



SHRI RAM CONSULTING AND RESEARCH CENTRE

~where innovation meets collaboration~



INDUSTRY PRIMER

— 2025-26 —



ACKNOWLEDGEMENT



We would like to express our sincere appreciation to everyone who contributed to the development of the **Industry Primer (2026)**. This publication reflects the collective dedication, expertise, and collaborative efforts of the team, whose commitment has been instrumental in bringing this initiative to completion. We hope it serves as a valuable resource for both current and future participants.

Our sincere gratitude goes to the Heads, **Archit Singh, Yash Sorathiya, and Krish Bhola**, for their exceptional leadership, strategic direction, and unwavering guidance throughout the project. Their vision, mentorship, and continuous support played a pivotal role in shaping the quality and impact of this publication.

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Finally, we extend our sincere gratitude to the Shri Ram Consulting and Research Centre for providing us with the opportunity and platform to undertake this initiative. Working on this publication has been an enriching experience, fostering both professional growth and intellectual development.

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AUTOMOBILE

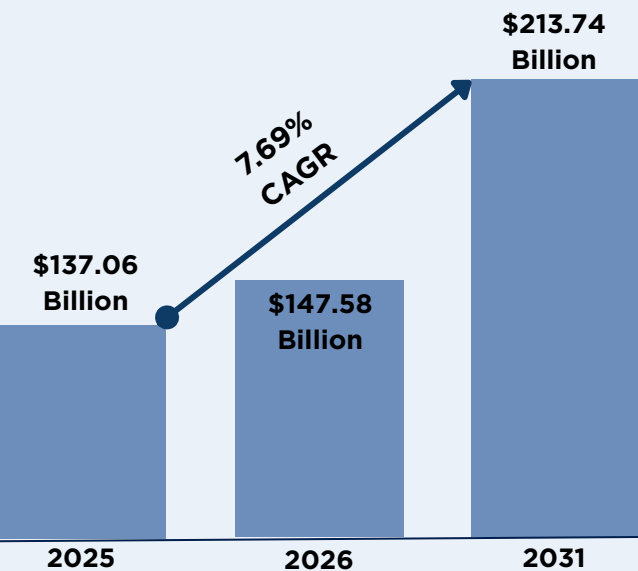
AUTOMOBILE (1/3)

Understanding the Automobile industry overview, key growth drivers, and major cost and revenue factors shaping performance

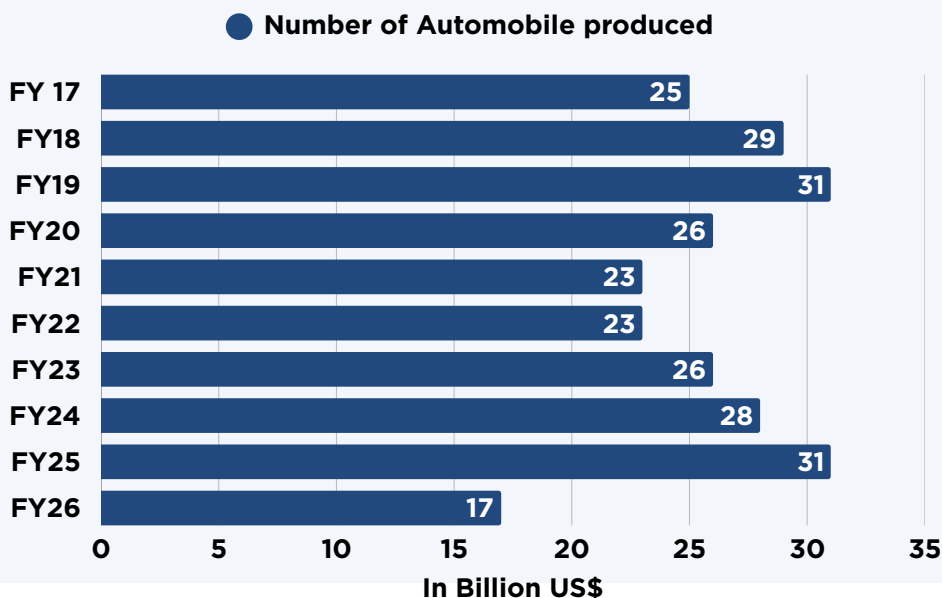


INDUSTRY OVERVIEW

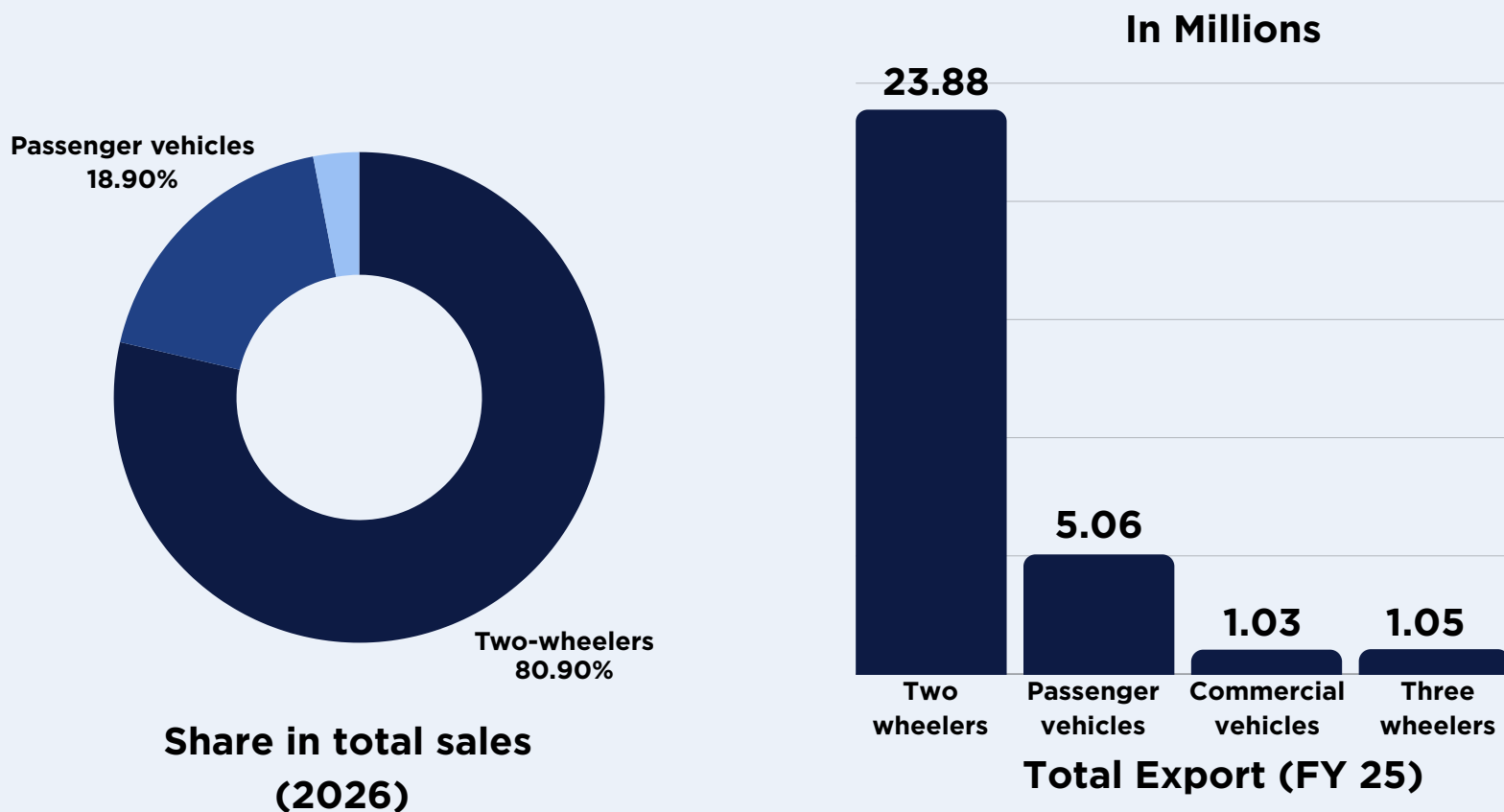
CAGR (FORECASTED)



NUMBER OF AUTOMOBILE PRODUCED



SEGMENT WISE AND SALES AND EXPORT



COST DRIVERS

Raw Material and Component Costs :

steel, aluminum, plastics and components such as semiconductors and batteries.

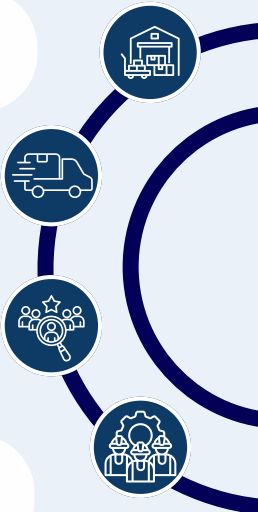
Manufacturing and Production Costs:

high costs from machinery, tooling, plant operations, and production processes.

Research and Development (R&D):

Invest heavily in new vehicle models, EV technology, safety and innovation.

Labor Costs: wages for factory workers, engineers, designers, and administrative staff.



REVENUE DRIVERS

Volume-Led Industry Growth: registrations driven by two-wheelers and strong passenger vehicle demand.

Premiumization & Revenue Mix Shift: SUV growth and premium segments improve margins and pricing power.

Diversified Revenue Streams: aftermarket and exports create stable, high-margin revenue streams.

Financing as Demand Enabler: vehicle and EV financing improve affordability and drive demand.



SUPPLY-DEMAND DYNAMICS

INPUT COST VOLATILITY

Raw material **price fluctuations**, particularly in steel, continue to **impact OEM margins**. Although recent softening has eased pressure slightly, **cost instability** remains a key concern.



SUPPLY CHAIN RISKS

The industry faces ongoing risks due to **dependence on critical inputs** like semiconductors and rare-earth materials, making it vulnerable to geopolitical disruptions.



CYCLICAL & CREDIT-SENSITIVE DEMAND

Automotive demand is cyclical and closely tied to credit availability. **Tighter financing conditions are affecting demand**, especially in entry-level and small commercial vehicle segments.



CAPACITY VS DEMAND

OEMs are **expanding capacity**, reflecting long-term demand confidence. However, increased **automation and efficiency** **raise the risk of overcapacity** if demand growth does not keep pace.

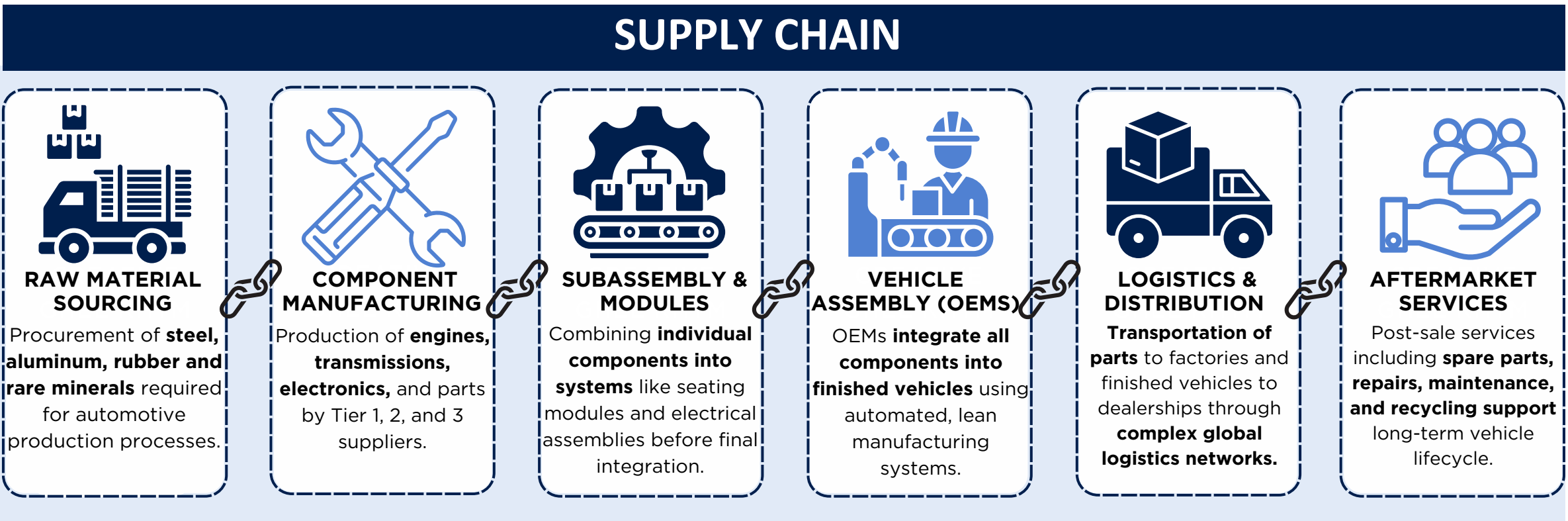
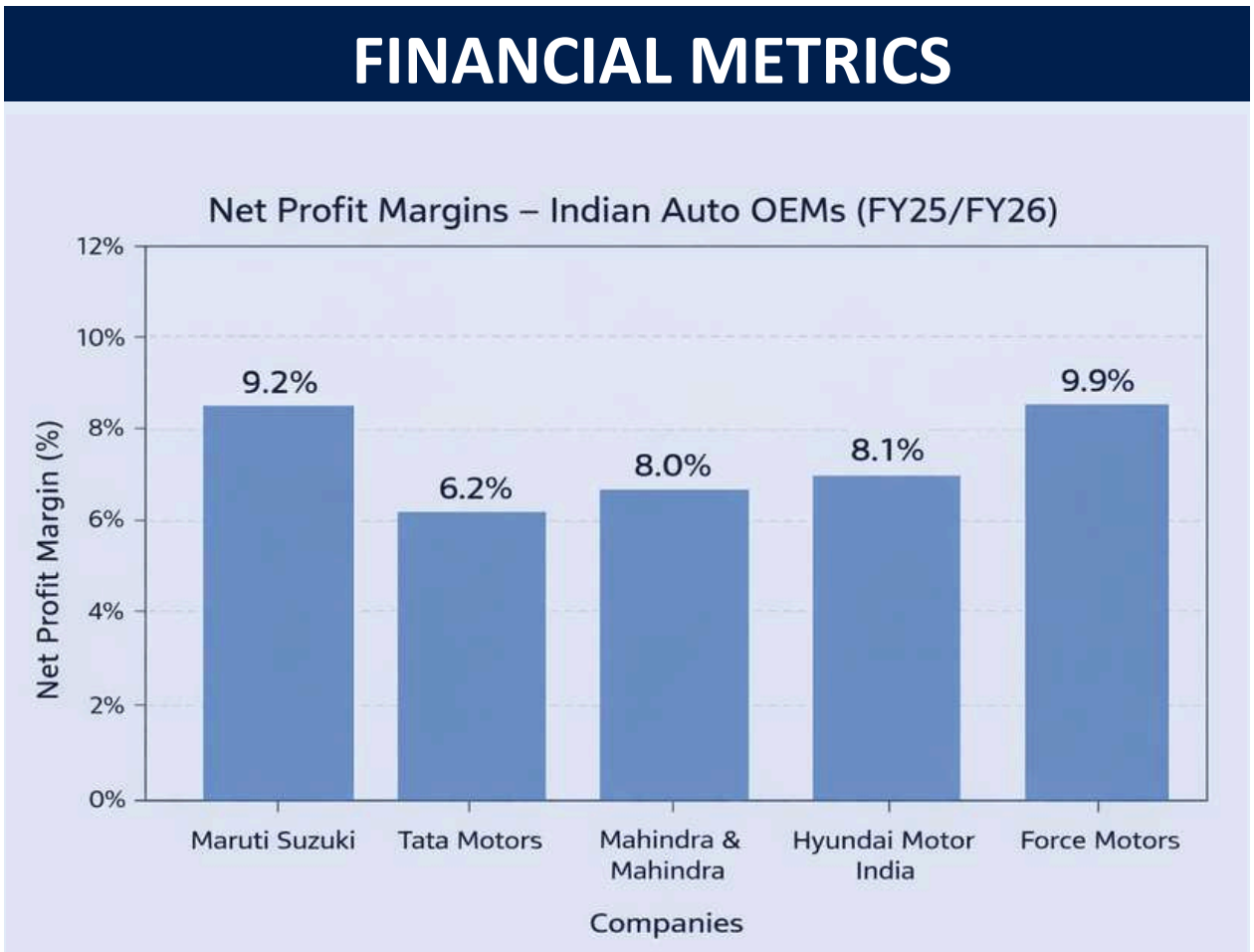
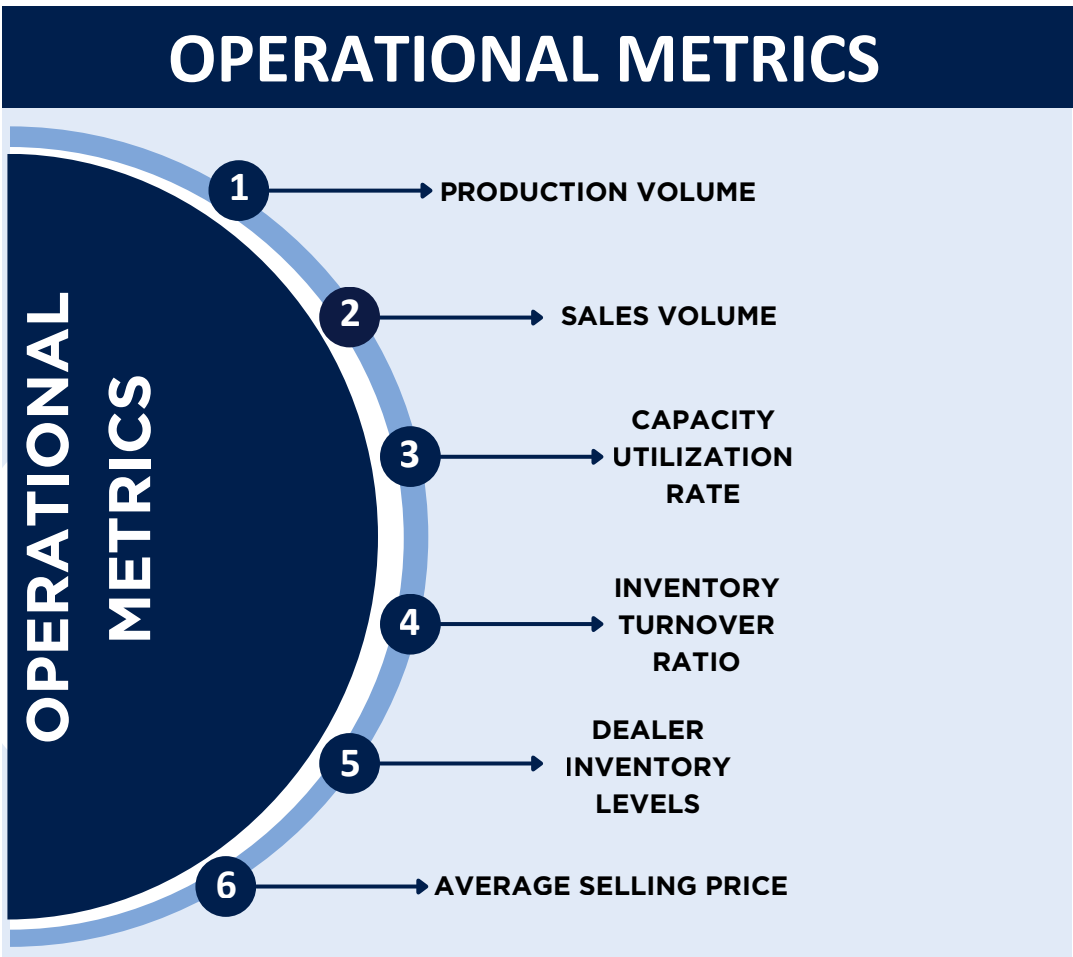


AUTOMOBILE (2/3)

Analyzing the Automobile sector's operational metrics, value chain structure, and competitive landscape across key players



KEY PLAYERS		
COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
Maruti Suzuki India Limited 	₹ 4,32,115	₹ 1,45,115
Tata Motors Limited 	₹ 1,61,176	₹4,39,700
Mahindra & Mahindra Ltd. 	₹ 4,05,198	₹1,59,211
Bajaj Auto Limited 	₹ 2,74,020	₹52,469
Hero MotoCorp Limited 	₹1,08,678	₹40,756
TVS Motor Company 	₹ 1,80,906	₹44,695



AUTOMOBILE (3/3)

Evaluating the Automobile industry's challenges, opportunities, recent deals, and overall market dynamics using strategic frameworks



CHALLENGES AND OPPORTUNITIES

**SUPPLY CHAIN DISRUPTIONS**

Complex global supply chains face disruptions from **geopolitics, pandemics, and semiconductor shortages**, causing delays, **higher costs, reduced output**.

**TRANSITION TO ELECTRIC VEHICLES (EV SHIFT)**

Shift to EVs demands **new technologies, supply chains, and investments**, disrupting traditional suppliers and **accelerating industry transformation**.

**RISING RAW MATERIAL & BATTERY COSTS**

Increasing demand for **lithium, cobalt, and nickel** drives **price volatility**, raising EV production costs and creating supply risks.

**REGULATORY AND COMPLIANCE RISKS**

Strict **emission, safety, and environmental regulations** globally increase compliance costs and operational complexity for multinational automakers.

**EXPANSION IN EMERGING MARKETS**

Growing **middle class, rising incomes, and urbanization** in emerging markets drive increased vehicle ownership and long-term demand.

**CONNECTED AND SMART VEHICLE TECHNOLOGIES**

Advancements in IoT, AI, and connectivity enable smart features, enhancing user experience and creating new revenue streams.

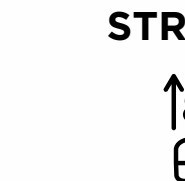
**AFTERMARKET AND MOBILITY SERVICES GROWTH**

Expanding aftermarket services, shared mobility, and subscription models provide recurring **revenue opportunities beyond traditional vehicle sales**.

**EXPORT GROWTH OPPORTUNITIES**

Increasing **global demand and competitive manufacturing capabilities** position automakers to expand exports and strengthen international market presence.

SWOT ANALYSIS

**STRENGTHS**

- Strong R&D in EVs, **alternative fuels, and advanced tech**.
- Cost optimization** via shifting manufacturing to regions like India and China.
- Rising incomes** boosting vehicle demand.
- Luxury segment growth driven by **brand prestige**.

**WEAKNESSES**

- High **consumer bargaining power** due to many choices.
- Capital intensive industry with **high fixed and working costs**.
- Risks from recalls and high **employee turnover**.
- Cost cutting can impact quality and brand perception.

**OPPORTUNITIES**

- Growth in green tech, 3D and lightweight materials.
- Expansion in **emerging markets** (Asia, BRIC nations).
- Rising demand** for autonomous vehicles.
- Advances in battery tech improving **EV adoption**.

**THREATS**

- Shared mobility** reducing car ownership.
- Stringent **regulations** increasing costs.
- Economic downturns** affecting demand.
- Limited EV infrastructure** and urban congestion.

RECENT DEALS AND TRANSACTIONS

TATA MOTORS DEMERGER

Tata Motors plans to **separate CV and PV/EV businesses**, enabling focused strategies, better capital allocation, and clearer value creation for investors.



M&M DEAL

Mahindra partners with Volkswagen to access EV platform components, accelerating development and strengthening competitiveness in electric vehicle segment.



MARUTI INTEGRATION

Maruti Suzuki acquires Suzuki Motor Gujarat to gain manufacturing control, improve efficiency, reduce costs, and streamline overall production operations.



FINANCE MERGER

Merger of **Tata Motors Finance with Tata Capital** strengthens lending capabilities, improves balance sheet efficiency, and supports growth in vehicle financing business.





AVIATION

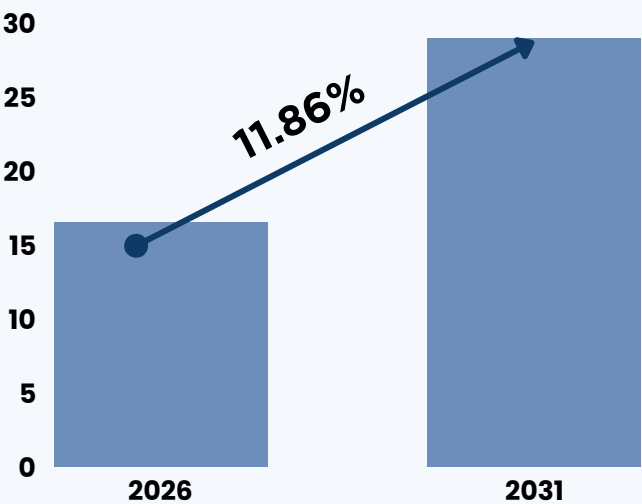
AVIATION (1/3)

A concise summary of Aviation sector's current landscape, growth drivers, and defining characteristics.

