2013-14 to 8% during 2014-15

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- Draft on 'Long-term Vendor Development & Outsourcing Policy' prepared
- 'Make in India cell' proposed to be set up to implement BEL's outsourcing policy
- Nodal officer for outsourcing & vendor development nominated
- BEL, along with the MSME Development Institute of Bengaluru, organised a National Vendor Development Programme and Industrial Exhibition on December 27 and 28, 2014, at BEL-Bengaluru. The programme was aimed to help bridge the gap between the PSU and MSMEs

HR INITIATIVES

- The company-wide per capita training man days for 2014-15 was 3.5 as against 3 in 2013-14.
- Structured Executive Development Programmes were organised at premier institutes to meet the training needs of executives at various levels.
- To equip senior executives with leadership competencies, programmes on 360-degree Feedback and Leadership were conducted.
- 'Leading the Change' programmes were organised to align the thinking and attitude of senior executives with that of a global organisation.
- 263 executives attended the Emotional Intelligence programme, aimed at helping individuals manage emotions and improve their awareness of self and others.
- Training programmes on quality, safety and technical subjects were organised for non-executives at the Units.
- 245 executives attended the Outbound Learning programme, which reinforced the advantages of teamwork.
- Competency Development Workshops were conducted to address the Competency gaps based on the Online Development Centres.
- Advanced Management Programme was organised for General Managers with an international component.
- Strategy Building and Competitive Intelligence programme was organised for 44 senior executives.

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- 260 executives attended the Strategic Innovation Program, across all Units.
- 132 executives participated in the HR for Non HR Executives program.
- Various technology programmes were organised to enhance the knowledge of engineers.

ENVIRONMENTAL INITIATIVES

- BEL has been maintaining a clean and green environment at all its nine Units, which are all ISO 14001 certified. Clean surroundings, green environment, clean technology, stringent pollution control measures, waste water treatment, zero effluent discharge, rainwater harvesting, energy conservation, water conservation, systematic management and disposal of hazardous and other forms of wastes and several other endeavours have become a part of the well-established Environmental Management System. In addition Bangalore Complex and Ghaziabad Unit are certified for OHSAS 18001: 2007.
- Generation of wind energy through Wind Energy Power Plants at Davanagere (2.5 MW) and Hassan (3.0 MW) resulted in 83 lakh units of energy wheeled during 2014-15, resulting in a reduction of Rs 500 lakhs in the energy bill and an equivalent reduction of around 8200 tons of CO₂ emission. Also received Certified Emission Reductions (CERs) for 15,000 tons of CO₂ equivalent from UNFCCC (United Nations Framework Convention on Climate Change).
- Order is placed for setting up of another Wind Energy Power Plant of capacity 8.4 MW with expected generation of 170 lakh units per annum to enhance green energy generation.
- BEL has established grid interactive Solar Power of 30 KWh at Bengaluru Complex. The Solar Power System was developed by BEL and planned for augmentation by another 500 KWh to 1000 KWh during 2015-16.
- e-auction is followed for disposal of scrapped and hazardous materials
- Transport services at Bangalore Complex have been outsourced to BMTC to optimise fuel usage.
- Municipal solid waste is sent for scientific disposal.
- For new buildings, the Green Building Concept complying to GRIHA (Green Rating for Integrated Habitat Assessment) certification is introduced at the design stage itself with natural light harvesting; wind-powered roof extractors for internal cooling; PUF-insulated roofing sheets to reduce the heat load, orientation of buildings to avoid heat loss due to direct sunlight, variable refrigerant volume system to optimize air conditioning, Integrated Building Management System (IBMS), Lighting Management System with energy-efficient lighting and solar power on rooftop.

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- There are 390 streetlights inside the Bengaluru Complex, which use 250 W and 150W lamps. 270 nos of the 150 W streetlights have been replaced with 70W LED streetlights over the past two years, apart from replacement with energy efficient chillers and compressed air plants, leading to a drastic reduction in the energy consumption in the factory year on year.