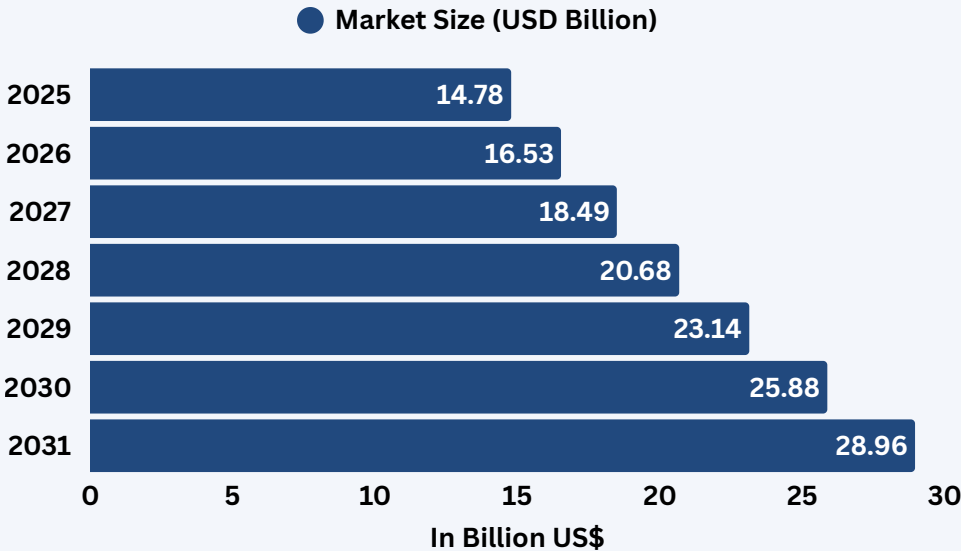


INDUSTRY OVERVIEW

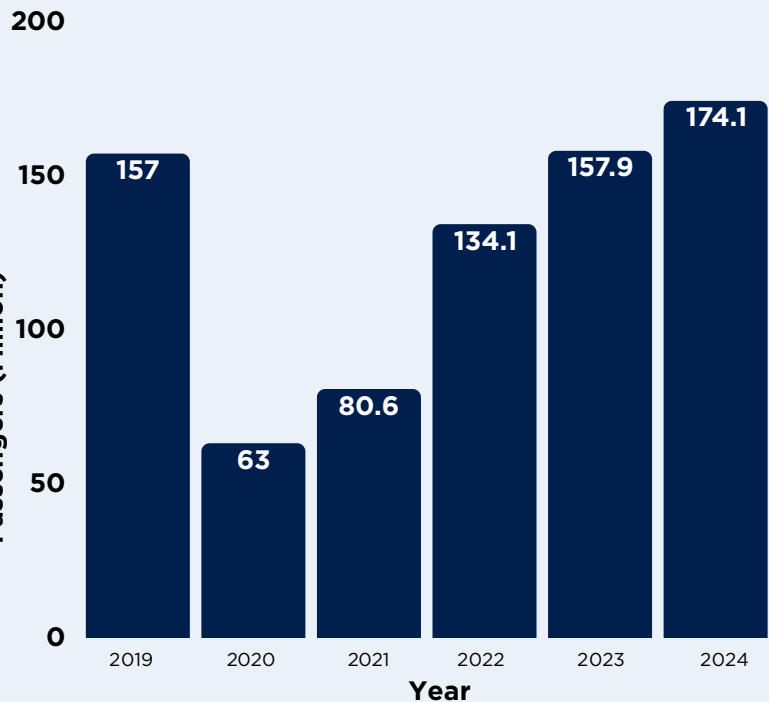
CAGR (FORECASTED)



INDIAN AVIATION MARKET SIZE FORECAST

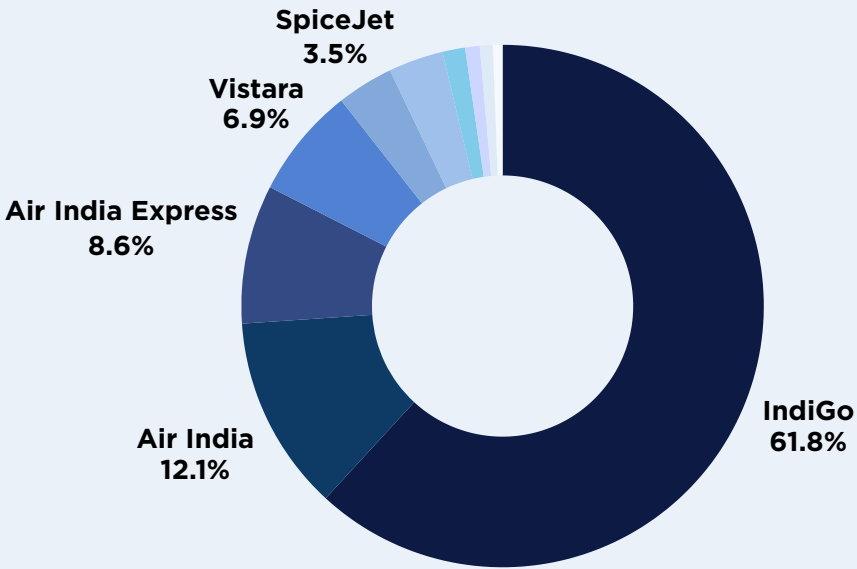


HISTORICAL PASSENGER VOLUME (2019-2024)



Following a 66% drop in traffic during the pandemic, India's aviation sector achieved a complete recovery by mid-2023.

LARGEST AIRLINES IN INDIA BY SEAT CAPACITY (2024)



The industry is characterized by high concentration, where the top 10 airlines collectively account for 90.9% of total capacity. IndiGo maintains absolute dominance with a structural control of over 58%.

COST DRIVERS

Fuel (ATF): Represents 30-40% of total operating expenses.

Dollarization: USD-denomination creates high vulnerability to INR depreciation.

Labour Inflation: Escalating pilot hiring rates (rising to 18-21%).

Airport Charges: Represent 10-12% of operational costs, subject to increases.



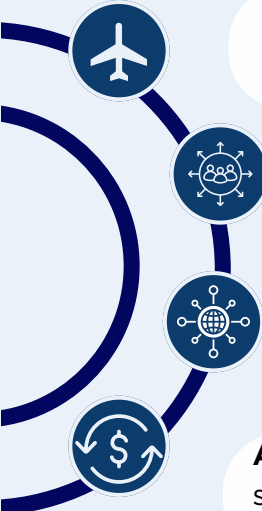
REVENUE DRIVERS

LCC Supremacy: Low-Cost Carriers control 70%+ of total domestic capacity.

Middle-Class Expansion: 500 million people projected to enter by 2030.

Global Hub Ambitions: Aggressive induction of widebody aircraft (A350s).

Ancillary Monetization: Unbundling services such as seat selection and loyalty programs.



GROWTH DRIVERS

RIISING DISPOSABLE INCOME

India has only 0.13 domestic seats per capita (vs. 3.09 in USA), showing massive untapped potential and long-term headroom.



FLEET EXPANSION

Unprecedented combined order book exceeding 1,700 aircraft (IndiGo, Air India, Akasa) guaranteeing scale to lower costs.



INFRASTRUCTURE EXPANSION

UDAN scheme has operationalized 637 routes; target of 220+ operational airports by FY27 to eliminate historical bottlenecks.



DIGITAL PENETRATION

DigiYatra (biometric processing) reached 4.14 crore users, expediting airport throughput while significantly improving asset utilization.



AVIATION (2/3)

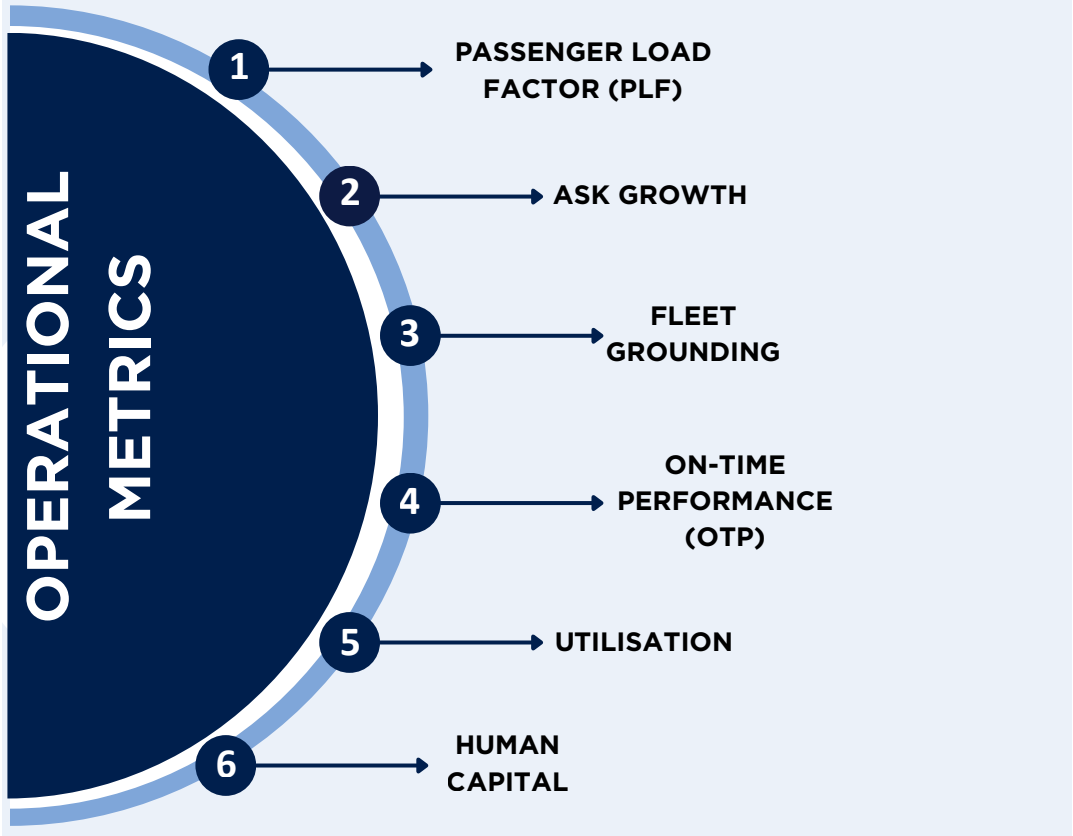
Profiles of dominant airlines, their market positioning, and supply chain.



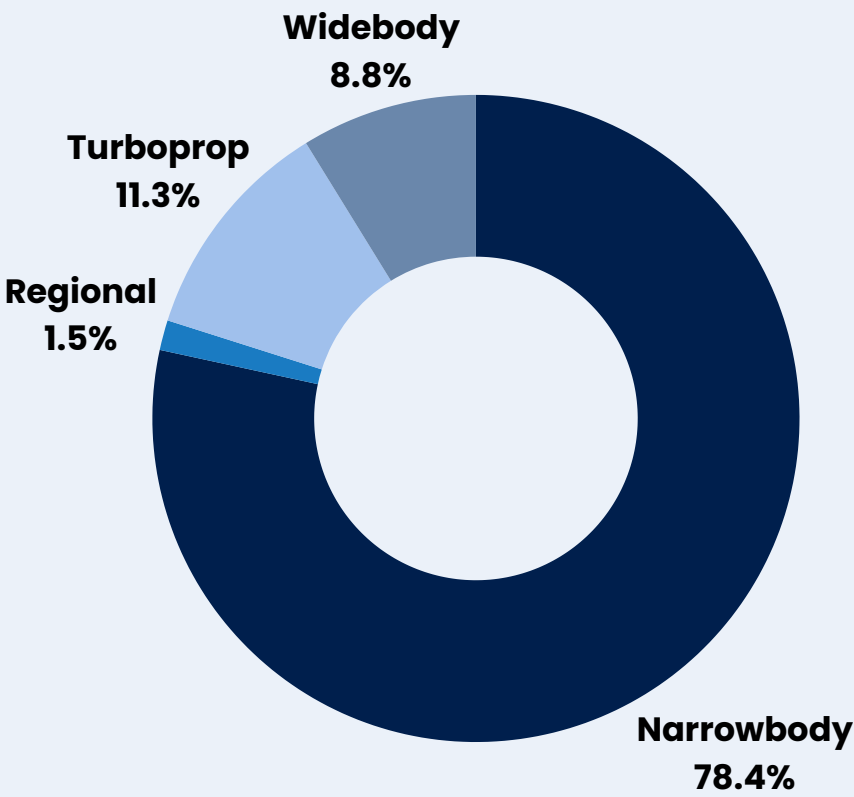
KEY PLAYERS

COMPANIES	MARKET SHARE	REVENUE (cr.)
IndiGo 	61.9%	₹ 80,802
Air India Group 	26.5%	₹ 78,636
Akasa Air 	5.2%	₹ 4,636
SpiceJet 	4.3%	₹ 6,736
Alliance Air 	~0.5%	₹ 962
Star Air 	~0.2%	₹ 650
Blue Dart 	~0.1%	₹ 5,720

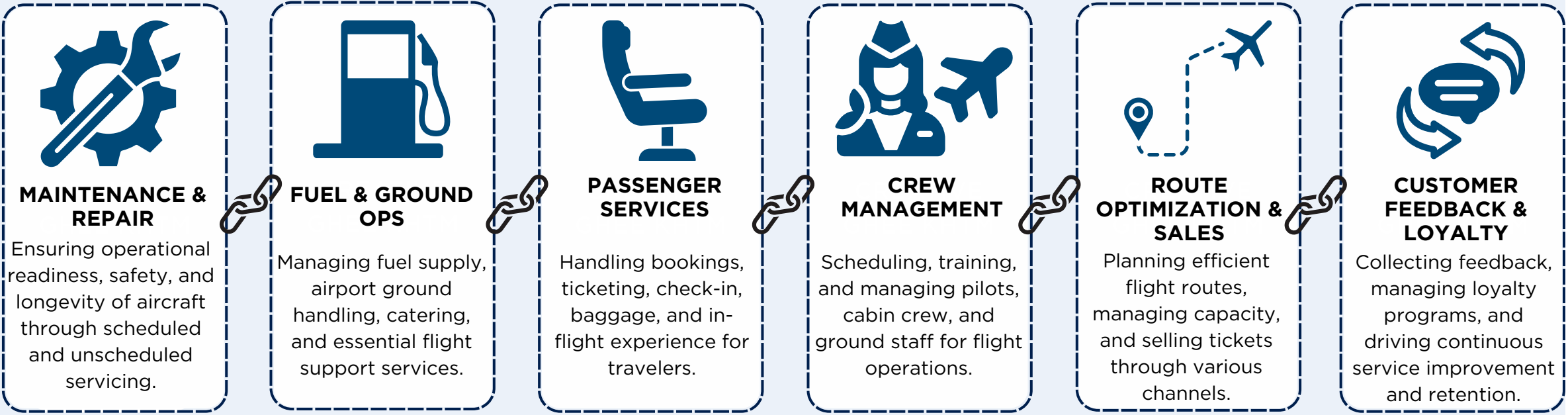
OPERATIONAL METRICS



FLEET COMPOSITION (2024)



SUPPLY CHAIN





CHALLENGES AND OPPORTUNITIES



SUPPLY CHAIN

Persistent Pratt & Whitney engine failures/contamination causing significant fleet groundings.



TALENT SHORTFALL

Acute, industry-wide shortage of licensed Aircraft Maintenance Engineers (AMEs) and type-rated pilots.



FOREX RISK

Persistent Rupee depreciation significantly inflating USD-denominated aircraft lease rentals and maintenance costs.



REGULATION

Imminent, stricter Flight Duty Time Limitation (FDTL) norms impacting crew rostering and flight schedules.



INTERNATIONAL PIVOT

Strategic focus on reclaiming long-haul transit traffic from dominant "ME3" airline hubs.



REGIONAL REACH

Tapping underserved Tier-2/3 city demand via government-backed UDAN route subsidies.



PREMIUMISATION

Introducing new premium offerings like "IndiGo Stretch" and Air India's advanced A350 widebodies.



CARGO

Booming e-commerce driving robust 23% annual growth in dedicated express air freight.

RECENT DEALS AND TRANSACTIONS

AIR INDIA MEGA ORDER

Air India placed a monumental order for over 470 new aircraft, estimated to be valued at approximately \$70 Billion.



INDIGO AIRBUS ORDER

IndiGo executed a landmark order for 500 new Airbus aircraft, solidifying its aggressive expansion strategy.



ADANI AIR WORKS

The Adani Group completed the strategic acquisition of Air Works, India's largest independent MRO (Maintenance, Repair, and Overhaul) provider.



SPICEJET QIP

SpiceJet successfully concluded a Qualified Institutional Placement (QIP), raising a crucial ₹3,000 Crore in 2024.



PORTER'S 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → MODERATE



Limited by significant OEM production backlogs for critical components, but largely neutralized by the airlines' substantial, strategic bulk order scale and long-term contracts.

BARGAINING POWER OF BUYERS → HIGH



Consumers are extremely price-sensitive with readily available, transparent information and very high switching ease among numerous competing carriers.

COMPETITIVE RIVALRY → HIGH



Intense duopoly concentration (90%+) between two major players aggressively drives service enhancements and relentless price wars.

THREAT OF NEW ENTRANTS → MODERATE



Massive upfront capital barriers, stringent regulatory hurdles, and acute slot scarcity at major, congested Tier-1 airports effectively deter new players.

THREAT OF SUBSTITUTES → MODERATE



The ongoing development of high-speed rail infrastructure presents a growing, increasingly viable threat for shorter-haul inter-city business and leisure travel, offering competitive alternatives.



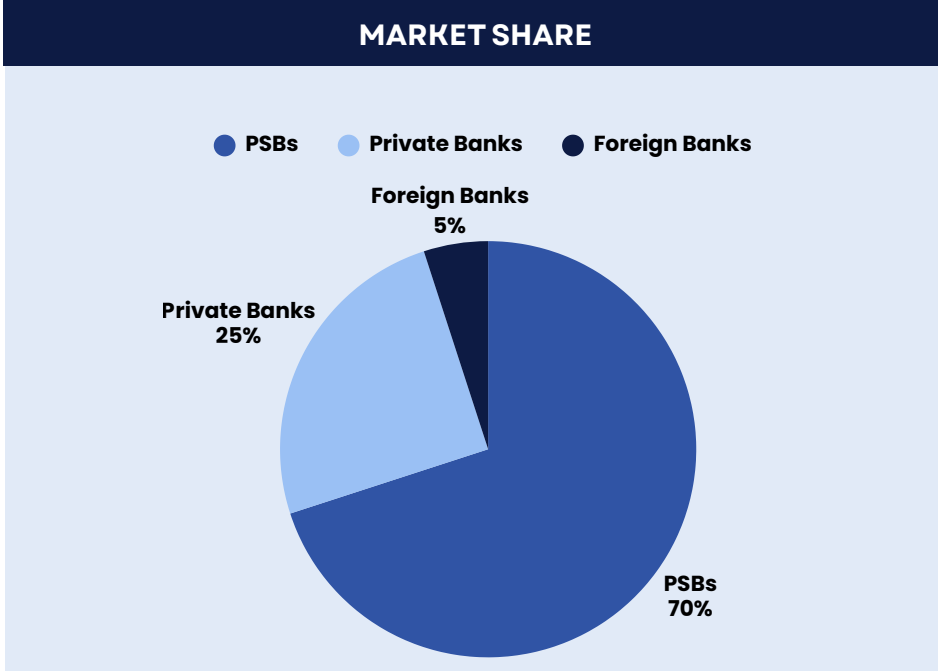
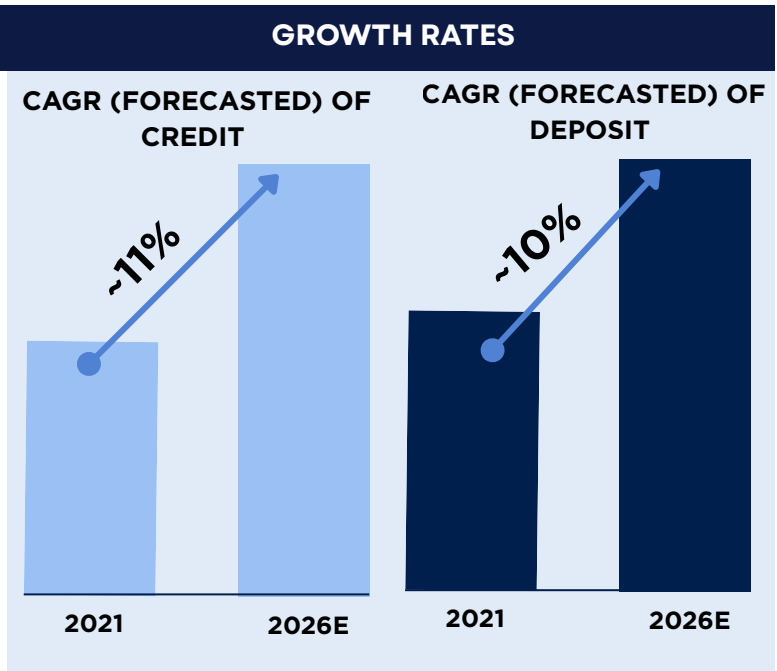
BANKING

BANKING (1/3)

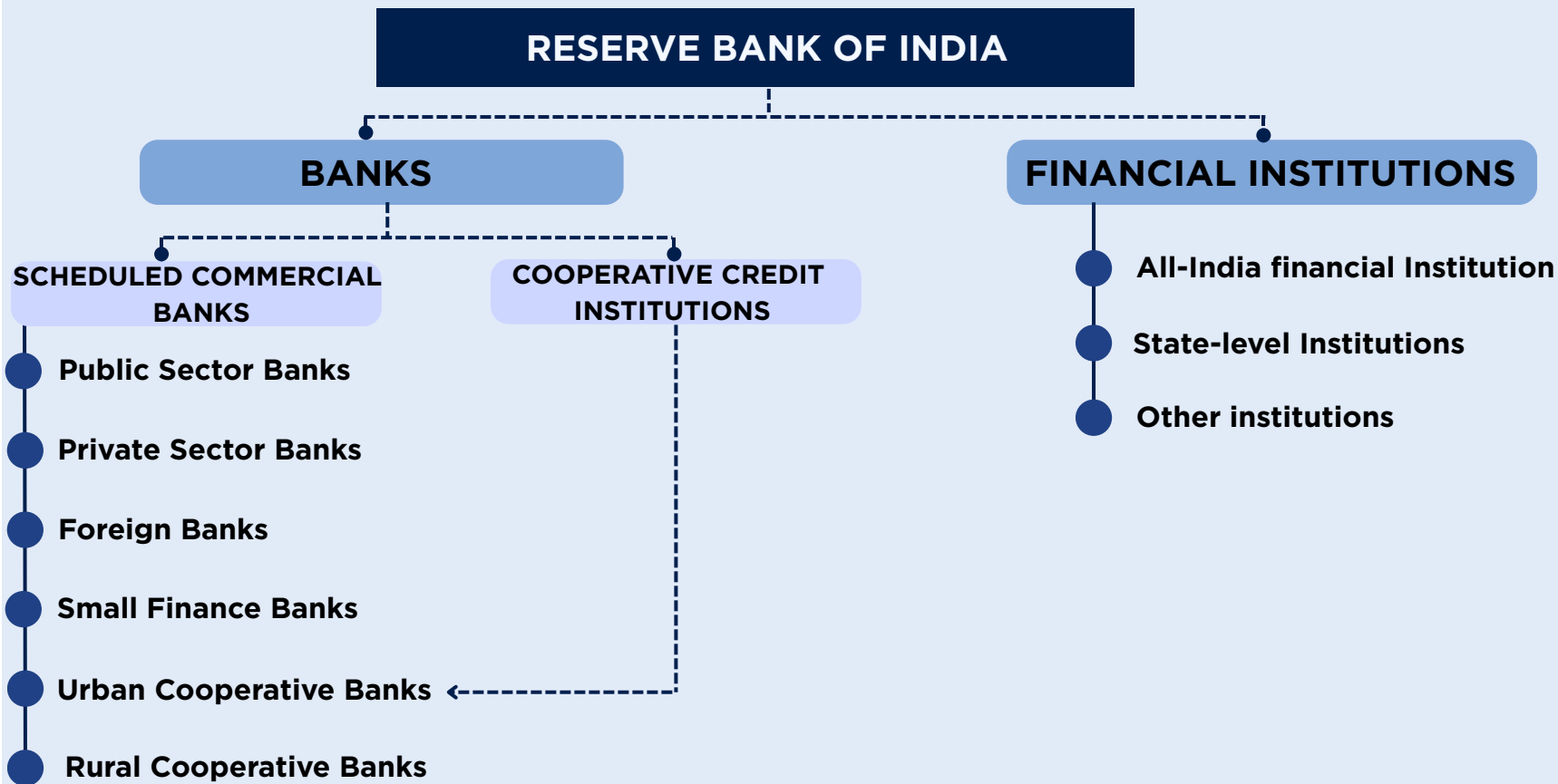
Understanding the Banking industry overview, key growth drivers, and major cost and revenue factors shaping performance



INDUSTRY OVERVIEW



STRUCTURE OF INDIAN BANKING INDUSTRY



COST DRIVERS

Funding Costs : Deposit cost (~3.7%), CASA mix, and ~80% LDR influence margins.

Employee & Personnel Expenses : Staff costs (~50% OPEX); rising wages push cost-to-income ratio (~57%) higher.

Technology & Infrastructure Investment : Digital, AI, cybersecurity, cloud, branch networks require significant expenditure.

Regulatory & Compliance Costs : RBI compliance (AML, KYC, climate) raises back-office, reporting, governance costs.



REVENUE DRIVERS

Interest Income : Primary earnings source driven by lending spreads and loan growth.

Fee-Based Income : Transaction and service fees generate scalable, low-risk recurring revenue.

Wealth & Insurance Distribution : Commission-based income from cross-selling financial products to customers.

Advisory & Treasury Income : Market-linked income from advisory, forex, and investment activities.



GROWTH DRIVERS

DEMOGRAPHICS AND INCOMES

India's GDP reached US\$ 3.9 trillion in FY2025. Positioning it among Top 7 global economies.



INFRASTRUCTURE FINANCING TARGET

The Government of India targets Rs. 1 trillion in loans for infrastructure through the National Bank for Financial Infrastructure and Development (NaBFID).



RURAL LENDING INITIATIVES

Around 60% of the rural population remains underbanked, while around 100% of new bank account openings in rural India are now conducted digitally.



BANK-FINTECH PARTNERSHIPS

Collaborations with fintechs expanding product ecosystems, enhancing service offerings, and attracting new customer segments.



BANKING (2/3)

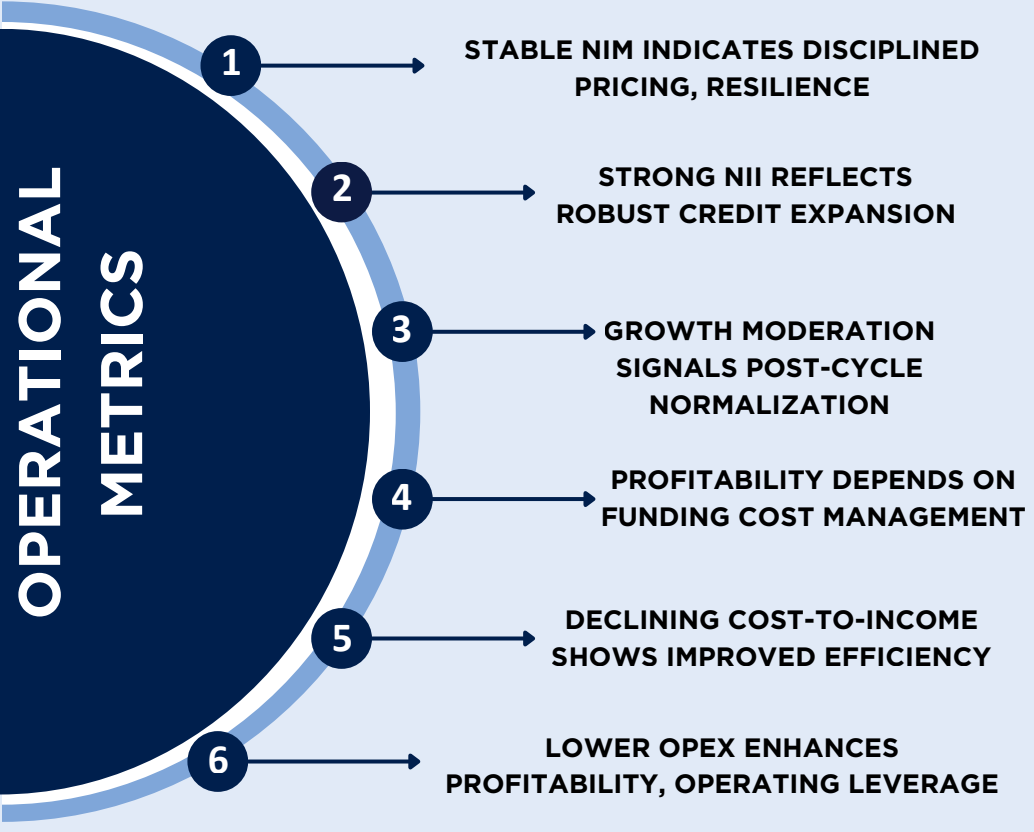
Analyzing the Banking industry’s operational metrics, Supply chain structure, and competitive landscape across key players



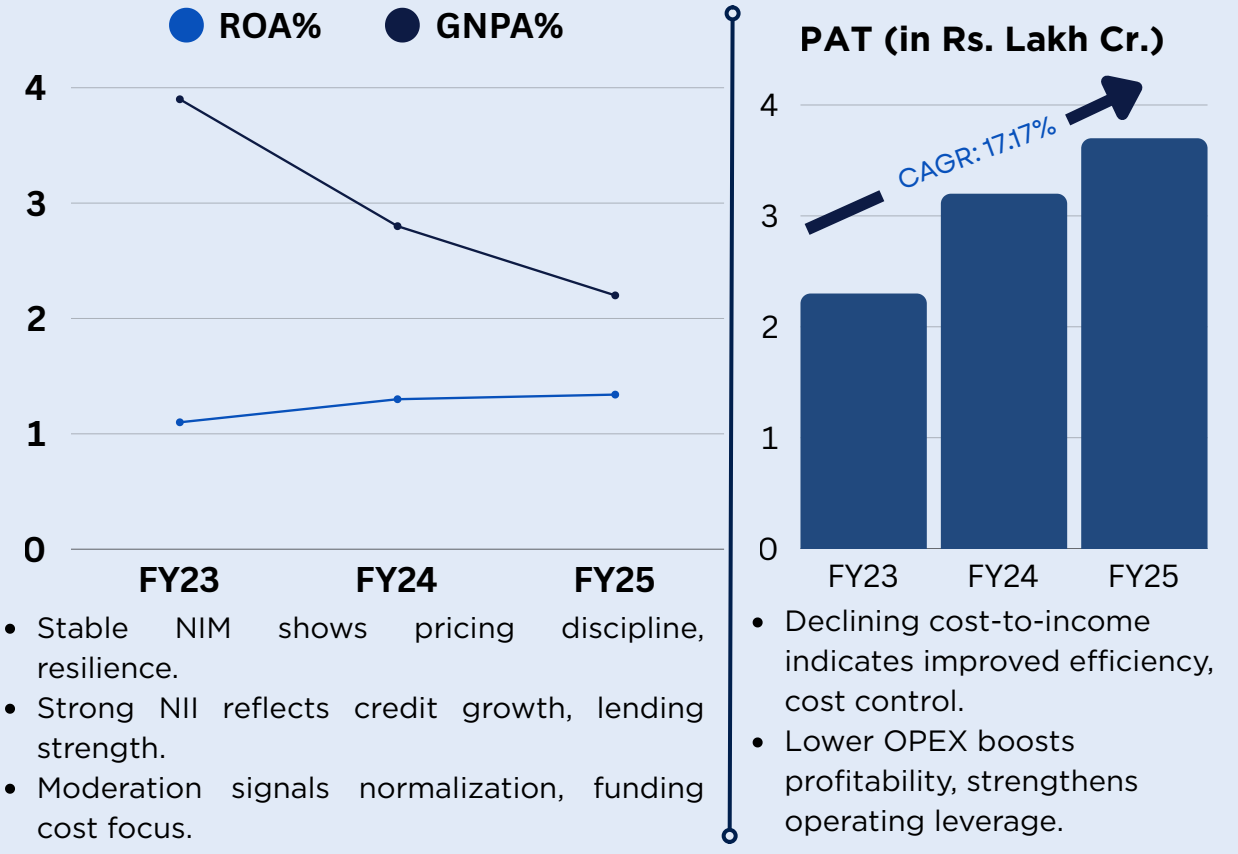
KEY PLAYERS

COMPANIES	TYPE	MARKET CAP (cr.)
HDFC Bank 	Private	11.8 lakh
State Bank of India 	Public	9.97 lakh
ICICI Bank 	Private	9.61 lakh
Axis Bank 	Private	4.2 lakh
Kotak Mahindra Bank 	Private	3.8 lakh
Bank of Baroda 	Public	1.45 lakh
Punjab National Bank 	Public	1.32 lakh

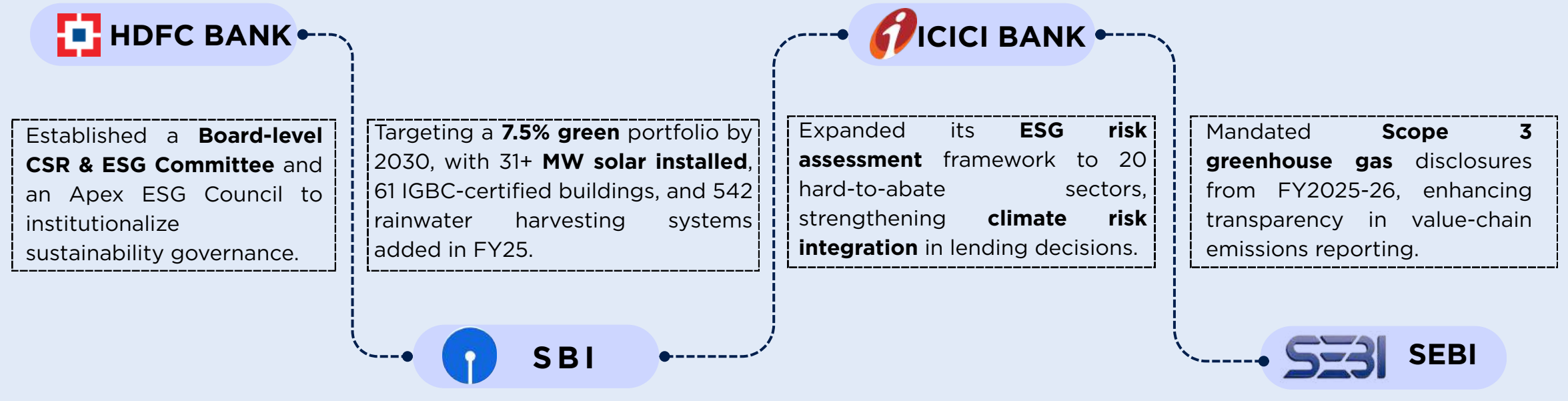
OPERATIONAL METRICS



FINANCIAL METRICS



ESG PRACTICES





CHALLENGES AND OPPORTUNITIES



ASSET QUALITY & CREDIT CYCLICALITY

Credit cycles drive NPA volatility, increasing provisioning requirements and impacting overall bank profitability.



FUNDING PRESSURE & NIM COMPRESSION

Higher funding costs and faster liability repricing compress NIMs and reduce core earnings significantly.



STRUCTURAL DIGITAL DISRUPTION

Fintech players and digital platforms unbundle services, pressuring fee income streams and margins further.



PROFITABILITY PRESSURE

Combined credit, cost, and competitive pressures continue to weigh on overall banking sector profitability.



RURAL WOMEN ENTREPRENEURS

A 2026 DBS-Haqdarshak report shows 90% rural women entrepreneurs save, but only 38% use digital banking, highlighting a strong acquisition opportunity.



CENTRAL BANK DIGITAL CURRENCIES

CBDCs enable faster, cheaper payments, reduce settlement risks, and support programmable financial products.



GOVERNMENT SCHEMES

RBI’s 2026 reforms double collateral-free MSE loans to ₹20 lakh, extend KCC tenure to six years, and launch Mission SAKSHAM training 1.4 lakh cooperative bank staff.



THE GIG ECONOMY

The gig economy is booming; workers have unique banking needs including irregular incomes, credit access, insurance, and tax support.

RECENT DEALS AND TRANSACTIONS

MUFG – SHRIRAM FINANCE (~4.4B)

Japan’s MUFG bought a 20% stake in Shriram Finance, significantly expanding its exposure to India’s retail and MSME lending market.



EMIRATES NBD – RBL BANK (~3B)

UAE-based Emirates NBD acquired a controlling stake in RBL Bank, marking it as the largest foreign takeovers in Indian banking.



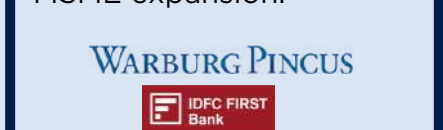
SMBC – YES BANK (~1.6B)

Sumitomo Mitsui Banking Corporation acquired ~20% stake in Yes Bank, strengthening capital position and deepening Japan-India financial ties.

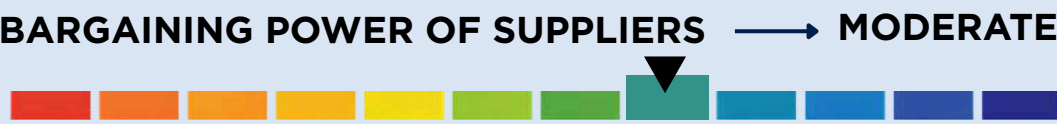


WARBURG PINCUS & ADIA – IDFC BANK (\$877M)

Warburg Pincus and ADIA invested ~\$877M in IDFC First Bank, strengthening capital adequacy and supporting retail and MSME expansion.



PORTER’S 5 FORCES ANALYSIS



Moderate power due to regulated capital norms, diversified deposit base, limited concentration, and RBI oversight controlling liquidity conditions.



High power from information transparency, low switching costs, standardized services, digital comparison tools, and increasing customer financial awareness.



Very high rivalry due to numerous banks, undifferentiated offerings, low switching costs, high exit barriers, and aggressive pricing strategies.



Moderate threat despite capital requirements, regulatory licensing, technology costs, fintech innovation and digital banking lower traditional barriers.



High threat from NBFCs, mutual funds, gold, crypto, stocks, and real estate offering alternative investment and credit options.



DEFENCE

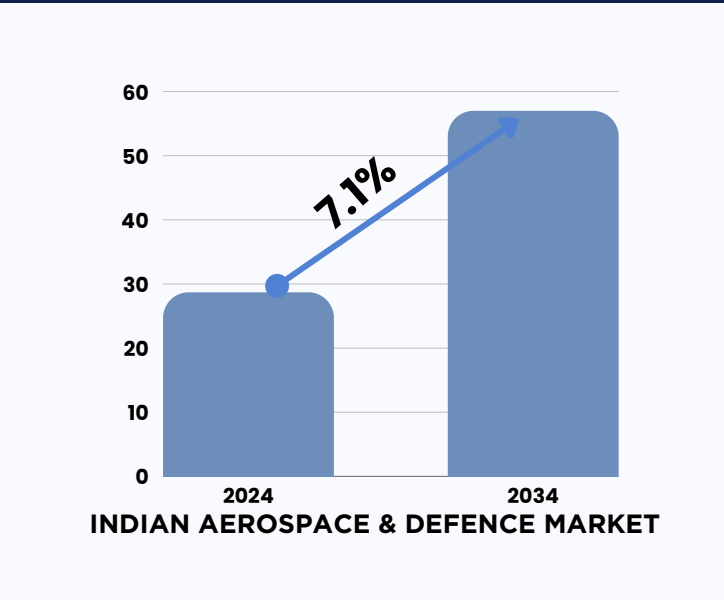
DEFENCE (1/3)

Understanding the Defence industry overview, key growth drivers, and major cost and revenue factors shaping performance

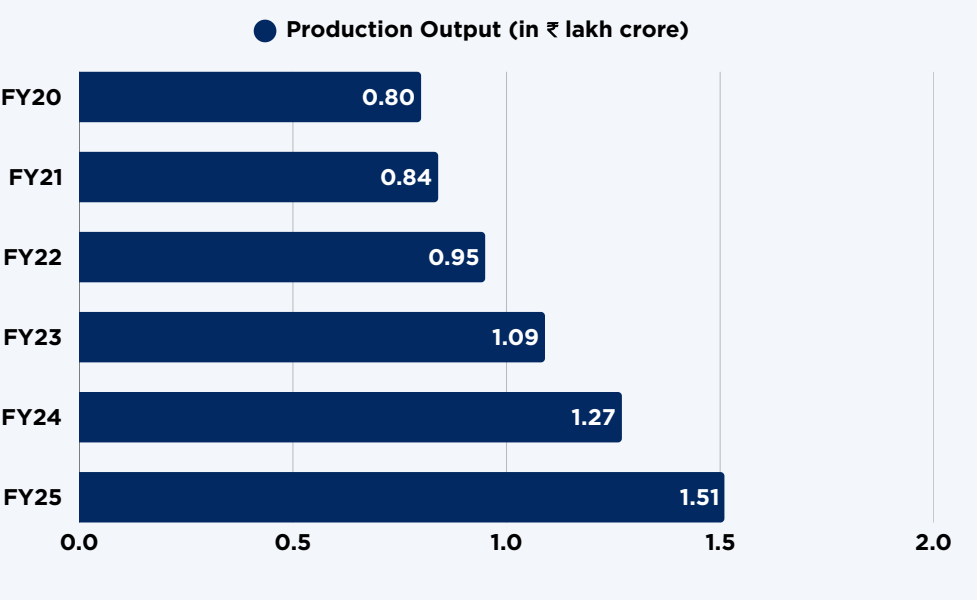


INDUSTRY OVERVIEW SIZE

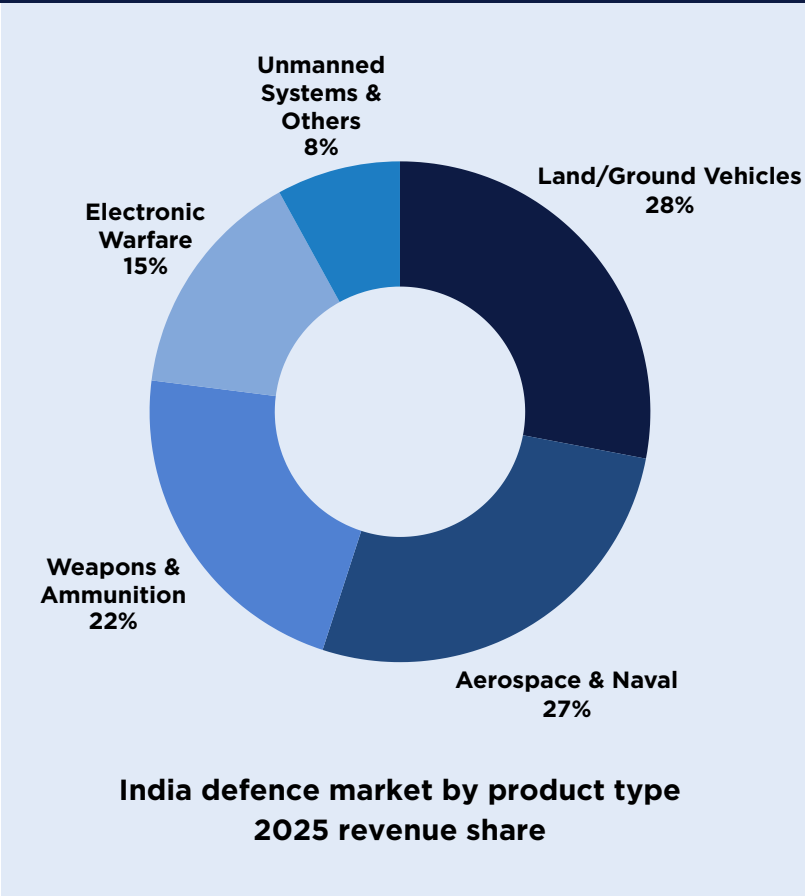
MARKET SIZE & CAGR OUTLOOK



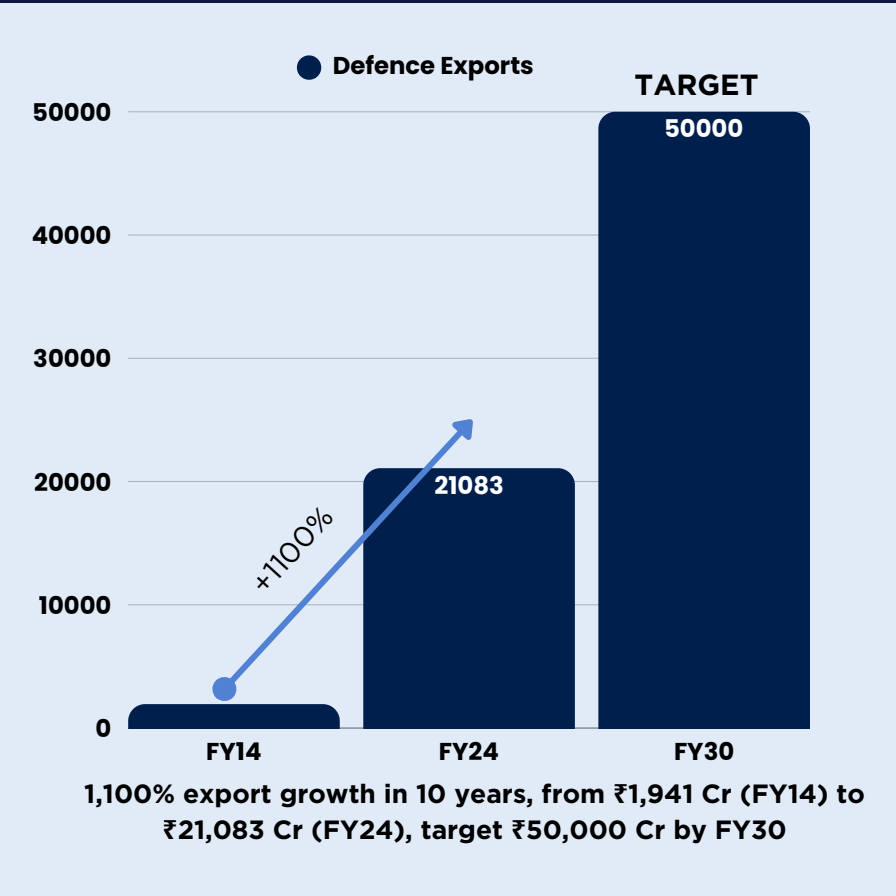
DOMESTIC DEFENCE PRODUCTION OUTPUT



MARKET SEGMENT BREAKDOWN



DEFENCE EXPORTS SURGE



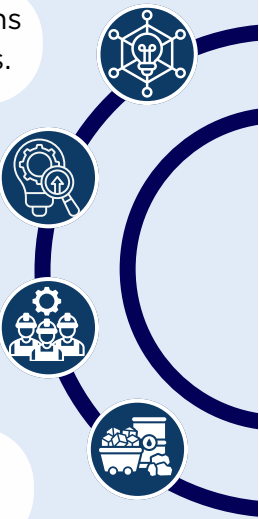
COST DRIVERS

Technology Complexity : Advanced systems increase development and integration costs.

Research and Development: High R&D spending for cutting-edge capabilities.

Skilled Labor Costs: Specialized workforce drives higher production expenses.

Raw Material Prices: Critical materials like metals raise costs significantly.



REVENUE DRIVERS

Long-Term Contracts: Multi-year contracts ensure stable recurring revenues.

Technological Innovation: Advanced capabilities command premium pricing power.

Export Sales: International arms exports boost overall revenue growth.

Geopolitical Tensions: Conflicts increase demand for defense equipment globally.



GROWTH DRIVERS

RIISING BUDGETS

Increasing global defense budgets driven by security concerns and military modernization initiatives worldwide.



MODERNIZATION

Aging military systems replacement and upgrades driving sustained procurement and defense spending growth.



TECHNOLOGY

Advancements in AI, cyber, and space technologies boosting next-generation defense capabilities demand.



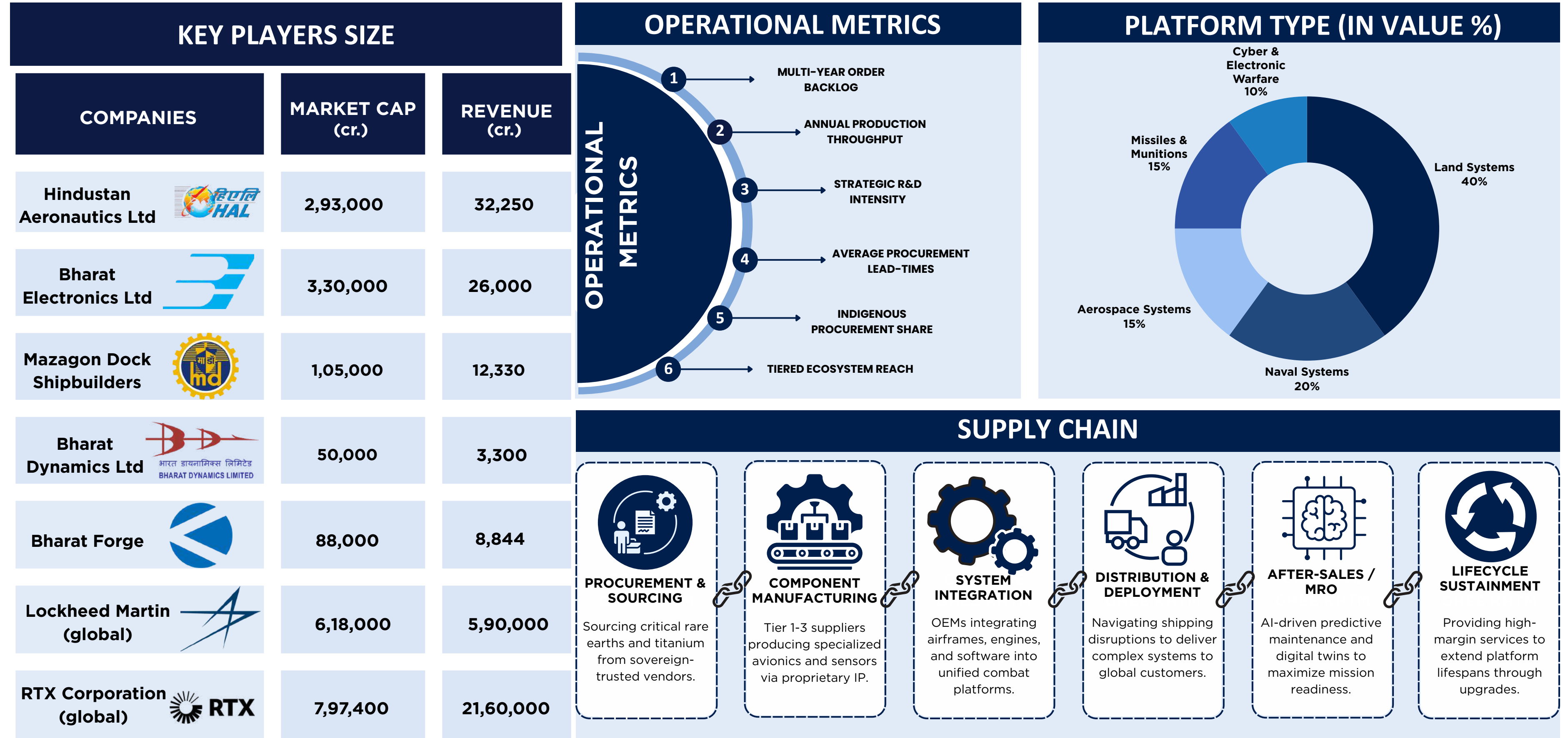
ALLIANCES

Strategic alliances and joint defense programs increasing collaborative procurement and cross-border defense investments.



DEFENCE (2/3)

Analyzing the Defence industry's operational metrics, value chain structure, and competitive landscape across key players





CHALLENGES AND OPPORTUNITIES

SOURCING DELAYS

MDAPs running 3+ years late; India’s cycle requires reactive emergency purchases.