AWARDS

- BEL received 2 India Today Group PSU Awards — for the 'Most Eco Friendly Company' and 'Best in R&D Innovation'.
- BEL won the Standing Conference of Public Enterprises (SCOPE) Meritorious Award (Gold Trophy) for HR Excellence (2012-13) for Best Practices in Human Resource Management for the year 2012-13.
- BEL won the Mentor Graphics Silicon India Leadership Award 2014 for the 'Best VLSI/Embedded Design in Defence/Aerospace Sector'.
- The Ghaziabad Unit of BEL was accredited with the 2nd Level of recognition in CII-EXIM Award for Business Excellence – 'Commendation for Significant Achievement' - at the 22nd CII National Quality Summit 2014 held at New Delhi on November 19, 2014.
- BEL won the International Aerospace Award (2015) for 'Innovation', instituted by the International Aerospace magazine to recognise excellence in innovation, indigenous technology and entrepreneurship in the Indian aerospace & Defence industry.
- BEL received the SAP Award for Customer Excellence (ACE) 2014 for the innovative use of SAP in the implementation of SAP File Life Cycle Management System.
- Prime Minister's Shram Shree Award was received by a BEL employee for the year 2013.
- Chief of Army Staff's commendation for BEL executive for her extensive work in the Geographic Information System (GIS) domain.

CORPORATE SOCIAL RESPONSIBILITY

BEL's Corporate Social Responsibility (CSR) Policy has laid down the following broad areas for providing benefit to the stakeholders: Health Care, Education, Rural

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Development, Environment Protection and Conservation of Resources. Some of BEL's CSR initiatives completed during 2014-15 were:

- Construction of kitchen blocks, hand-washing platforms and toilets for schools of Malhar Gram Panchayat, Yadgir district, Karnataka.
- Construction of a new building, housing a library and multi-purpose auditorium for the Government First Grade College, HSR Layout, Bengaluru.
- Construction of a Burns Ward at the Govt District Hospital, Udupi, comprising a male and female ward with two inpatient departments and two critical wards and a total of 12 beds.
- Construction of four classrooms and toilet block for the Government Pre-University College for Girls, Malur, Karnataka.
- Construction of 10 classrooms for the Government Model Higher Primary School, Kotebeedi, Nelamangala, Bangalore Rural District, Karnataka.
- Construction of 6 classrooms for the Government High School, Hale Peresandra, Chikkaballapura District, Karnataka.
- Construction of classrooms for the Nagar Nigam Balika Girls High School, Sahibabad, UP.
- Contribution for 'Greening Effort' at INS Valsura, Jamnagar.
- Contribution towards 'Clean Ganga Fund' managed by the 'National Mission for Clean Ganga' under the Ministry of Water Resources, River Development & Ganga Rejuvenation, Government of India.
- Provision of medical equipment to Mother Teresa Saket Ortho Hospital, Panchkula, Haryana.

OUTLOOK FOR THE FUTURE

Defence Procurement Procedure (DPP) 2013 introduced prioritisation of various categories for acquisition with preference to Indian made products/systems. It also brought more clarity in the definition of indigenous content. This, along with the Government's firm resolve to ensure faster progress in 'Make' and 'Buy & Make (Indian)' cases has provided the much-needed boost for BEL's indigenisation efforts. Segments like Radar and Missile Systems, Communication and Network Centric Systems, Tank Electronics, Gun Upgrades and Electro-Optic Systems and Electronic Warfare and Avionics Systems will continue to drive BEL's growth in the coming 5 years.

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Capacity enhancement and creation of new test facilities is helping BEL achieve its targeted growth in the defence sector. BEL is also eyeing a bigger pie in the civilian segment and is pursuing business opportunities in the fields of Homeland Security, Smart Cards and Telecom.

In the backdrop of increasing competition in the defence business from the private industry, BEL is all geared up with strategies and action plans to maintain its technological edge and ensure future growth. With its inherent strengths, strong R&D, state-of-the-art infrastructure, competent workforce and diverse product range, BEL intends to retain its leadership position in strategic electronics.