BUDGETARY CONSTRAINTS

Shift toward fixed-price R&D awards transfers financial risk and cost overruns to firms.

SUPPLY CHAIN FRAGILITY

Extreme lead times of 26-52 weeks for electronics; reliance on 12,000+ sub-tier vendors.

TECHNOLOGY GAPS

India remains top importer due to gaps in aero-engines, advanced sensors, and semiconductors.

SELF-RELIANCE DRIVE

₹1.80 lakh crore capital budget with 75% for domestic industry; target of ₹3 lakh crore by 2029.

GLOBAL EXPORT EXPANSION

Defence exports grew 31x in a decade; Indian components now reach over 92 countries.

ESCALATING GLOBAL BUDGETS

Global spend surpassed \$2.2T in 2024; India’s budget hit record \$88B for FY26-27.

DISRUPTIVE DIGITAL TECH

Global UAV market projected to hit \$200B by 2035; 81% of firms adopting AI/ML for MRO.

RECENT DEALS AND TRANSACTIONS

HAL HELICOPTERS

Hindustan Aeronautics Limited secures ₹62,700 crore contract for 156 Prachand helicopters, India’s largest indigenous defence deal.

DAC APPROVALS

On August 5, 2025, DAC approved ₹67,000 crore proposals for MALE drones and BrahMos missiles, boosting indigenous, high-precision strike capabilities across forces.

NAVAL FIGHTER JETS

India signed a ₹63,000 crore deal with France in April 2025 for 26 Rafale-Marine jets. The new deal includes technology transfer to boost Indian defence manufacturing.

ATAGS ARTILLERY

Bharat Forge and TASL win a ₹6,900 crore contract for 307 indigenous 155mm/52 caliber ATAGS guns. With over 65% domestic components.

PORTERS 5 FORCES ANALYSIS



Leverage is extreme due to specialized niche components, rare earth scarcity, and 26-52 week lead times. Scant, security-cleared labor and single-source proprietary tech further empower vendors.



Powerful government monopsonies exert extreme leverage through budget control and formal RFPs. Stringent audits and fixed-price contracts shift financial risk and margin pressure onto global primes.



Concentrated markets drive intense “winner-take-all” contests for multi-year platforms. Heavy R&D spending and high exit barriers sustain aggressive bidding among global majors and Indian DPSUs.



Extreme capital needs, 3-7 year procurement cycles, and multi-year security clearance timelines effectively block outsiders. Established firms are further protected by massive, decade-long order backlogs.



Low-cost attritable drones increasingly displace expensive manned platforms. Non-kinetic capabilities like cyber warfare and space-based ISR are hollowing out traditional hardware demand for modern mission effects.

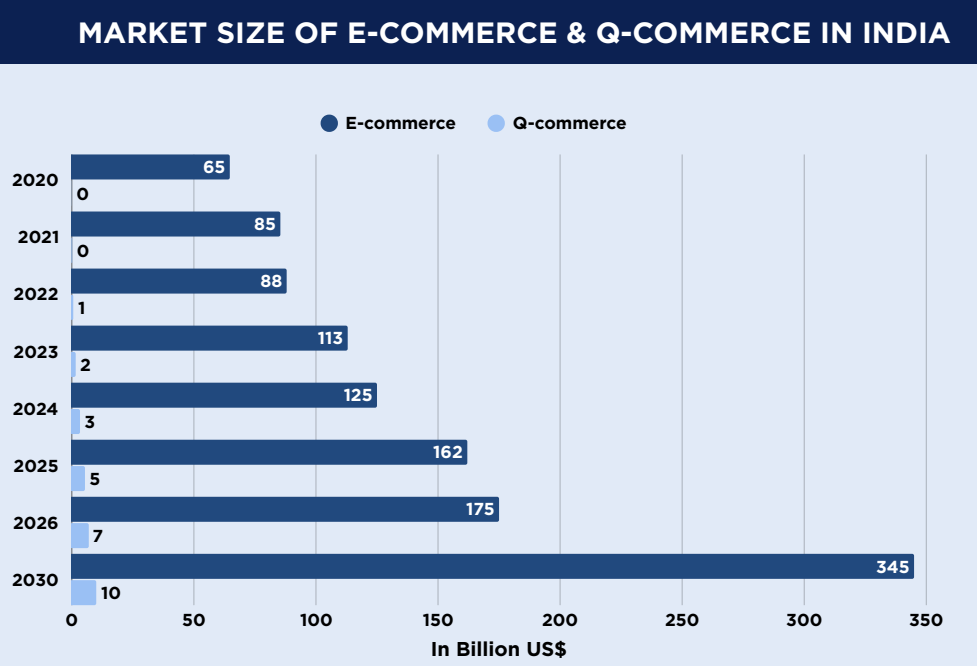
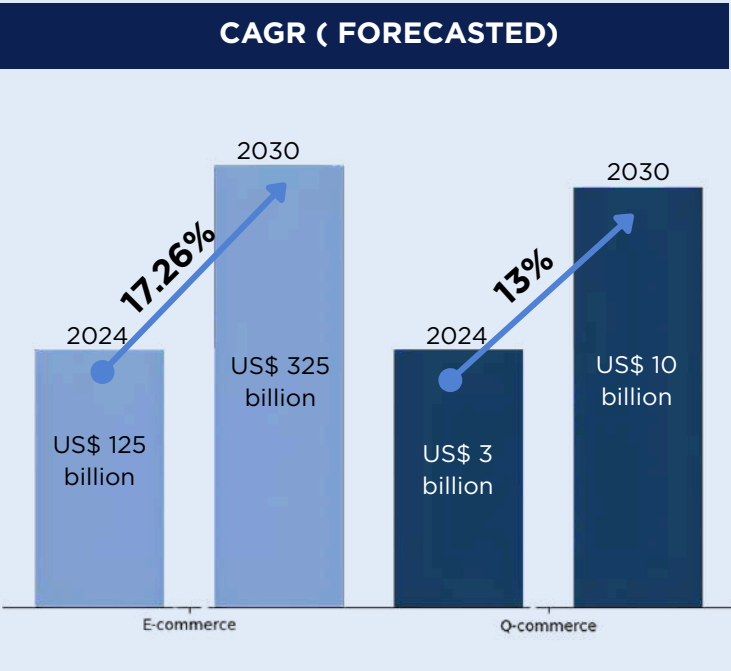


E-COMMERCE & Q-COMMERCE

E-COMMERCE & Q-COMMERCE (1/3)

Understanding the E-commerce & Quick commerce industry overview, key growth drivers, and major cost and revenue factors shaping performance

INDUSTRY OVERVIEW



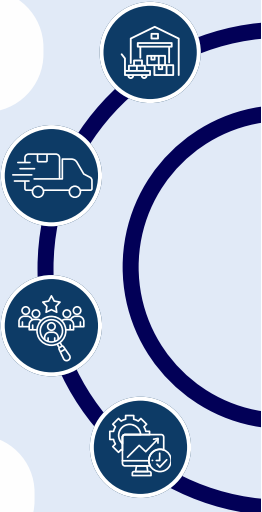
COST DRIVERS

Fulfilment & warehousing : Storage and handling, 47% of costs.

Transportation & Logistics: Goods movement, 40 to 50% of costs.

Customer Acquisition: Rising CAC, ₹800 to ₹1,000 per user.

Platform & Maintenance: Tech and payments, 1 to 3% per order.



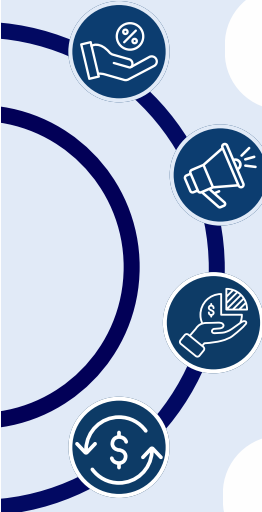
REVENUE DRIVERS

Commissions: Take rates, 68 to 74% of revenue.

Advertising: Retail media ads, 9 to 11% of revenue.

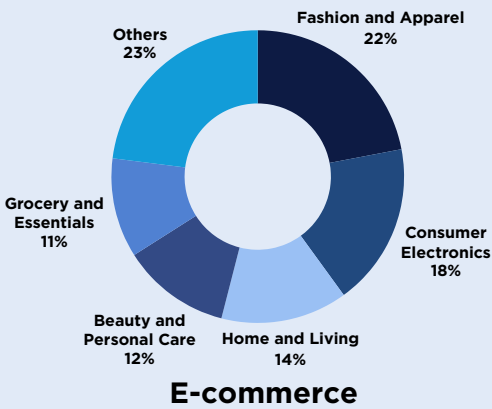
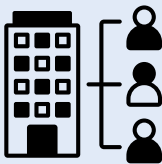
Customer Fees: Delivery and convenience fees, 11 to 13% of revenue.

Subscriptions and Private Labels: Each contributes 4 to 5% of revenue.

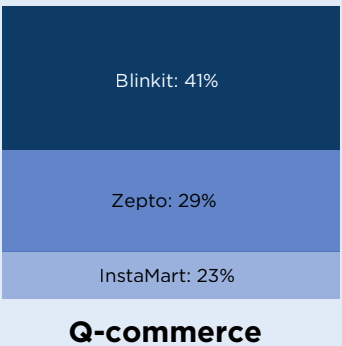
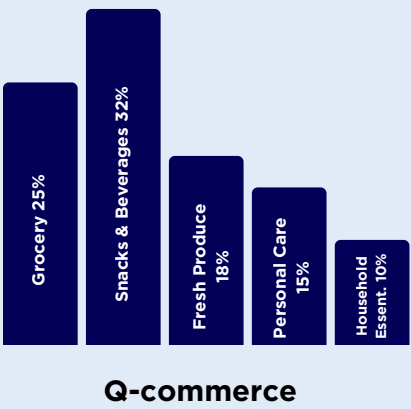
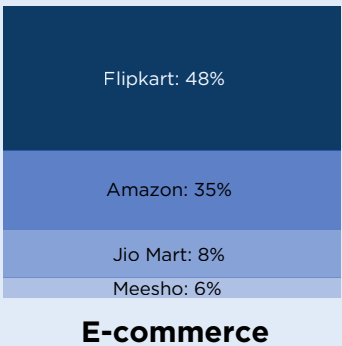


SECTOR & MARKET COMPOSITION

SECTOR COMPOSITION



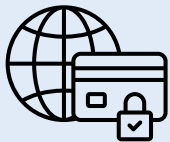
MARKET COMPOSITION



GROWTH DRIVERS

DIGITAL PAYMENTS AND FINTECH

The rise of real-time payment networks (like UPI) and short-term financing options like **Buy Now, Pay Later (BNPL)** have reduced transaction friction and increased consumer trust.



DIRECT TO CONSUMER (D2C) MODELS

Manufacturers are increasingly bypassing intermediaries to gain **total control** over their brand identity, pricing, and direct customer feedback loops.



SOCIAL COMMERCE

Platforms like Instagram have closed the gap between content and commerce, turning social feeds into **primary transactional surfaces**.



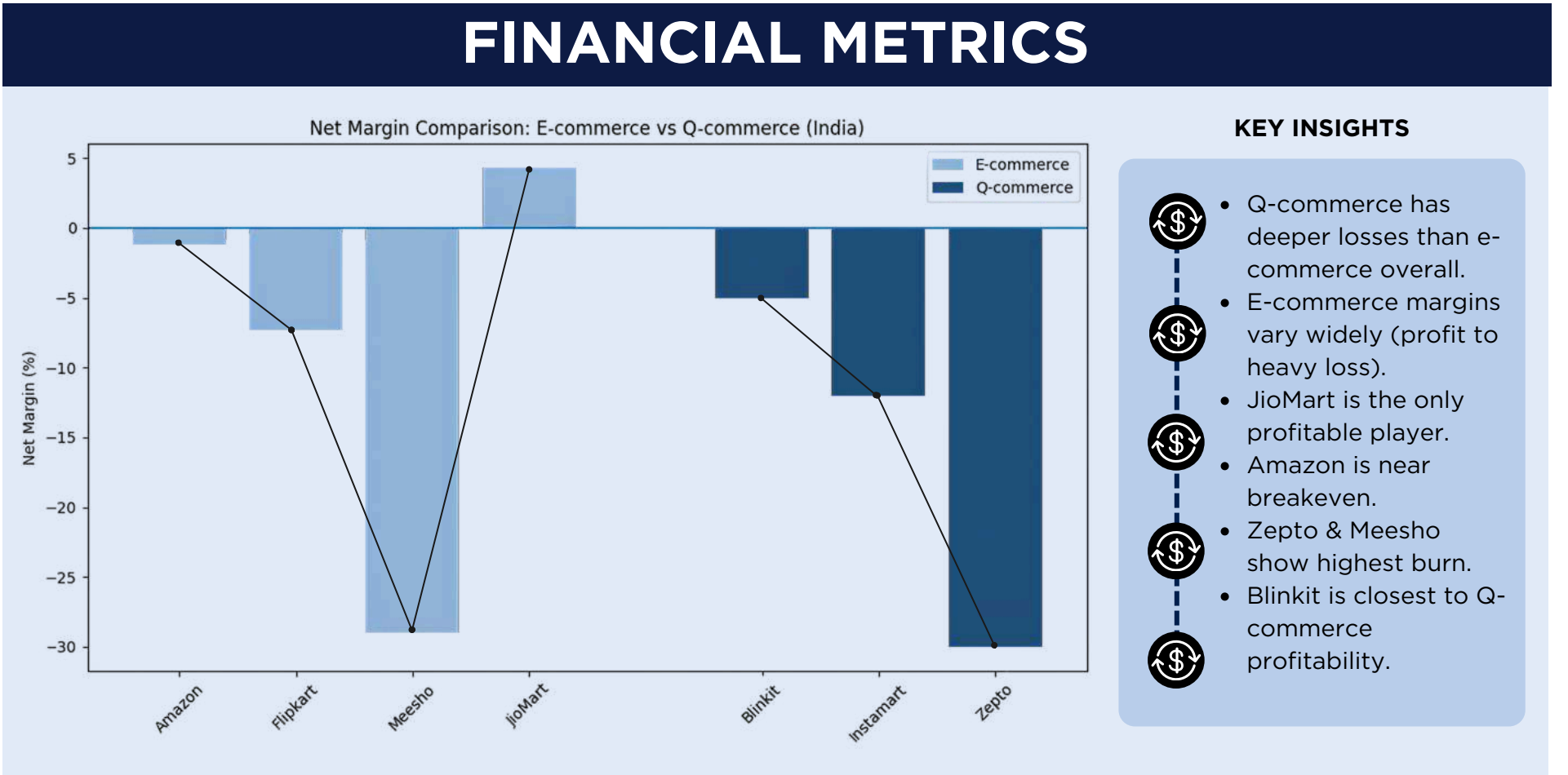
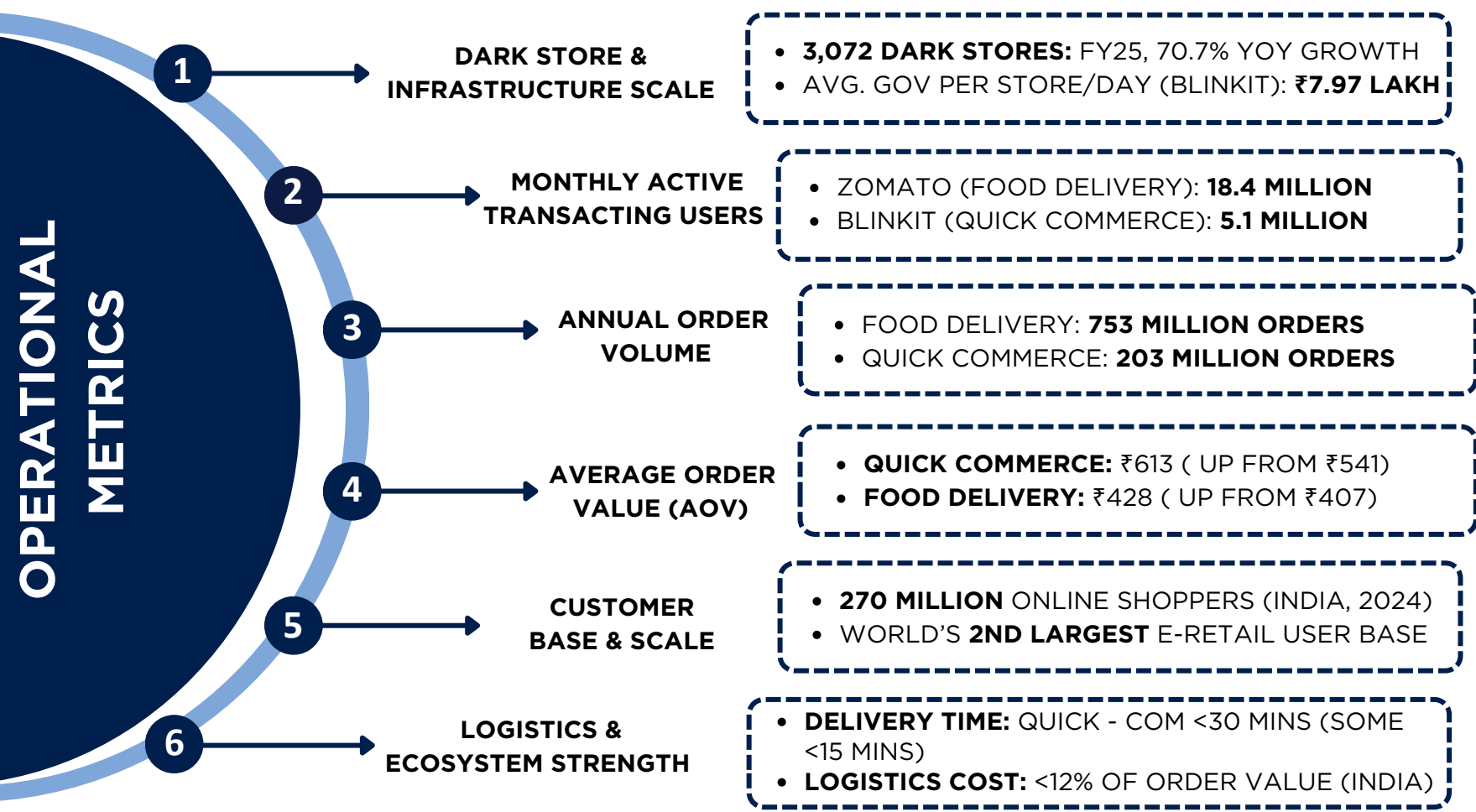
ENHANCED ORDER FULFILLMENT

Customers demand fast delivery, advanced distribution models, optimized supply chains, and tech-driven fulfilment are driving **efficiency, profitability, and future growth**.



E-COMMERCE & Q-COMMERCE (2/3)

Analyzing the E-Com & Quick Com sector's operational metrics, Supply chain structure, and competitive landscape across key players



E-COMMERCE & Q-COMMERCE (3/3)

Evaluating the E-com & Quick Com industry’s challenges, opportunities, recent deals, and overall market dynamics using strategic frameworks

CHALLENGES AND OPPORTUNITIES



OPERATIONAL COMPLEXITY & LAST-MILE PRESSURE

Ultra-fast deliveries, congestion, and volatile demand make quick commerce logistics costly and delay-prone, raising service failure risk.



INTENSE COMPETITION AND PRICE WARS

Heavy competition from established brands, regional players, and private labels drives discounting and compresses margins.



SUPPLY CHAIN DISRUPTIONS

Complex distribution networks remain vulnerable to logistics bottlenecks, fuel inflation, and rural delivery inefficiencies.



REGULATORY AND COMPLIANCE RISKS

GST changes, labeling norms, and packaging regulations increase compliance costs and operational complexity.



CATEGORY EXPANSION (NON-GROCERY)

Platforms are expanding into electronics, beauty, and fashion, with non-food now contributing 15-20% of Q-commerce GMV.



TIER 2+ CITY EXPANSION

Tier-3+ cities hold major untapped potential, driving 60% of new e-retail users and rising Q-commerce adoption.



DIRECT TO CONSUMER (D2C) CHANNEL

Q-commerce is a key growth channel for D2C; Slurrp Farm’s Q-commerce revenue rose 6x from FY23 to FY24.



DARK STORE OPTIMIZATION

Profitability can improve via shared dark stores and AI-driven layout optimization using heatmaps and smart zoning.

RECENT DEALS & TRANSACTIONS



FUNDING

Zepto raised **\$665 million** at a \$3.6 billion valuation in mid-2024, signaling continued investor confidence.



IPO PREPARATIONS

Reports indicate Zepto is preparing to confidentially file **draft IPO** papers as of late 2025.



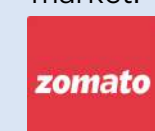
SECTOR INVESTMENTS

The Indian Q-commerce sector has attracted **\$6.85 billion** in total funding over the last decade, the second-highest globally after the US.



STRATEGIC ACQUISITIONS

Zomato’s acquisition of Blinkit for **INR 4,448 crore** in 2022 remains a cornerstone transaction that consolidated the market.



PORTERS ANALYSIS

BARGAINING POWER OF SUPPLIERS —→ **MODERATE**



Multiple supplier options enable easy switching, but large platforms like Amazon and Flipkart hold strong negotiating power. Supplier power increases in niche or unique product segments.

BARGAINING POWER OF BUYERS —→ **HIGH**



Low switching costs and easy price comparison empower customers, while intense competition creates strong pressure on pricing and service quality.

COMPETITIVE RIVALRY —→ **HIGH**



The market is driven by **intense price competition** and aggressive discounting, supported by heavy marketing investments from major players.

THREAT OF NEW ENTRANTS —→ **MODERATE**



Small platforms are easy to start with **low setup costs**, but scaling needs **heavy investment** in tech, logistics, and branding. Supportive FDI policies also enable new international entrants.

THREAT OF SUBSTITUTES —→ **MODERATE**



Physical retail offers instant purchase, while social and mobile commerce are rising substitutes; **consumers switch quickly for better price or convenience.**



EDTECH

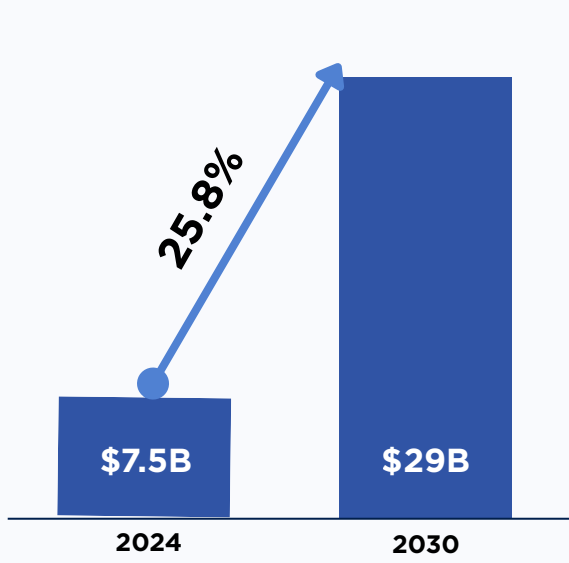
EDTECH INDUSTRY (1/3)

Understanding the Edtech industry overview, key growth drivers, and major cost and revenue factors shaping performance

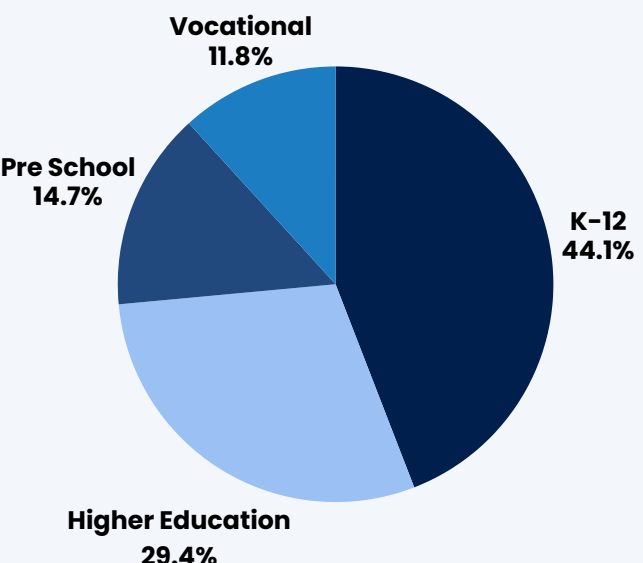


INDUSTRY OVERVIEW

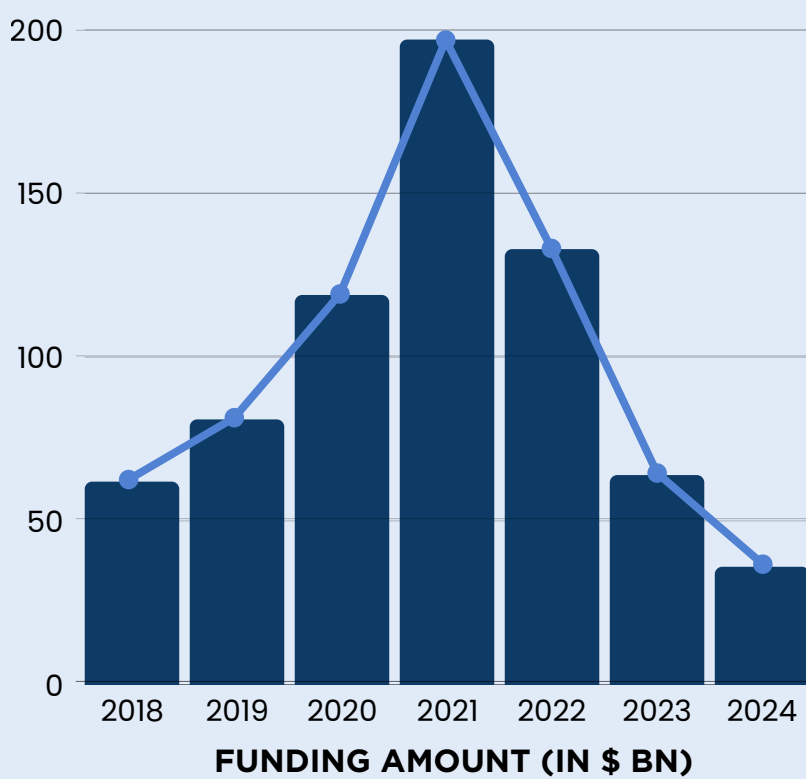
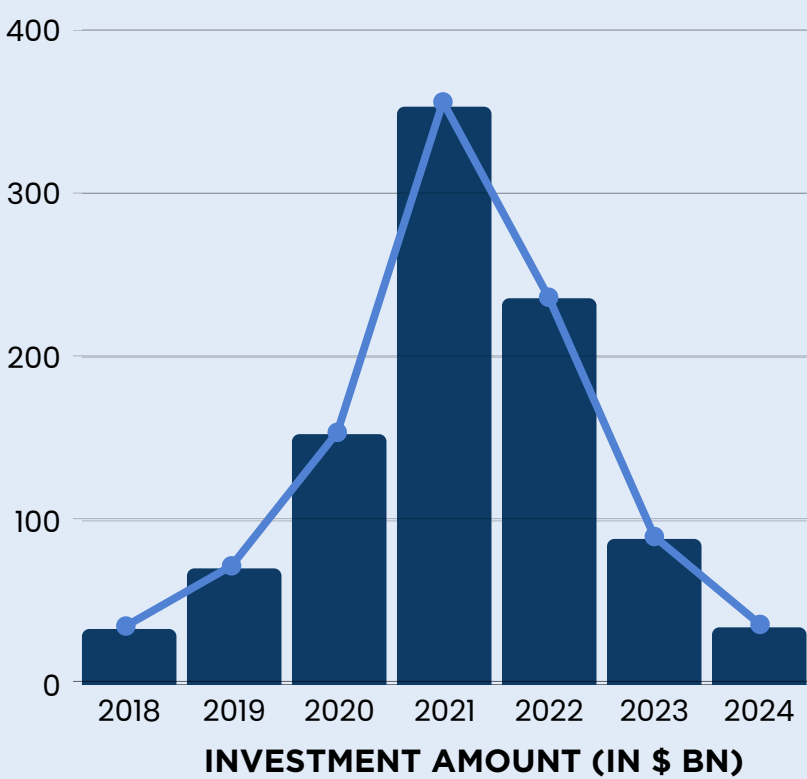
INDUSTRY CAGR (FORECAST)



MARKET SHARE



INVESTMENT AND FUNDING TRENDS



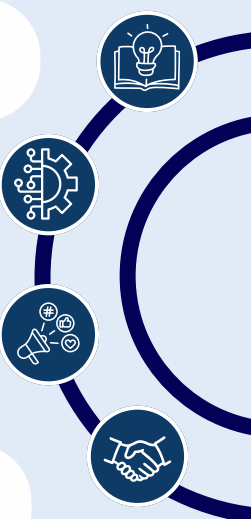
COST DRIVERS

Content: Expert educators, video production, and interactive learning tools.

Technology: Maintaining apps, AI-driven personalization, cybersecurity, and cloud infrastructure.

Marketing: Digital ads, influencer partnerships, and referral incentive.

Partnerships: Licensing & partnerships, third-party content, certifications, collaborations with institutions.



REVENUE DRIVERS

Sales: Course sales, one-time purchases of recorded programs.

Subscriptions: Subscription models, monthly / annual access to content.

Certifications: Certification fees, paid certificates after course completion.

Advertisements: Ads and sponsored content especially in free platforms.



GROWTH DRIVERS

DIGITAL INFRASTRUCTURE & ACCESS

886 million internet users and one of the world's lowest mobile data costs at ₹14 per GB significantly democratise access to online learning platforms.



POLICY TAILWINDS

NEP 2020 has driven digital tool adoption across over 100,000 schools, with SWAYAM registering 58 million users by 2024.



DEMOGRAPHIC DEMAND

India's large youth population and competitive examination culture structurally sustain high EdTech demand across the K-12 segment.



AI & CORPORATE SKILLING

AI-driven adaptive learning technologies and growing corporate upskilling partnerships are accelerating platform adoption.

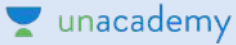


EDTECH INDUSTRY (2/3)

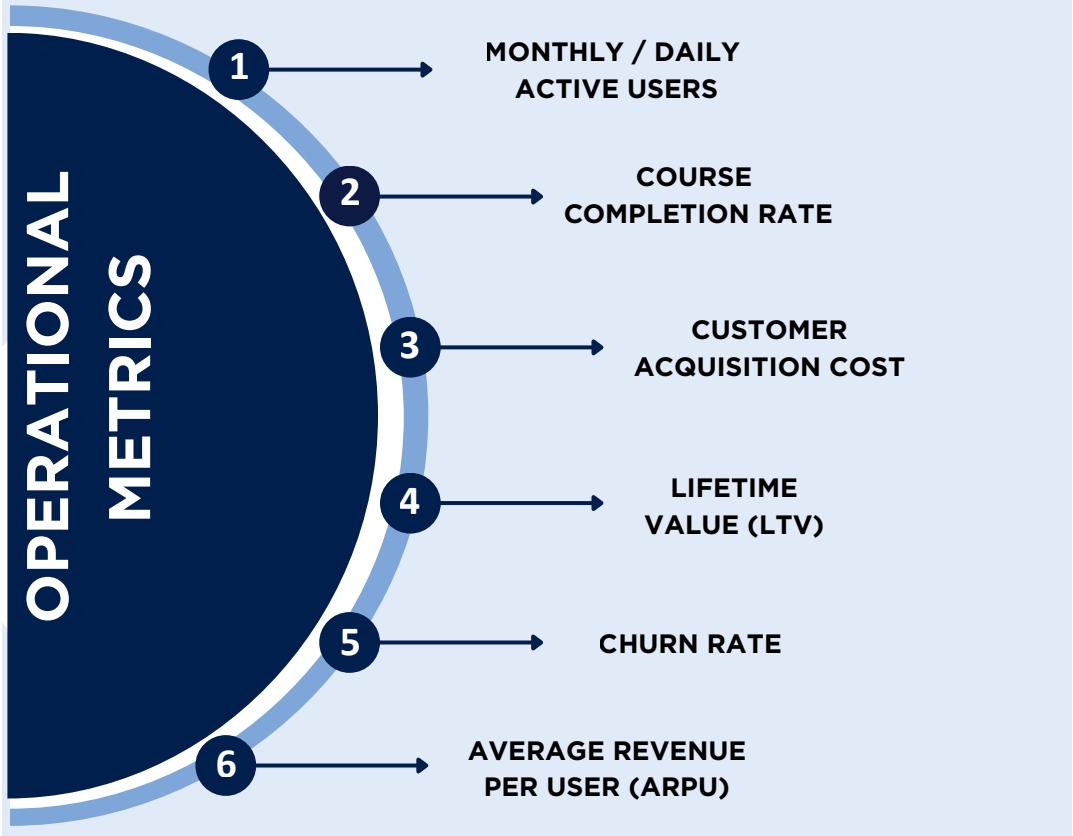
Analyzing the Edtech sector's operational metrics, Supply chain structure, and competitive landscape across key players



KEY PLAYERS

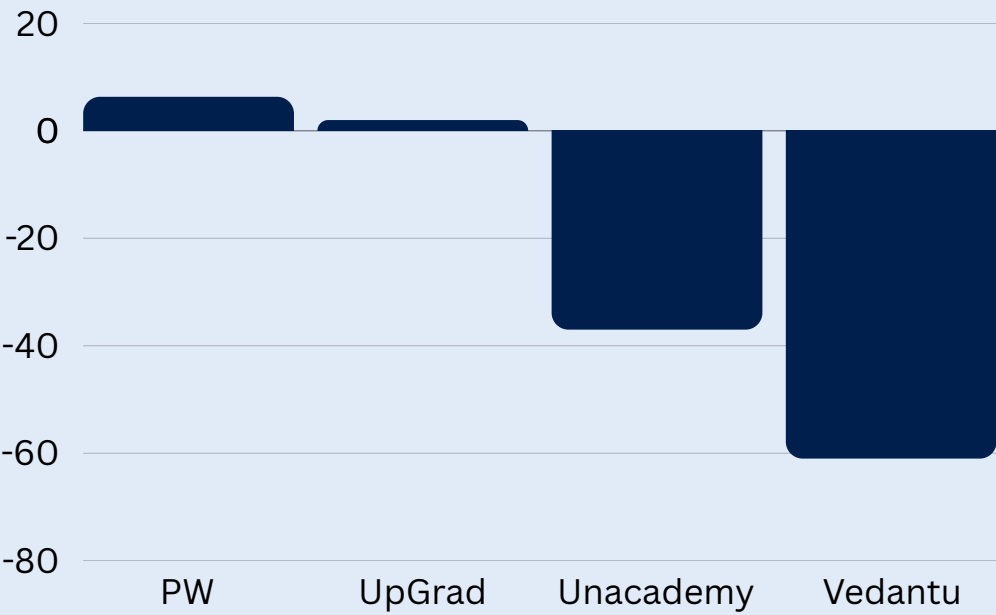
COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
Byju's 	Insolvency Proceedings	Unavailable 2022 (₹5,298)
PhysicsWallah 	₹30,710	₹2,855.2
upGrad 	₹18,675	₹1,552.1
Unacademy 	₹3,735	₹813.4
Coursera (Global) 	₹7,553	₹6,291.4
Udemy (Global) 	₹5,561	₹6,557
Duolingo (Global) 	₹117,196	₹6,723

OPERATIONAL METRICS

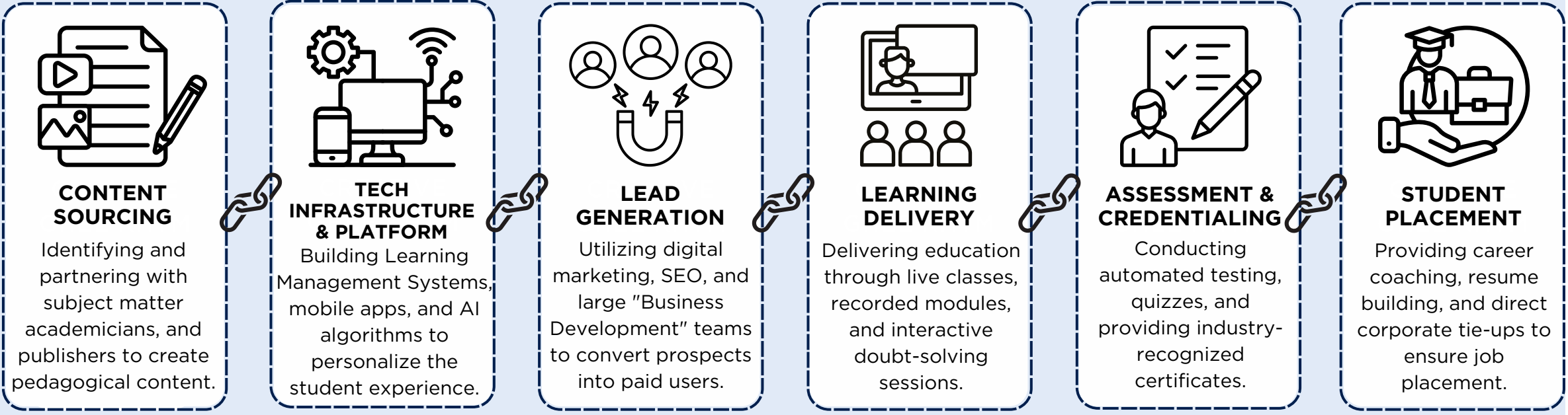


FINANCIAL METRICS

EBITDA Margins



SUPPLY CHAIN



EDTECH INDUSTRY (3/3)

Evaluating the Edtech industry's challenges, opportunities, recent deals, and overall market dynamics using strategic frameworks



CHALLENGES AND OPPORTUNITIES

**DIGITAL DIVIDE**

Inconsistent internet access and device unavailability in rural regions limit effective EdTech penetration **beyond Tier 1 cities**.

**REGULATORY UNCERTAINTY**

Evolving DPDPA compliance requirements & UGC rules renewals create significant uncertainty for EdTech platforms.

**MONETISATION & RETENTION**

High customer acquisition costs, low willingness to pay in price-sensitive markets compress platform profitability.

**CREDIBILITY & TRUST DEFICIT**

Post-BYJU'S **governance failures** & aggressive scandals have eroded consumer trust of EdTech outcome claims.

**EMERGING MARKETS**

Cities like Lucknow, Jaipur, Coimbatore are emerging as growth hubs, with adoption projected to **grow at 15-18%**.

**NEW TECHNOLOGIES**

AI-driven **"Knowledge Maps"** identify gaps in real time and trigger targeted concept refreshers automatically.

**GOVERNMENT SCHEMES**

PM e-VIDYA advances a unified "One Nation, One Digital Platform" approach, reaching millions of school students.

**UNTAPPED SEGMENTS**

A massive gap exists in job-ready training for rural youth. Startups are **focusing more on skills** rather than syllabus.

RECENT DEALS AND TRANSACTIONS



MERGERS

Large player like Unacademy has acquired several startups, including WhiteHat Jr, PrepLadder, and Kreatryx.



B2B MOVES

Bengaluru-based Educational Initiatives acquired Open Door Education to strengthen its K-12 school network.



STRATEGIC PARTNERSHIPS

AASOKA (MBD Group) partnered with over 4,000 schools in early 2025, and Infinity Learn launched a voice-first AI mentor with Google Cloud.



PHYSICS WALLAH

Physics Wallah crossed ₹1,500+ crore revenue, driven by affordable pricing and high-volume enrollments.



PORTERS 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → **MODERATE**



Moderate power as star educators can command high fees, though a massive pool of qualified teachers and standardized tech tools limit their leverage.

BARGAINING POWER OF BUYERS → **HIGH**



High power due to extreme price sensitivity, low switching costs between apps, and a vast array of free alternatives like YouTube.

COMPETITIVE RIVALRY → **HIGH**



Intense rivalry characterized by aggressive "marketing wars," high customer acquisition costs (CAC), and rapid imitation of product features.

THREAT OF NEW ENTRANTS → **HIGH**



High threat because low infrastructure costs and cloud technology allow small startups to launch quickly and disrupt niche segments.

THREAT OF SUBSTITUTES → **HIGH**



High threat from traditional offline coaching centers, home tutors, and the abundance of free, high-quality open-source educational content.



ENTERTAINMENT (OTT)



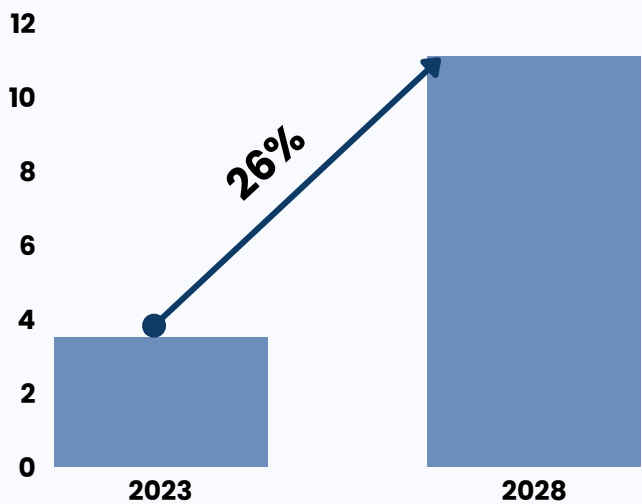
OTT INDUSTRY(1/3)

A concise summary of the sector's current landscape, growth drivers, and defining characteristics.

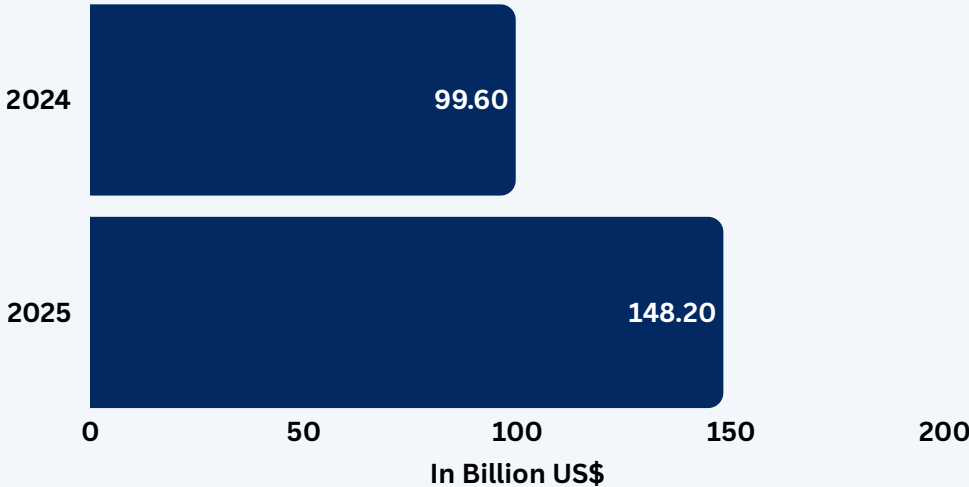


INDUSTRY OVERVIEW

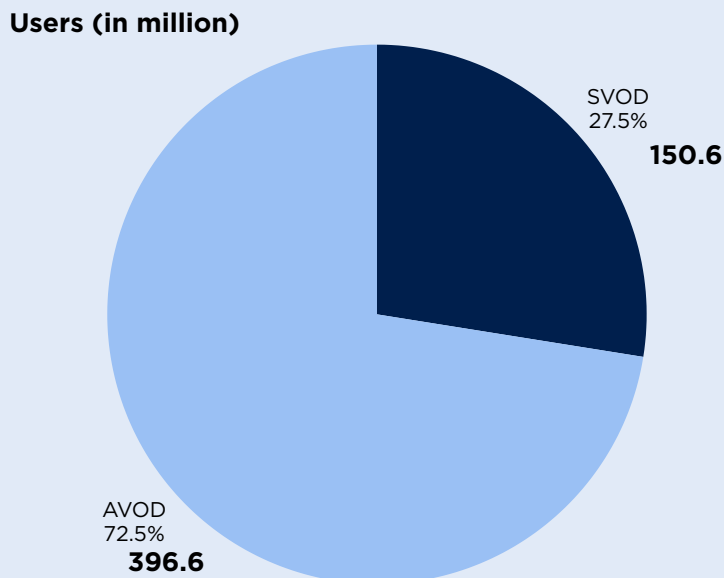
CAGR (FORECASTED)



OTT MARKET SIZE FORECAST

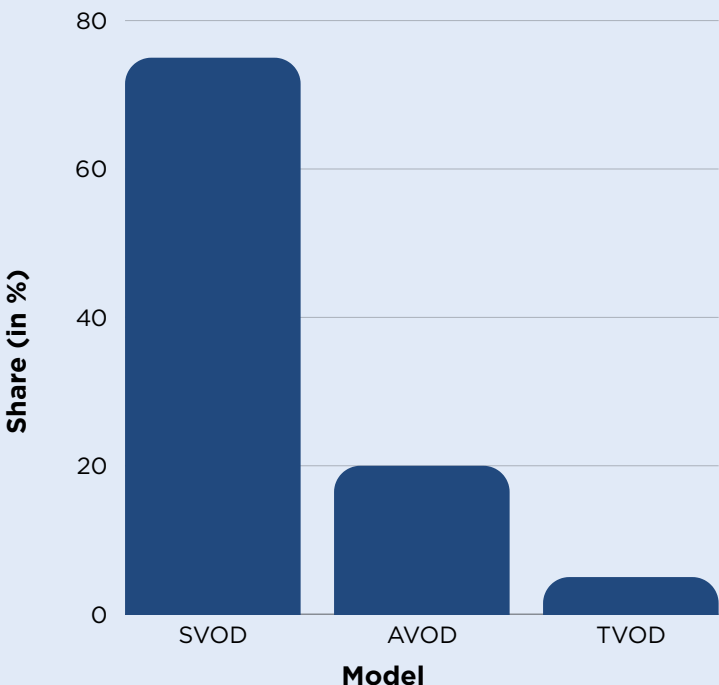


AUDIENCE SHARE



Users for SVOD and AVOD models

REVENUE SHARES



While AVOD contributes ~20-25% of OTT revenues, YouTube alone accounts for an estimated 75-80% of total online video time spent in India.

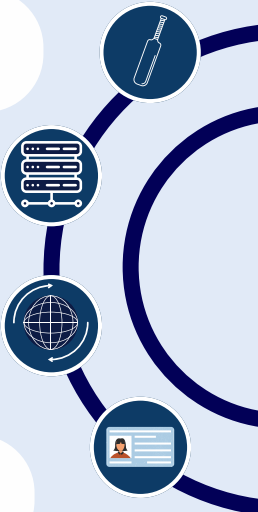
COST DRIVERS

Sports Rights: 51% of total online video content investment in 2023.

Technology Costs: These scale more variably with usage & represent a smaller portion of the total expense bucket.

Cloud Based Workflows: Platforms are increasingly adopting these to improve scalability and security.

Licensing: Fixed costs, independent of the number of viewers.



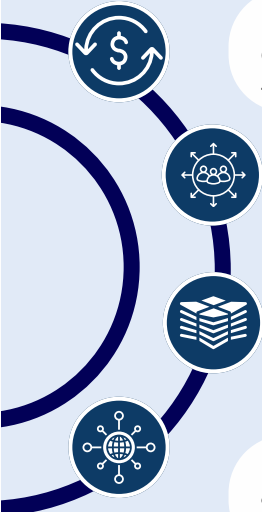
REVENUE DRIVERS

Retail Price Hikes: Directly increasing the cost of monthly and annual subscription tiers to increase the effective rate per user.

Ad Monetisation Expansion: Streaming companies use AI to ensure they get the highest possible profit from ads.

Bundling Economics: Mass-distribution via ISPs & telcos to scale subscriptions without direct marketing spend.

Password-Sharing Enforcement: Restricting access to a single household to force non-paying users to purchase individually.



GROWTH DRIVERS

MACROECONOMIC TAILWINDS

Nominal GDP growth (9.9% in FY25) and rising per capita income (INR 235,108/ USD 2,810 by FY25) drive consumption.



INFRASTRUCTURE EXPANSION

Projected 770 million 5G subscriptions by 2028 (365-400 million in 2025). High average monthly data usage (27.5 GB per user in 2024; ~40 GB/month for 5G users).



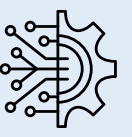
VERNACULAR CONTENT

48-50%+ of OTT original hours in 2024 were in regional languages. Rural and Tier 2/3 users overwhelmingly favour local-language storytelling.



AI-ENABLED PERSONALISATION

Major platforms leverage AI for 70-80% of recommendation-driven consumption. AI improves ARPU through better AVOD-to-SVOD conversion and reduced churn.

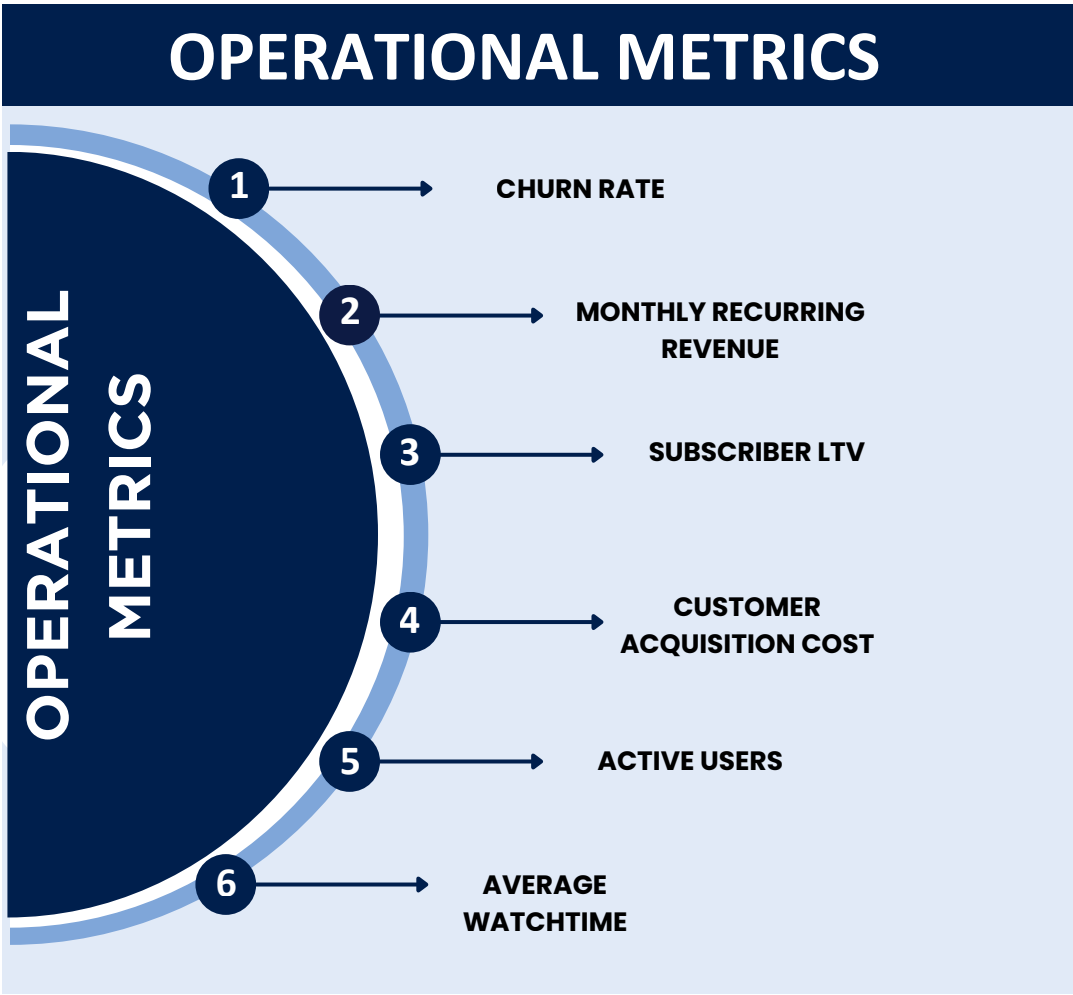


OTT INDUSTRY(2/3)

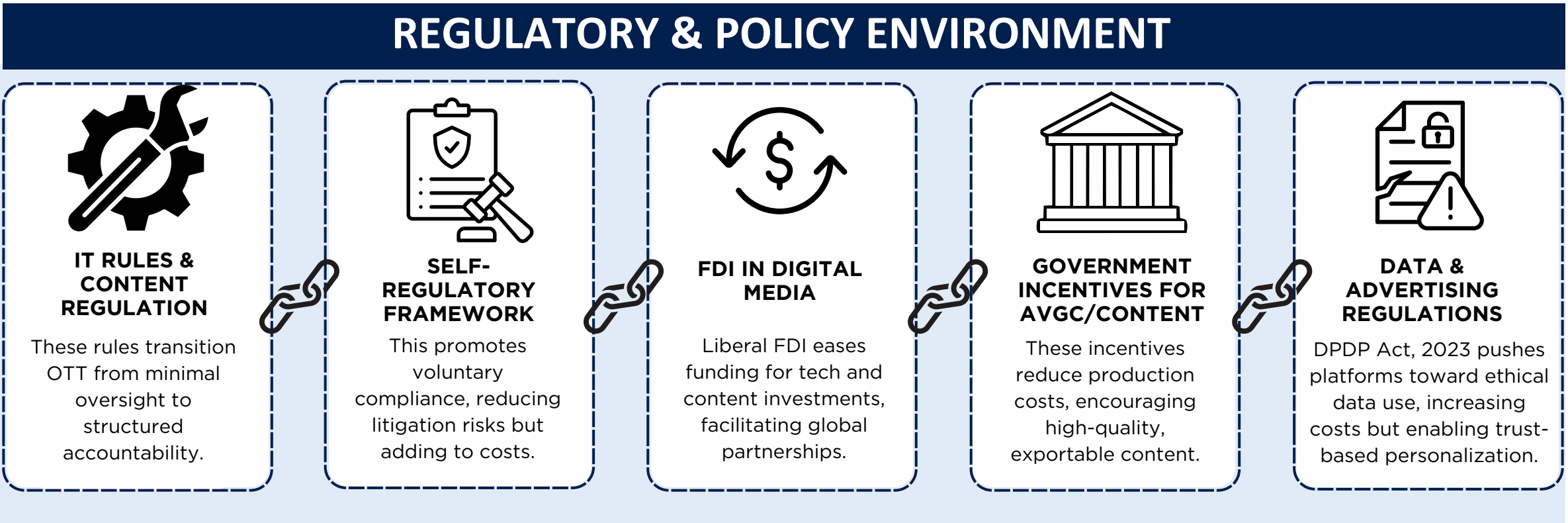
Profiles of dominant players, their market positioning, and policy framework



KEY PLAYERS		
PLATFORM	MARKET SHARE	CONTENT FOCUS
JioHotstar 	23%	Sports and Mass Hindi TV.
Amazon Prime Video 	23%	Bundled ecosystem play and Strong regional originals.
Netflix 	13%	Premium Originals and High Production Content.
ZEE5 	11%	Deep Regional Library.
SonyLiv 	4%	Sports and Vernacular content.



FINANCIAL SNAPSHOT	
Average Revenue Per User	₹1,290 (Annual)
Churn Rate	Monthly 4%
Content Spend	51% on Sports Rights
Operating Margin	Losses from 25-30% if volume breakeven not met.
LTV/CAC	Structurally weak due to short customer lifetimes (25 months).

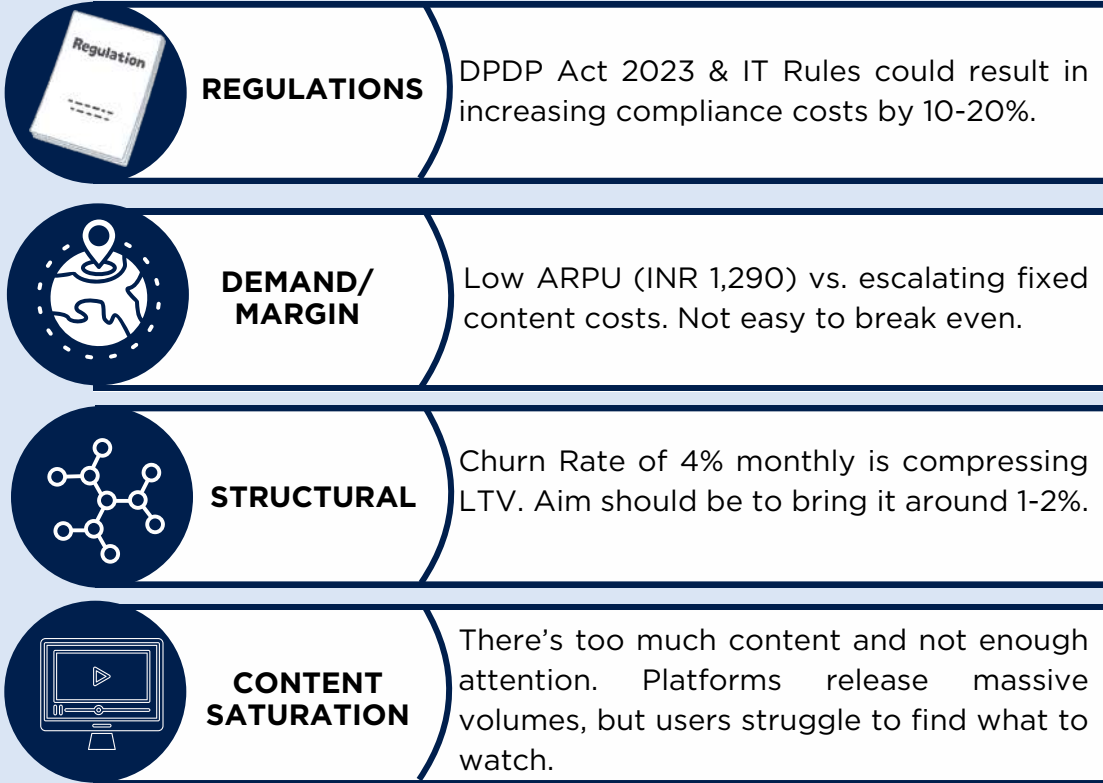
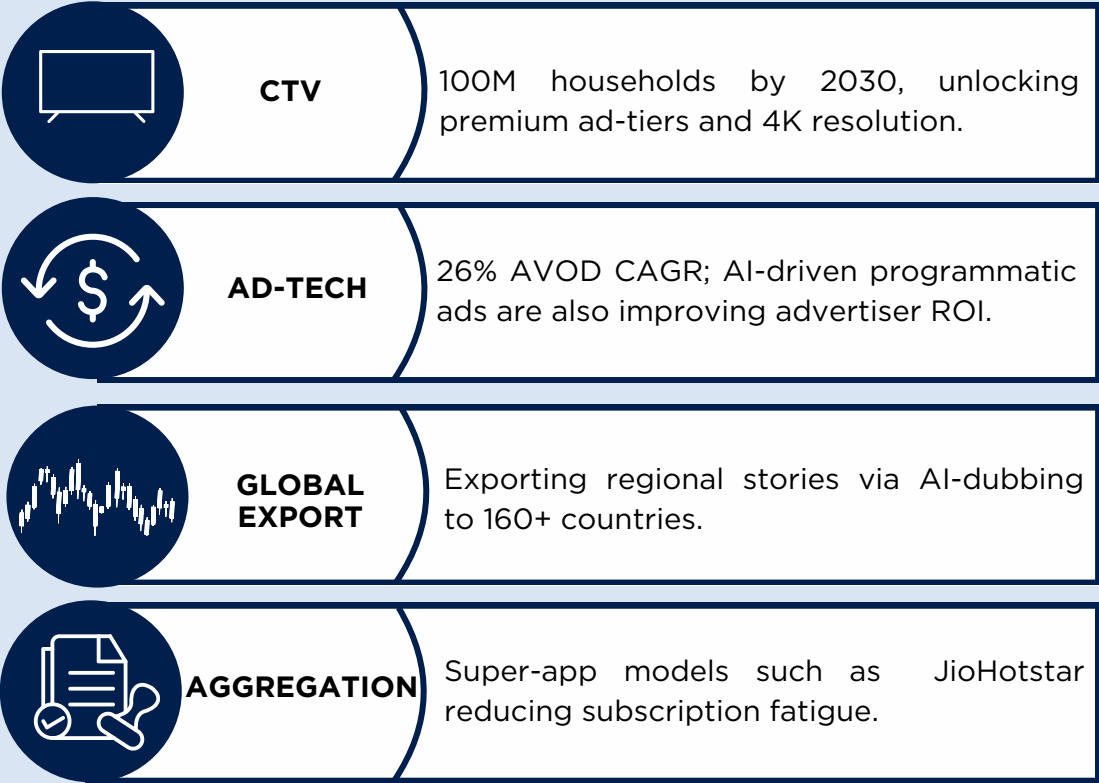


OTT INDUSTRY(3/3)

Critical headwinds impacting growth and strategic avenues for future expansion and innovation.



CHALLENGES AND OPPORTUNITIES



RECENT DEALS AND TRANSACTIONS

RELIANCE-DISNEY MERGER

Merger of Viacom18 (JioCinema) and Disney Star India (Hotstar) into JioHotstar with TV + OTT + sports rights coming under one umbrella.



AMAZON PRIME VIDEO

Estimated \$300M+ annual India content investments including Multi-year deals with Indian production houses.



NETFLIX & YRF

Netflix has partnered with Yash Raj Films (YRF) to stream a curated selection of iconic Bollywood movies and series globally, starting November 1, 2025.



ZEE - SONY FAILED MERGER

A merger of deal value around \$10 billion got terminated due to regulatory, governance, and execution risks.



PORTER'S 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → MODERATE



Premium content creators, studios, and sports bodies control scarce, differentiated content, enabling them to demand high prices and favorable licensing terms.

BARGAINING POWER OF BUYERS → HIGH



Low switching costs, multiple platform choices, price sensitivity, and easy subscription cancellation, resulting in high churn rate and constant pressure on pricing.

COMPETITIVE RIVALRY → HIGH



Numerous platforms competing through pricing, exclusive content, sports rights, and heavy marketing, leading to high customer acquisition costs and pressure on margins.

THREAT OF NEW ENTRANTS → MODERATE



Technology access is easier, but high content costs, strong incumbents, and expensive rights create significant barriers for large scale national competition.

THREAT OF SUBSTITUTES → MODERATE



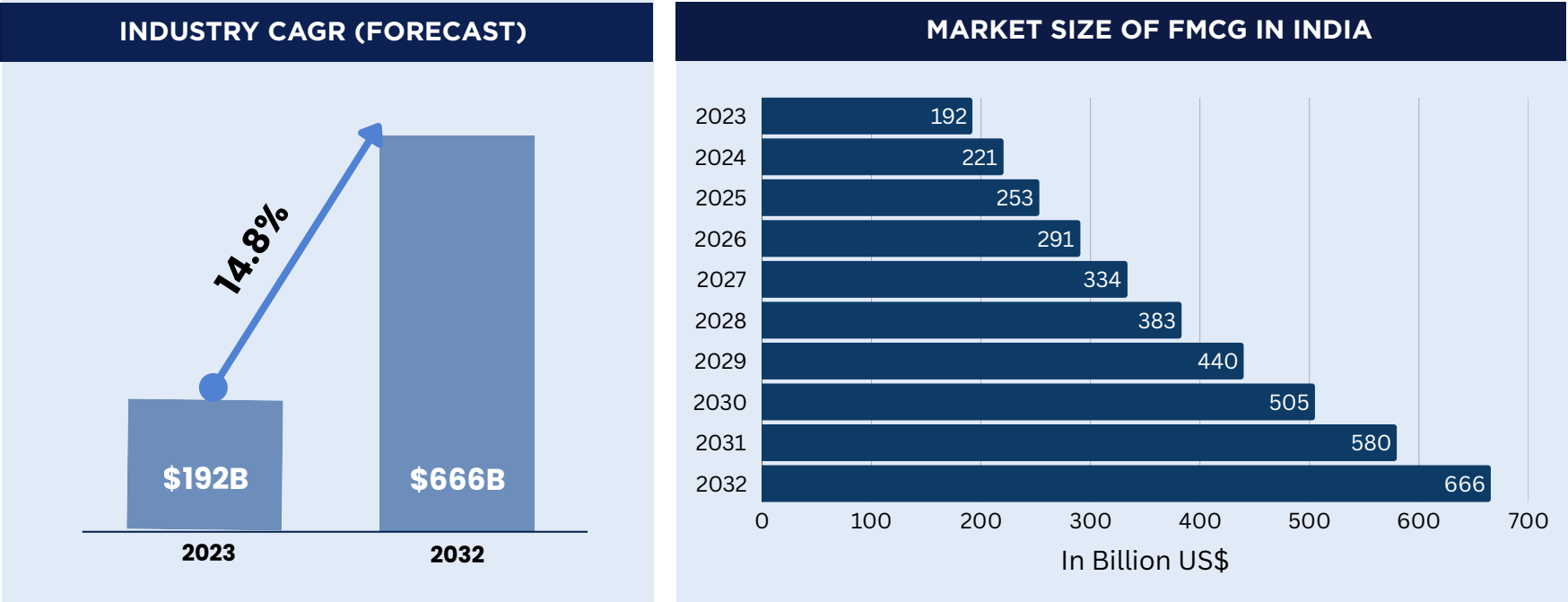
Alternatives like YouTube, social media, television, gaming, and piracy offering convenient, low cost entertainment, reducing dependence on paid OTT platforms significantly.



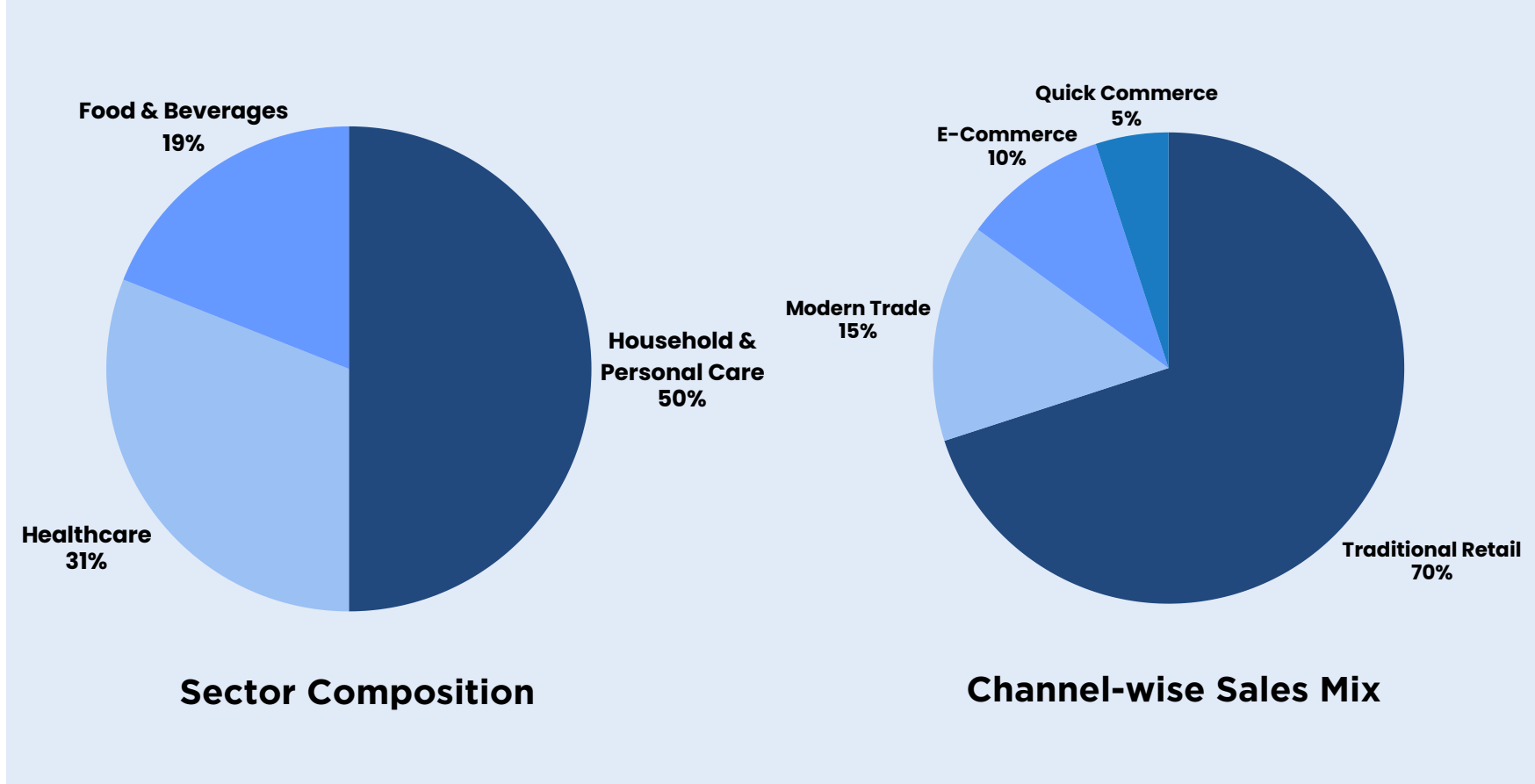
FAST MOVING CONSUMER GOOD (FMCG)



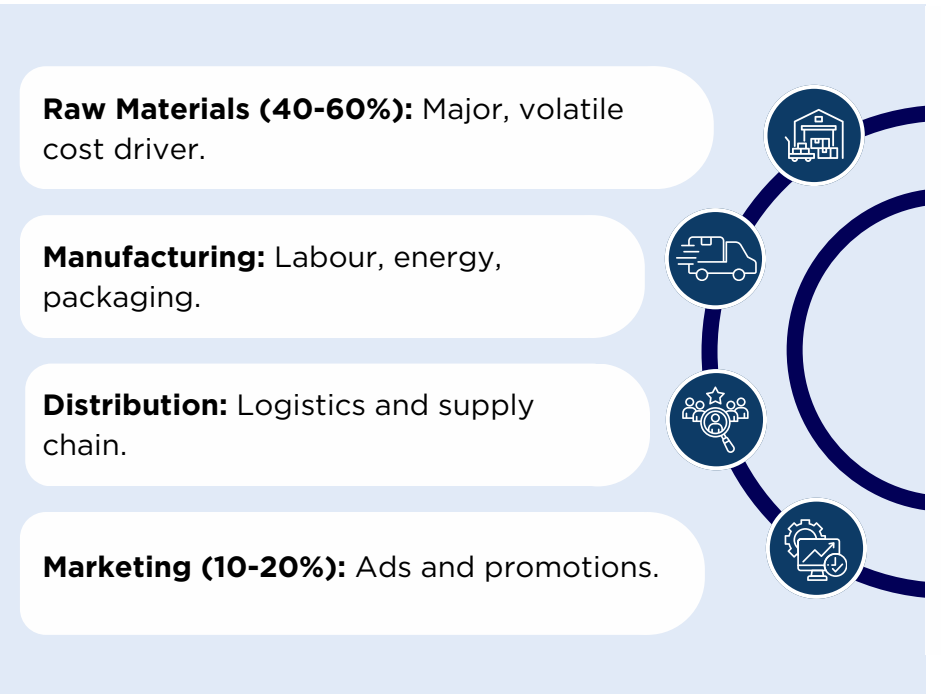
INDUSTRY OVERVIEW



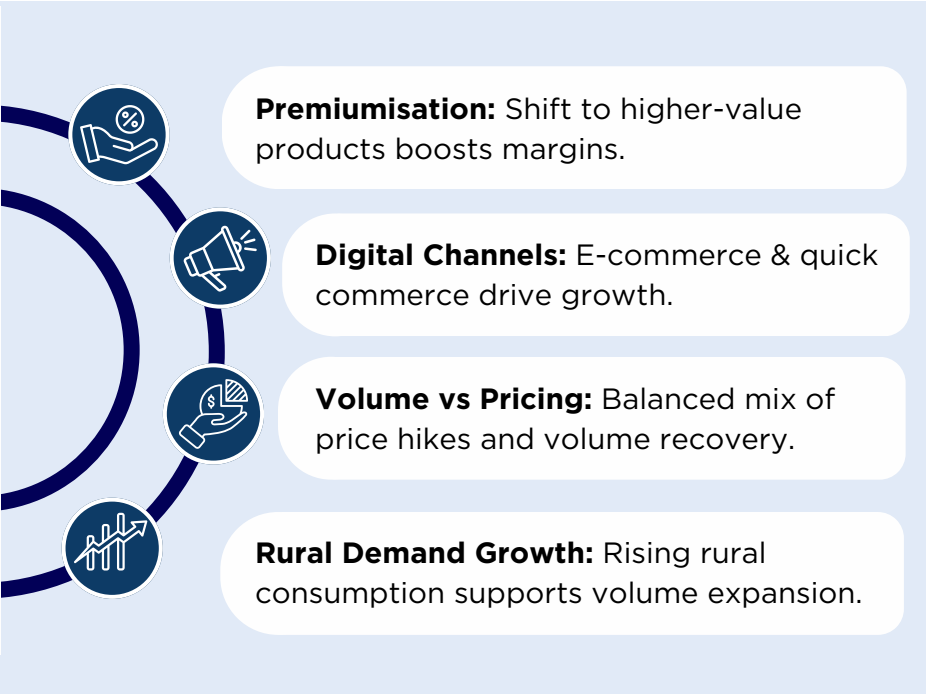
SEGMENT & CHANNEL MIX



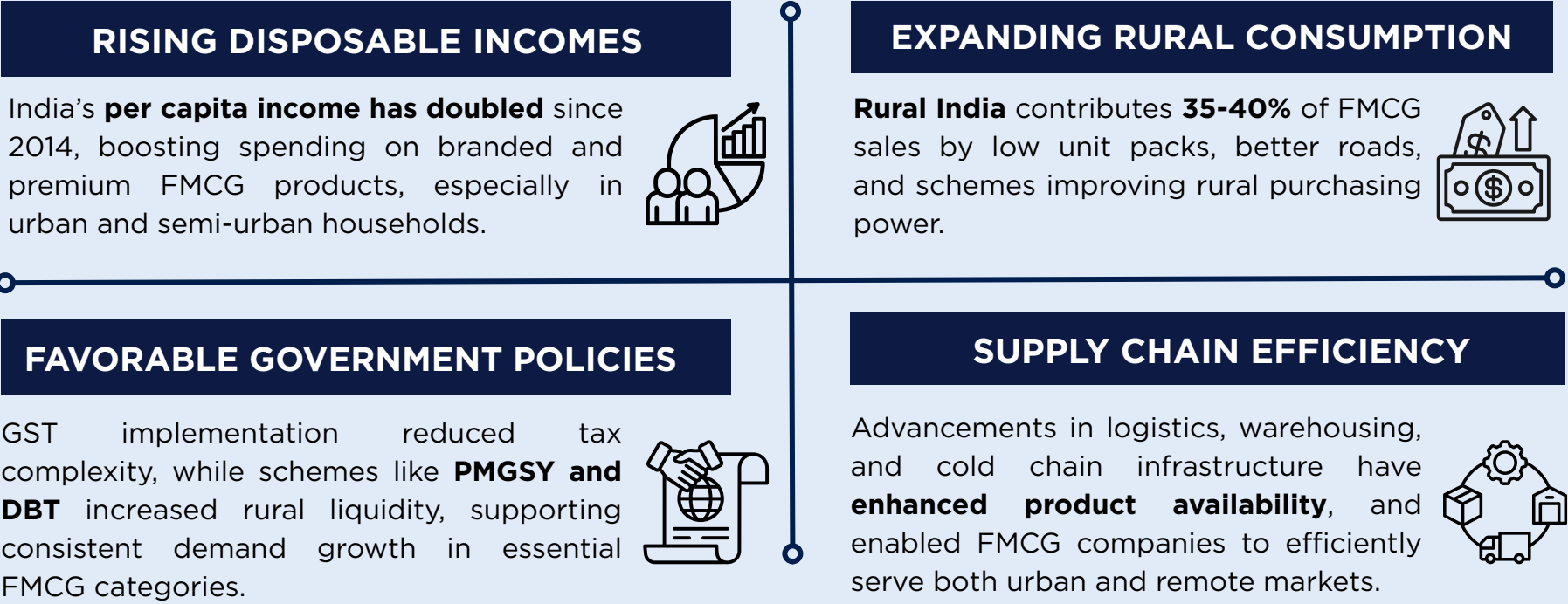
COST DRIVERS



REVENUE DRIVERS



GROWTH DRIVERS



FMCG (2/3)

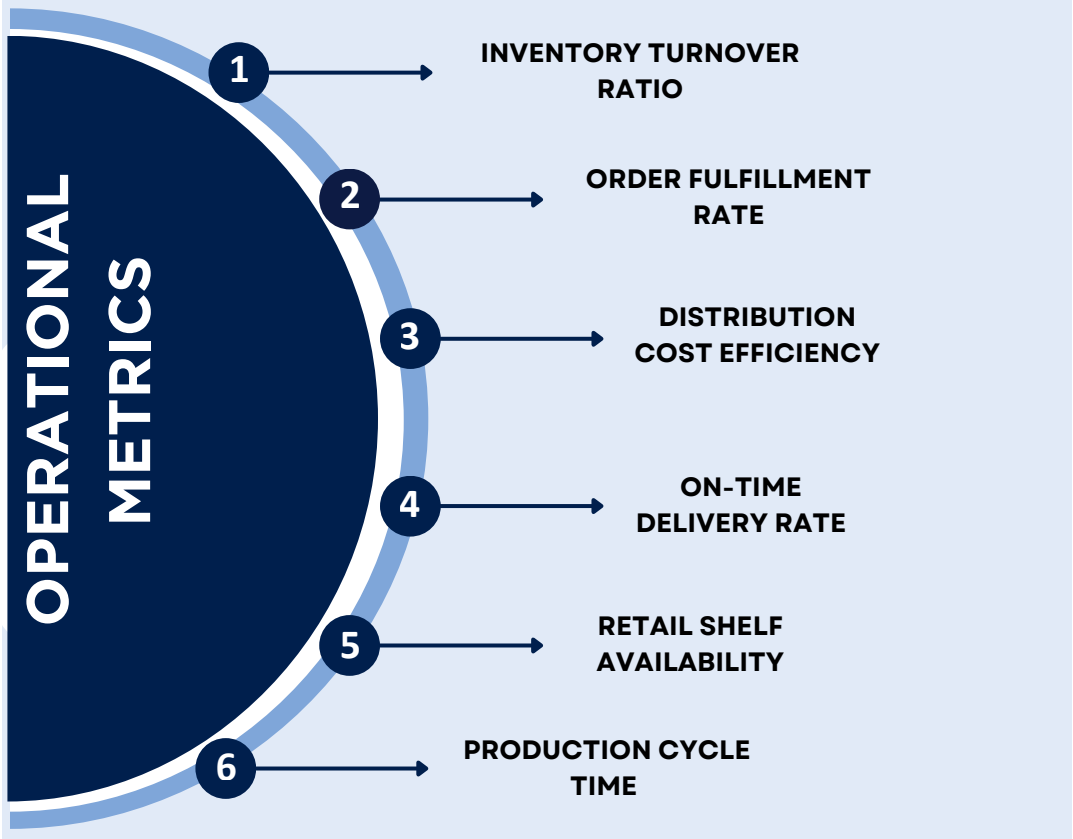
Analyzing the FMCG sector’s operational metrics, value chain structure, and competitive landscape across key players



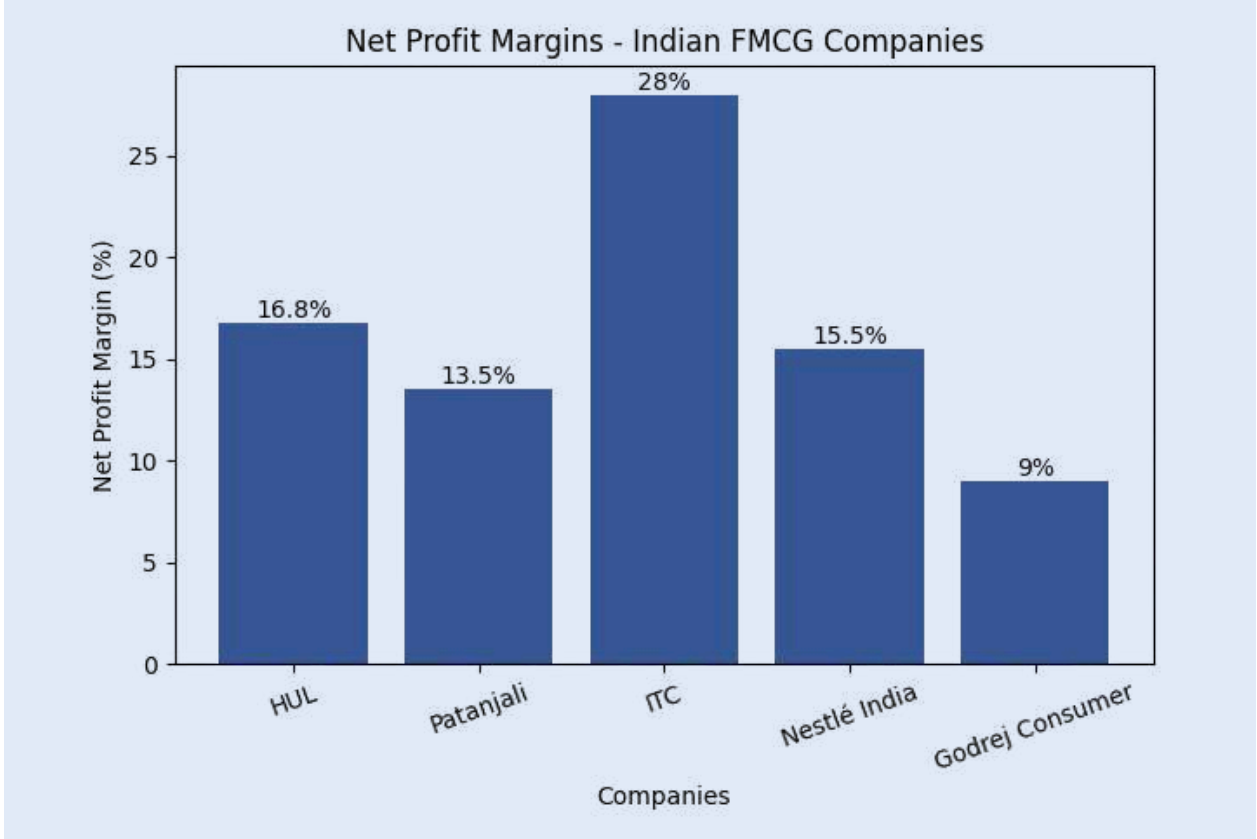
KEY PLAYERS

COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
Hindustan Unilever Ltd 	₹ 5,45,246	₹ 61,469
ITC Ltd 	₹ 3,94,545	₹ 81,613
Nestlé India 	₹ 2,46,766	₹ 17,362
Varun Beverages 	₹ 1,50,605	₹ 2,04,813
Godrej Consumer Products 	₹ 1,20,334	₹ 8,910
Britannia Industries 	₹ 1,43,533	₹ 16,859

OPERATIONAL METRICS



FINANCIAL METRICS



SUPPLY CHAIN



CHALLENGES AND OPPORTUNITIES



RAW MATERIAL PRICE VOLATILITY

Fluctuating input costs such as palm oil, sugar, wheat, and crude-linked materials create margin pressure and earnings unpredictability.



INTENSE COMPETITION AND PRICE WARS

Heavy competition from established brands, regional players, and private labels drives discounting and compresses margins.



SUPPLY CHAIN DISRUPTIONS

Complex distribution networks remain vulnerable to logistics bottlenecks, fuel inflation, and rural delivery inefficiencies.



REGULATORY & COMPLIANCE RISKS

GST changes, labeling norms, and packaging regulations increase compliance costs and operational complexity.



HIGH-GROWTH NICHEs AND MASSTIGE

Health, wellness, naturals, and premium-yet-accessible brands are expanding rapidly, creating strong whitespace for margin-accretive growth.



RURAL AND TIER 2-4 EXPANSION

Improving rural demand and deeper distribution reach are opening up significant headroom for incremental volume growth.



E-COMMERCE AND QUICK COMMERCE

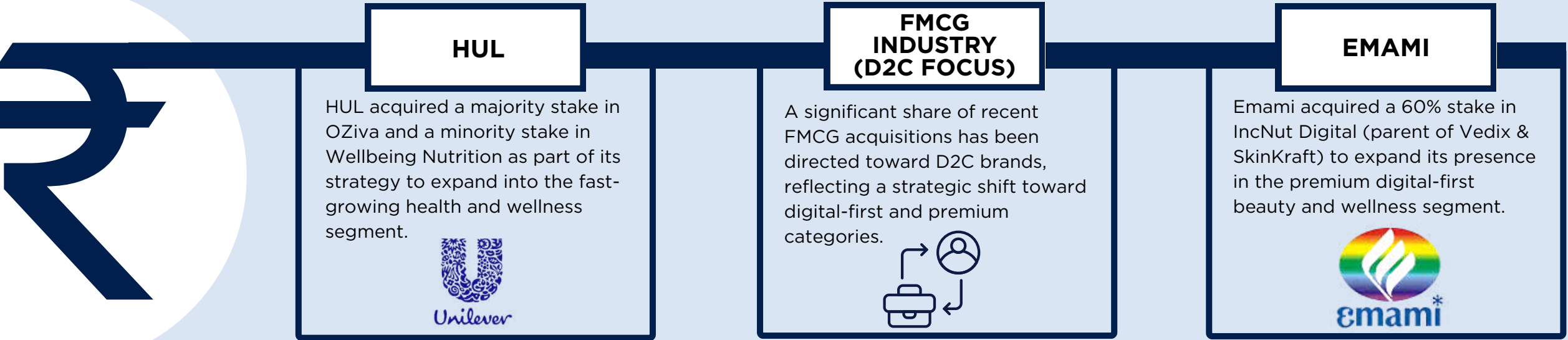
Digital channels are enabling faster delivery, wider assortment, and higher purchase frequency, making them increasingly important growth drivers.



GOVERNMENT INCENTIVES

Rising incomes and aspirational consumption are driving demand for higher-value products across beauty, personal care, and packaged foods.

RECENT DEALS & TRANSACTIONS



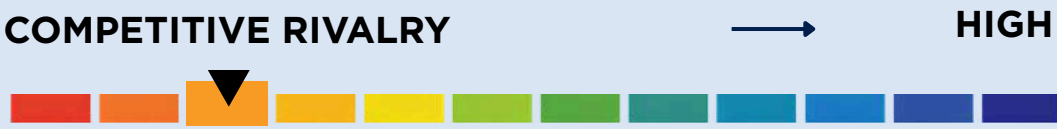
PORTERs 5 FORCES ANALYSIS



Low due to the availability of multiple suppliers, limited pricing power influenced by commodity markets, and higher dependence on large FMCG manufacturers.



High due to low switching costs, strong price sensitivity, and access to abundant information and alternatives, enabling consumers to easily switch and demand better value.



The market is highly competitive, driven by numerous players, aggressive marketing, low switching costs, and constant price competition, with heavy discounting.



Moderate due to economies of scale, strong distribution network requirements, established brand loyalty, and high capital and regulatory barriers, making entry challenging for new players.



High due to price-sensitive consumers, minimal product differentiation, and the wide availability of similar alternatives, making it easy for consumers to switch between brands.



HOSPITALITY

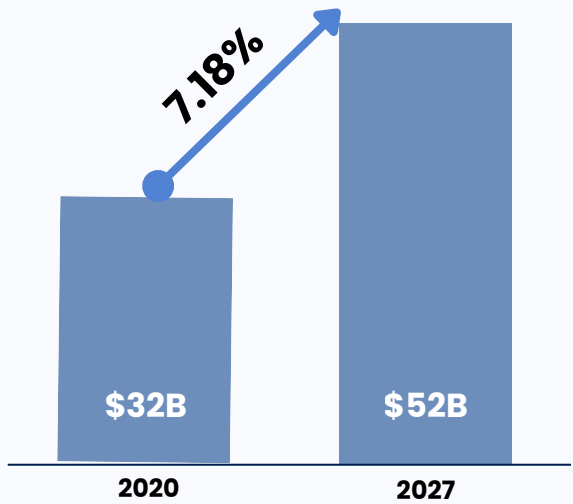
HOSPITALITY (1/3)

Understanding the Hospitality industry overview, key growth drivers, and major cost and revenue factors shaping performance

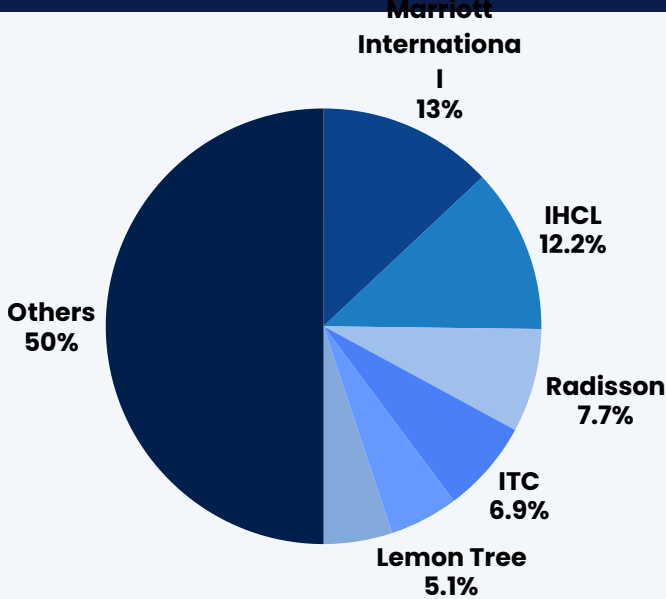


INDUSTRY OVERVIEW

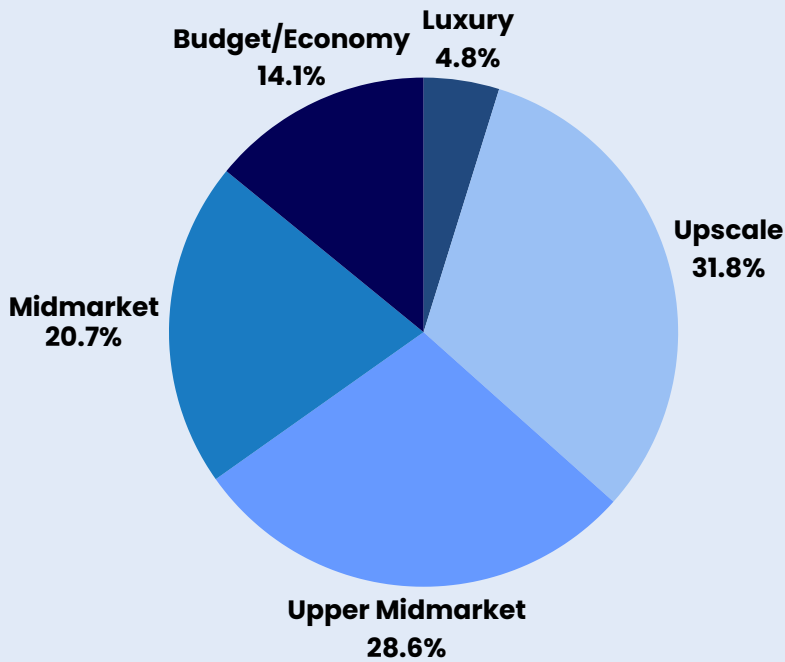
INDUSTRY CAGR (FORECAST)



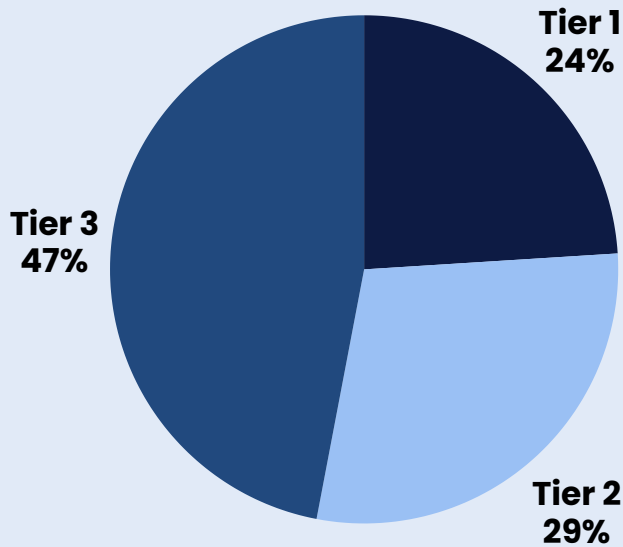
MARKET SHARE



MARKET SHARE BY DIFFERENT CATEGORIES



BY BRAND POSITIONING



BY CITY TIERS

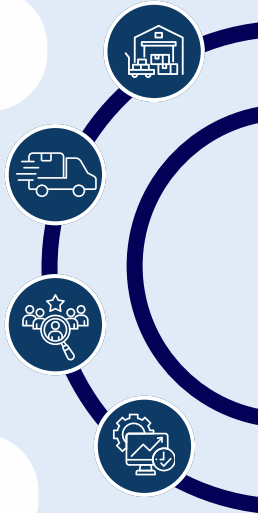
COST DRIVERS

Labor: The largest expense, covering salaries, benefits, and training.

Capital: Interest on loans taken for property expansion or land acquisition

Utilities: Electricity accounts for a significant portion of operating costs.

Commission: Fees paid to platforms like Booking.com or MakeMyTrip, typically ranging from **15% to 25%** of the room rate.



REVENUE DRIVERS

Lodging: Room revenue and its performance evaluated using **occupancy rate, Average Daily Rate**, and Revenue per Available Room

Dining: Revenue from on-site restaurants, bars, room service, and minibar sales.

Events: Conferences, and Exhibitions, including weddings and galas.

Wellness: Income from **luxury spas, gym memberships**, swimming pool access, and wellness retreats.



GROWTH DRIVERS

DIGITAL CONNECTIVITY & BOOKING

Over 65% of bookings in Tier II & III cities are now driven by mobile-first platforms and AI-enabled travel assistants (2026). Smartphone users have crossed 1 bn mark.



POLICY TAILWINDS

The upgrade of the National Council to the National Institute of Hospitality aims to skill 100,000+ professionals annually to meet global standards.



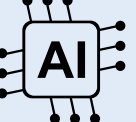
DEMOGRAPHIC DEMAND

Occupancy in premium segments is projected at 72-74% in FY26, significantly fueled by religious tourism and the Indian wedding economy.



AI & CORPORATE SKILLING

The AI-in-hospitality market is growing at a 57.6% CAGR, with hotels adopting predictive demand forecasting and dynamic pricing.



HOSPITALITY (2/3)

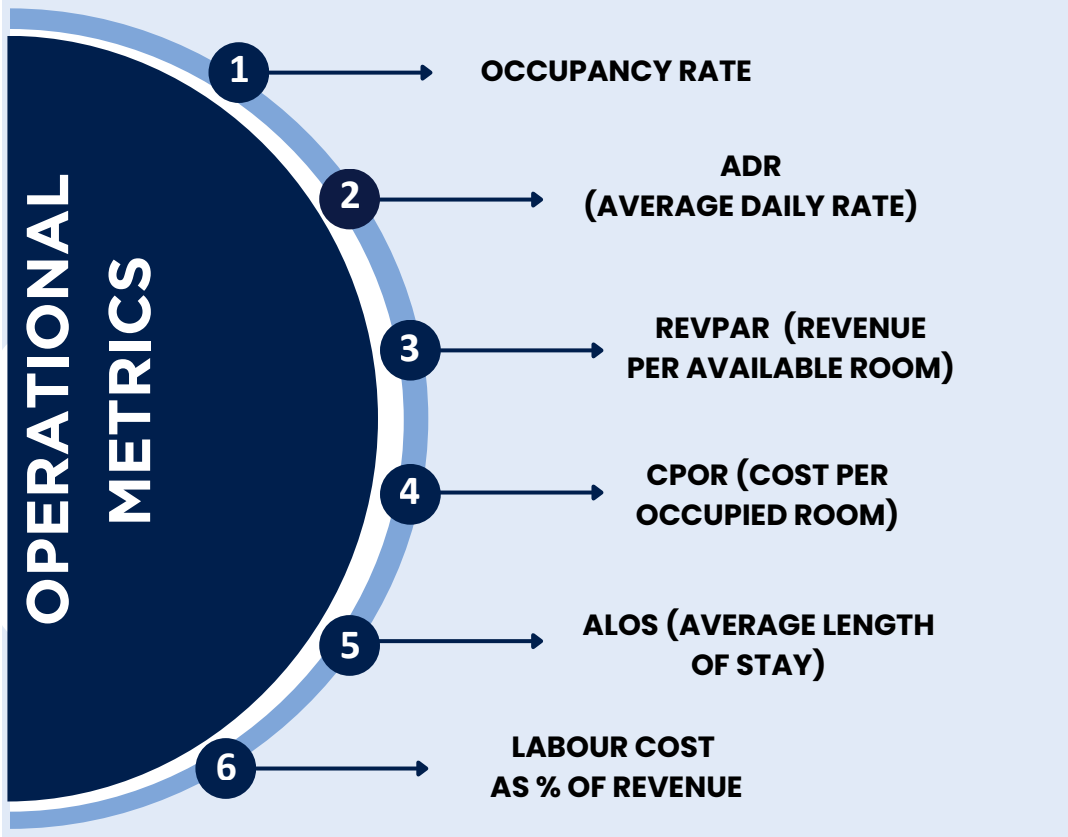
Analyzing the Hospitality sector's operational metrics, Supply chain structure, and competitive landscape across key players



KEY PLAYERS

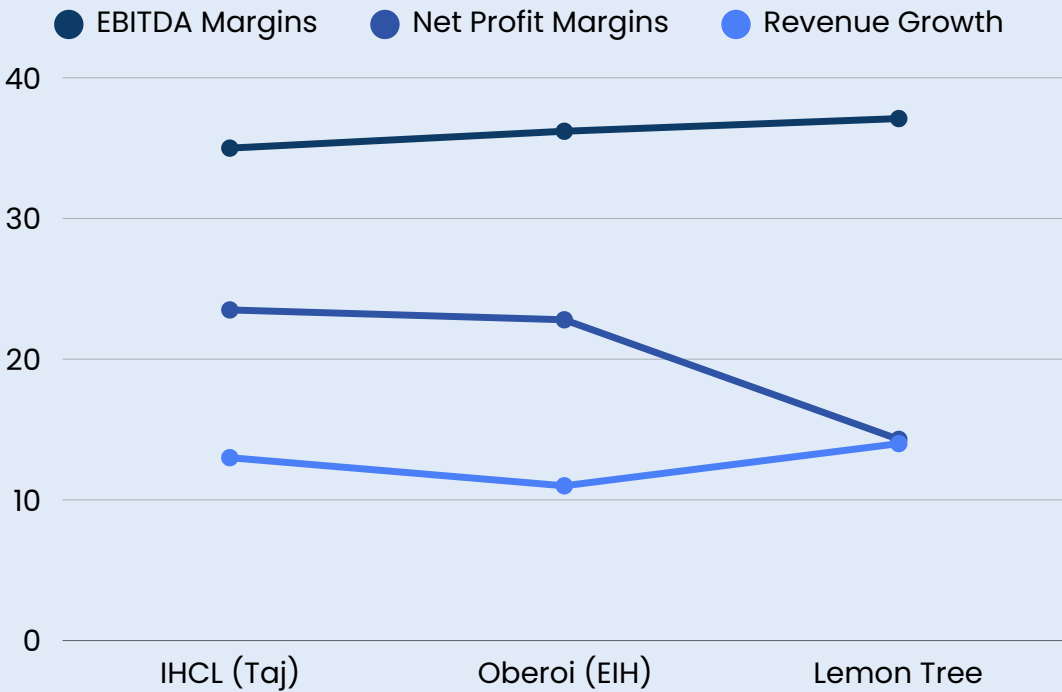
COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
IHCL (Taj) 	₹92,877	₹9,213
Oberoi (EIH) 	₹19,339	₹3,004.6
Chalet Hotels 	₹16,683	₹2,705.8
Lemon Tree 	₹8,964	₹1,394.4
Marriott (Global) 	₹8,70,255	₹2,17,377
Hilton (Global) 	₹6,90,975	₹95,450
Hyatt (Global) 	₹1,26,326	₹58,930

OPERATIONAL METRICS

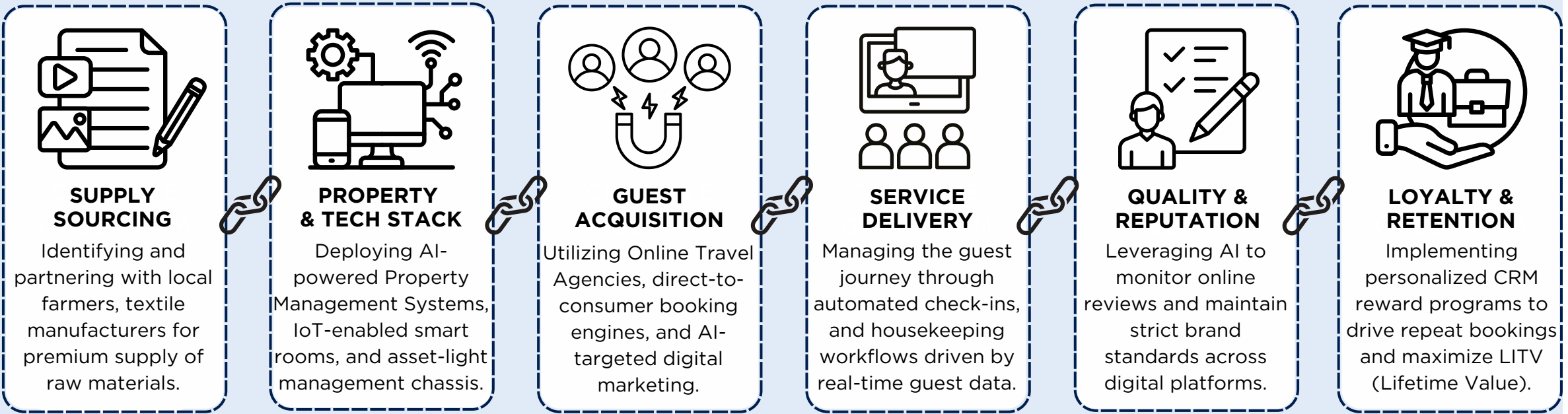


FINANCIAL METRICS

Margins & Growth Rate (in %)

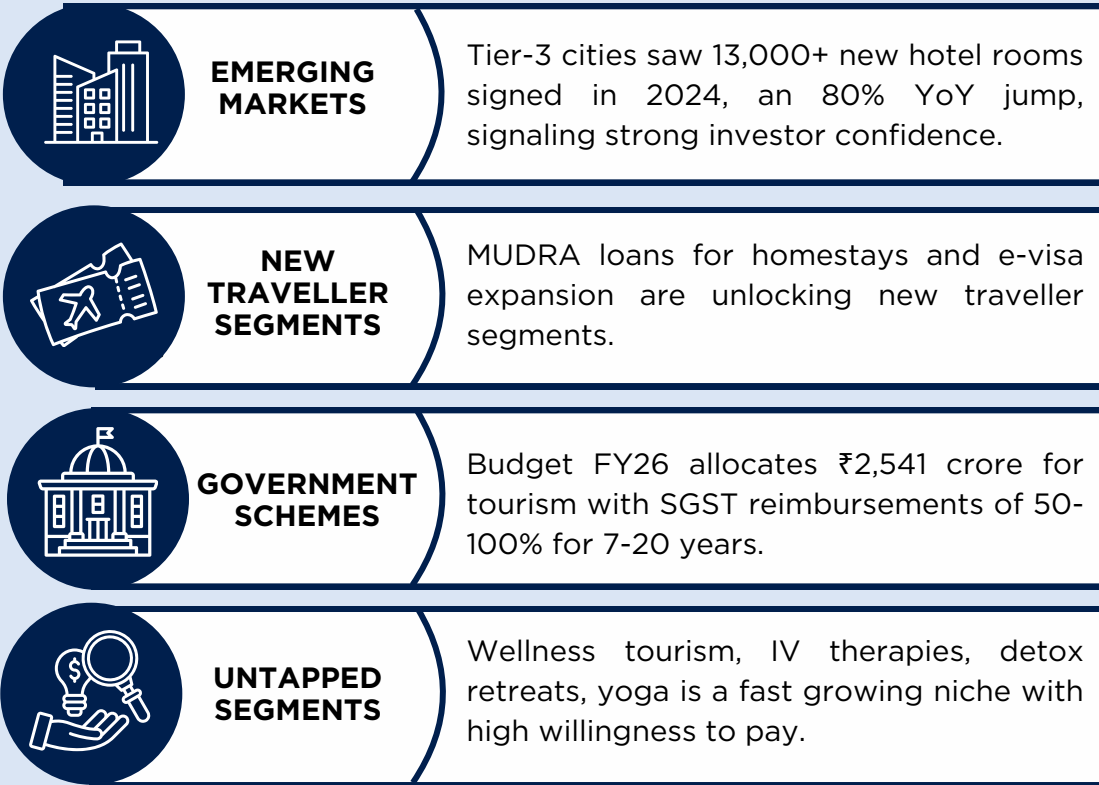
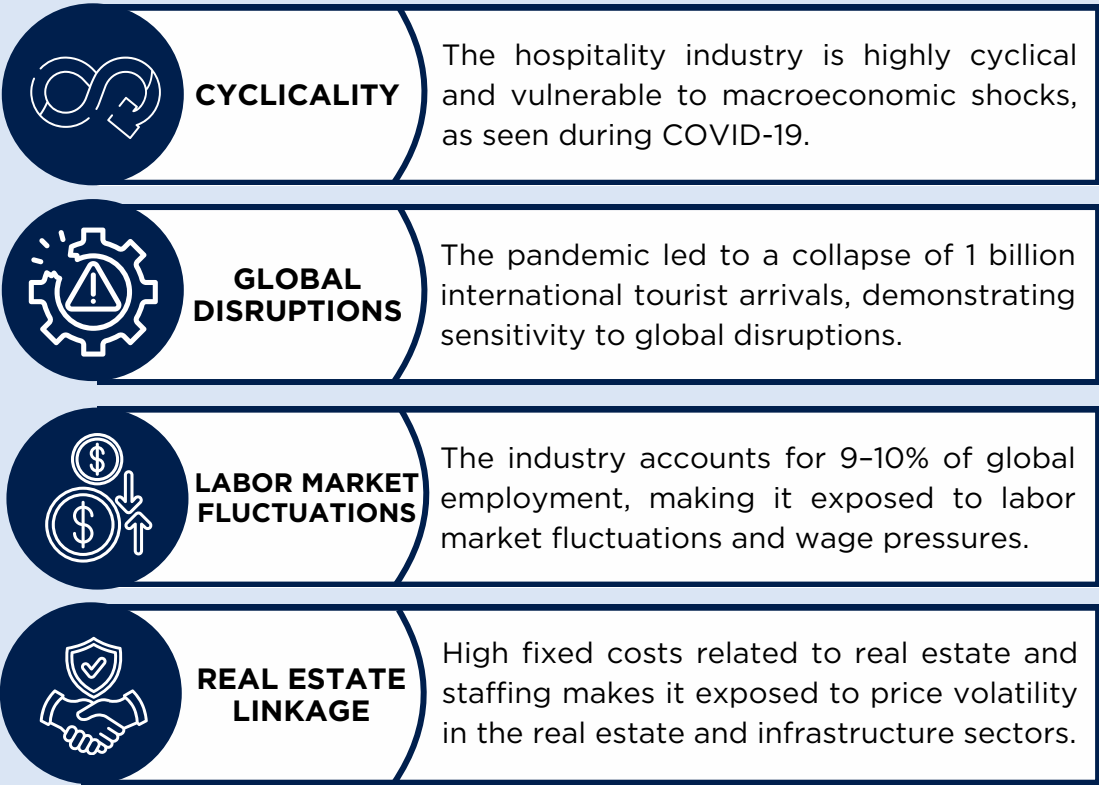


SUPPLY CHAIN





CHALLENGES AND OPPORTUNITIES



RECENT DEALS AND TRANSACTIONS



PORTER'S 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → MODERATE



Suppliers (food vendors, laundry services) have moderate power. While large hotel chains can negotiate bulk contracts, rising dependency on skilled staff and premium/local sourcing can increase supplier influence.

BARGAINING POWER OF BUYERS → HIGH



Customers have high bargaining power due to price sensitivity, online comparison platforms and low switching costs. Reviews, ratings, and discounts heavily influence decisions.

COMPETITIVE RIVALRY → HIGH



The industry has intense competition among luxury chains, mid-scale, budget stays, and new-age players. Aggressive pricing, marketing, loyalty programs, and constant service innovation drive rivalry.

THREAT OF NEW ENTRANTS → MODERATE



While budget hospitality and homestays have relatively low entry barriers due to asset-light models, full-scale hotels require high capital investment, regulatory approvals, and brand-building.

THREAT OF SUBSTITUTES → HIGH



Strong substitutes include Airbnb-style homestays, serviced apartments, hostels, and even short-term rentals.



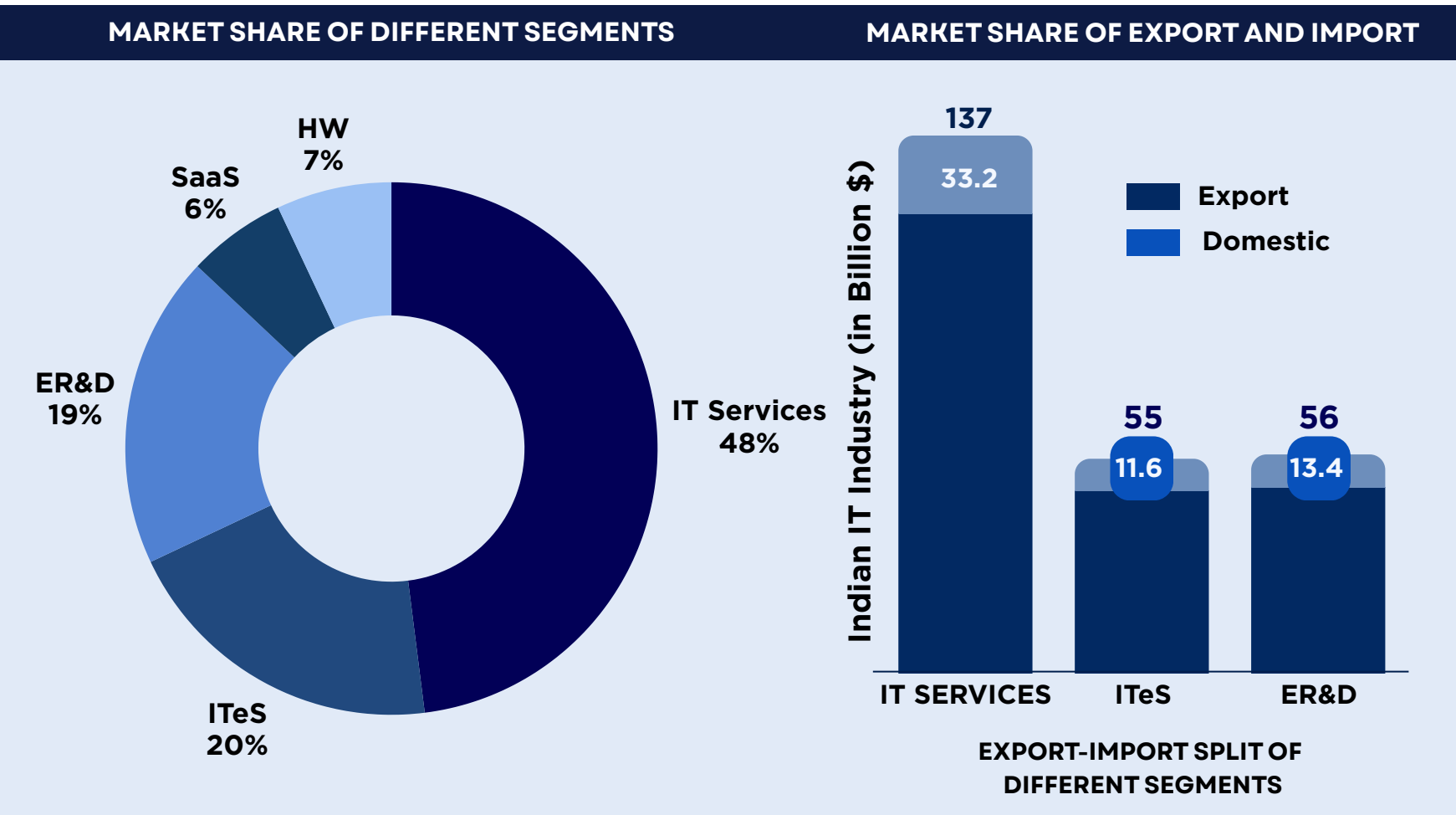
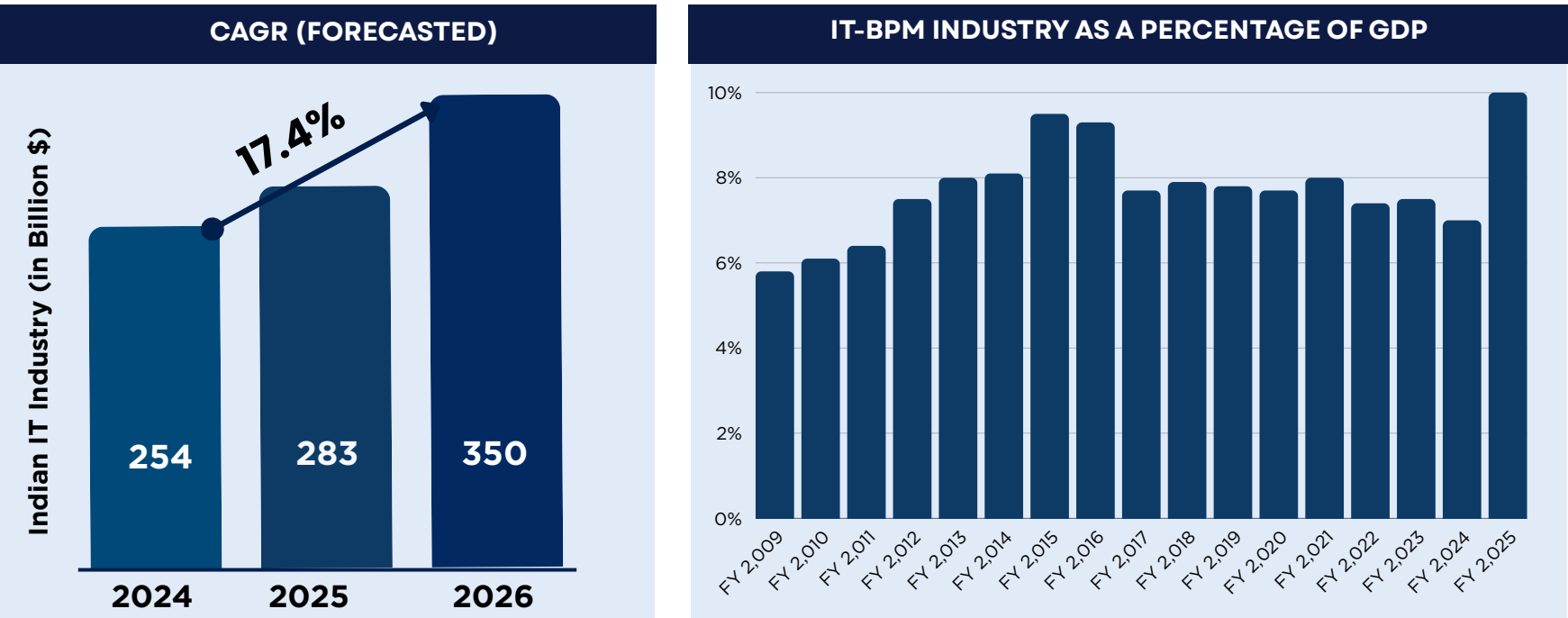
INFORMATION TECHNOLOGY

INFORMATION TECHNOLOGY (1/3)

From Awareness to Action at the Moment of Disposal



INDUSTRY OVERVIEW



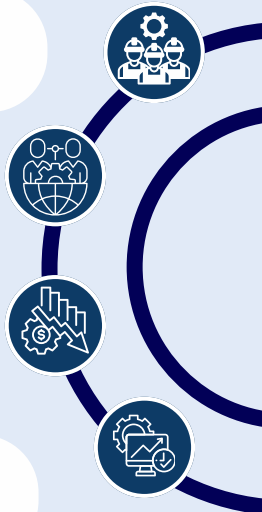
COST DRIVERS

Labor/Personnel Costs: ~55-58% of revenue due to wage inflation.

Subcontractor/Outsourced Costs: 4-8% of revenue, at 7-year lows amid AI and in-house optimization and automation.

Infrastructure/Depreciation Costs: ~2-3.4% of revenue facilities add 0.5-1.7%.

Technology/R&D Costs: <1% of revenue sector R&D remains muted vs. global tech peers.



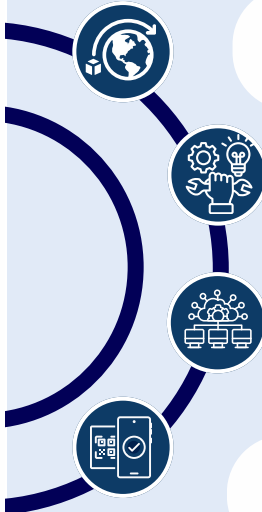
REVENUE DRIVERS

Export Revenue Share: ~79% of total industry revenue software exports grew 4.6% YoY to \$224.4 billion.

Global Capability Centres (GCCs) Expansion: 1,600+ centres, 53% at transformation stage.

Public Cloud Services: Projected to reach \$17.8 Billion by 2027 (growing from \$6.2 Billion in 2022).

Digital economy: contributes ~12% to GDP, driven by DPI like UPI and rising domestic tech spending outpacing exports growth.



GROWTH DRIVERS

COST ADVANTAGE

~30% lower operating costs and continued SEZ/STP incentives. India is a leading data centre hub. Capacity is expected to double by 2027 and grow five-fold by 2030.



POLICY TAILWINDS

IndiaAI Mission: ₹10,300 crore allocation is building national AI infrastructure and innovation hubs, accelerating ecosystem growth and attracting private investment.



GLOBAL EXPANSION

Global IT Spending Growth: Global IT spending projected at \$5.61T in 2025 (+9.8% YoY), significantly expanding the addressable market for IT services.



TALENT DEPTH

Large, continuously upskilled, AI ready workforce. Tier-II/III hubs saw 50%+ IT hiring growth, ~30% lower costs than metros.



INFORMATION TECHNOLOGY (2/3)

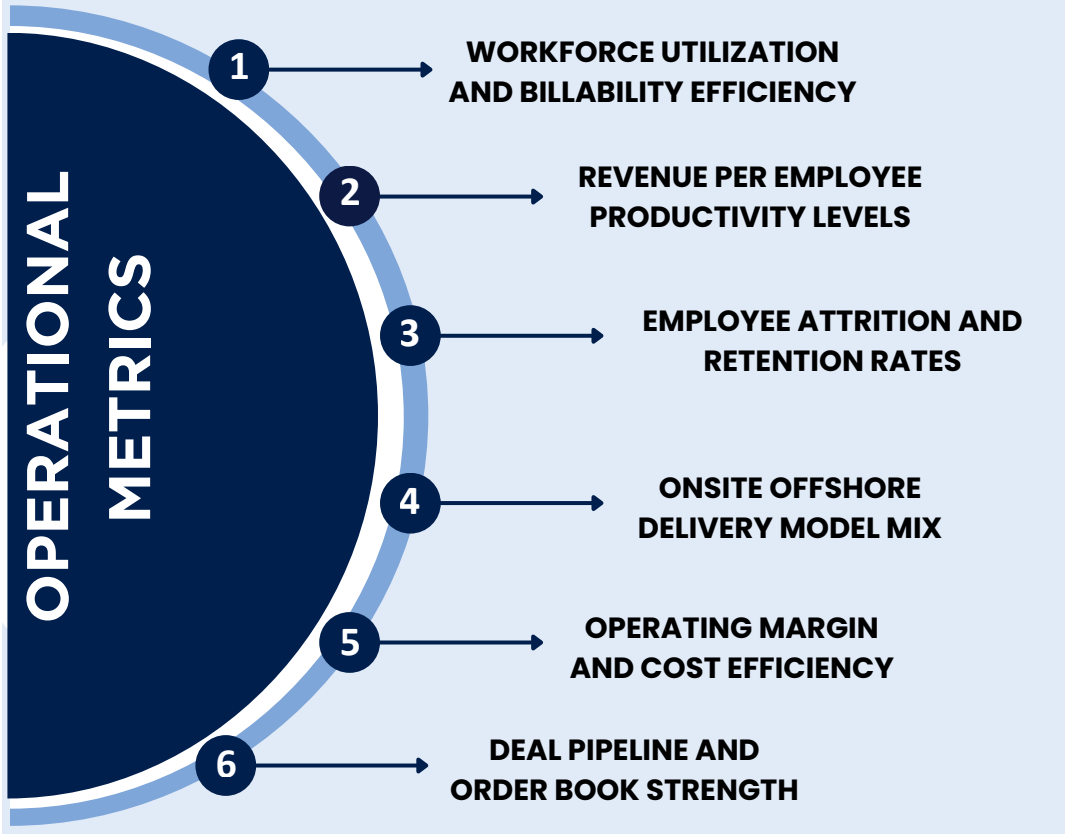
From Awareness to Action at the Moment of Disposal



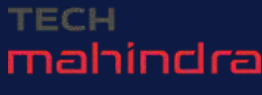
KEY PLAYERS

COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
Tata Consultancy Services 	₹9,34,009	₹2,49,141
Infosys 	₹5,34,815	₹1,73,173
HCL Technologies 	₹3,91,392	₹1,26,409
Wipro 	₹2,14,301	₹92,624
Tech Mahindra 	₹1,48,093	₹55,123
Accenture(global) 	₹11,24,800	₹5,78,261
IBM (global) 	₹19,73,437	₹5,60,582

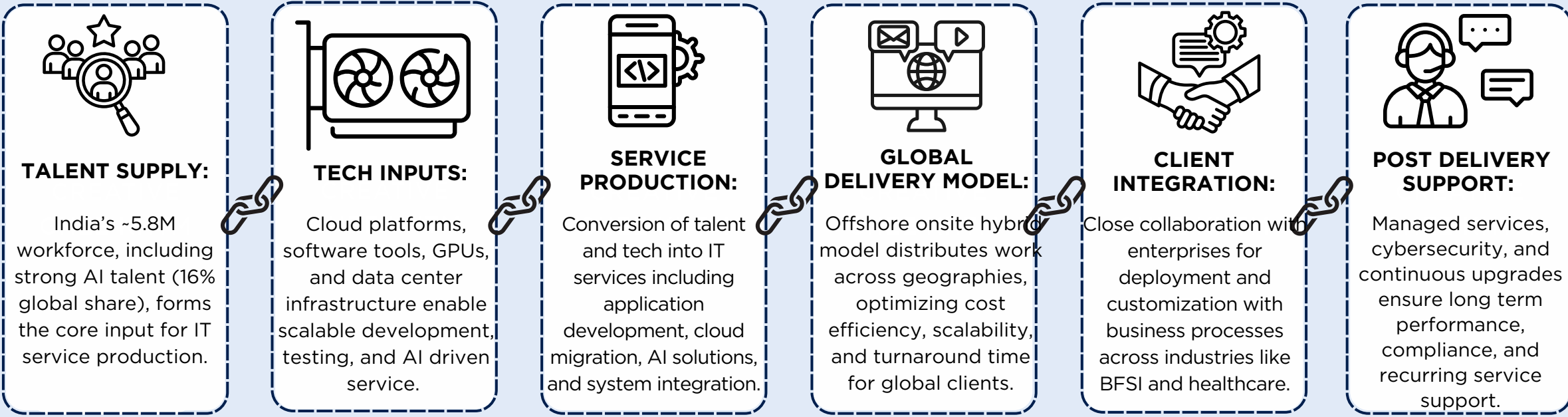
OPERATIONAL METRICS



ESG PRACTICES

	Committed to net zero by 2030, with 50-55% renewable electricity usage and 60-80% reduction in Scope 1 & 2 emissions since 2019.
	Carbon neutral since 2020; targets net zero by 2040, with ~60-65% renewable energy adoption and 100% water positivity achieved.
	Net zero by 2035; >85% strategic suppliers covered under sustainability assessment and increasing green digital service integration.
	Net zero by 2040; ~90% procurement spend evaluated under ESG screening and expanded Scope 3 supplier engagement.

SUPPLY CHAIN





CHALLENGES AND OPPORTUNITIES



ATTRITION RISK

IT attrition remains elevated at ~18-20% in FY25, increasing rehiring costs and disrupting project continuity across delivery pipelines.



US DEPENDENCY

57% of Indian IT revenue comes from the US, making sector highly vulnerable to slowdown and policy shifts.



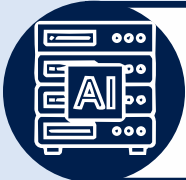
TALENT COST

Persistent wage inflation and niche digital skill shortages increase delivery costs, pressuring margins across high growth AI and cloud segments.



REGULATORY AND COMPLIANCE RISKS

Digital Personal Data Protection Act raises compliance costs, while H-1B tightening restricts mobility, impacting offshore-on-site delivery balance.



AI MARKET PROJECTION

India's AI market is projected to reach US\$ 28.8 billion by 2025 at a 45% CAGR. It serves as an economic multiplier projected to inject US\$ 500 billion into India's GDP by 2025.



UNION BUDGET AI ALLOCATION

US\$ 232 million sanctioned in Budget 2025-26 for AI adoption. Accelerates infrastructure development and establishes Centres of Excellence for skilling.



SOFTWARE PRODUCT INDUSTRY

Projected to reach US\$ 100 billion (Rs. 8,62,000 crore) by 2025. Marks a shift from services to product-led growth to scale global intellectual property.



NON-METRO HUB EXPANSION

Cities like Udaipur and Vizag drove >50% IT hiring growth in H1 2025. Tier-II and Tier-III cities offer approximately 30% cost savings for high-tech services.

RECENT DEALS AND TRANSACTIONS

CAPGEMINI - WNS

\$3.3B acquisition strengthening BPM and digital transformation capabilities across finance, analytics, and customer experience verticals.



COFORGE - ENCORA

\$2.35B deal expanding nearshore delivery, engineering services, and cloud capabilities in North America and Latin America.



RELIANCE AI INFRA

Reliance announces \$11B AI data center in Andhra Pradesh, targeting hyperscale compute capacity and sovereign AI infrastructure development.



INFOSYS- DANSKE BANK

Infosys signs \$454M deal with Danske Bank for IT transformation, cloud migration, and long-term digital operations outsourcing.



PORTERS 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → HIGH



Acute shortage in AI, cloud, and cybersecurity talent is driving 8 to 12 percent wage inflation, with GCCs paying 15 to 20 percent premiums. Dependence on niche skills, proprietary tools, and specialized vendors further strengthens supplier power.

BARGAINING POWER OF BUYERS → VERY HIGH



Clients can choose from 10 or more vendors along with captives and nearshore options, increasing competition. Demand is tied to fixed price contracts and ROI expectations, allowing buyers to negotiate aggressively on pricing and delivery terms.

COMPETITIVE RIVALRY → HIGH



Competition spans global leaders, mid tier firms, and GCCs, all targeting similar clients. Price wars, continuous capability upgrades, and heavy AI investments intensify rivalry and compress margins.

THREAT OF NEW ENTRANTS → MODERATE



Entry is relatively easy at small deal sizes due to low initial capital needs. However, scaling beyond \$100M deals requires strong brand credibility, client trust, and execution capability, limiting new entrants at the top end.

THREAT OF SUBSTITUTES → VERY HIGH



Automation and generative AI are replacing routine service work, reducing reliance on traditional IT vendors. In house teams, low code platforms, and alternative delivery locations like Vietnam, Philippines, and CEE further increase substitution pressure.



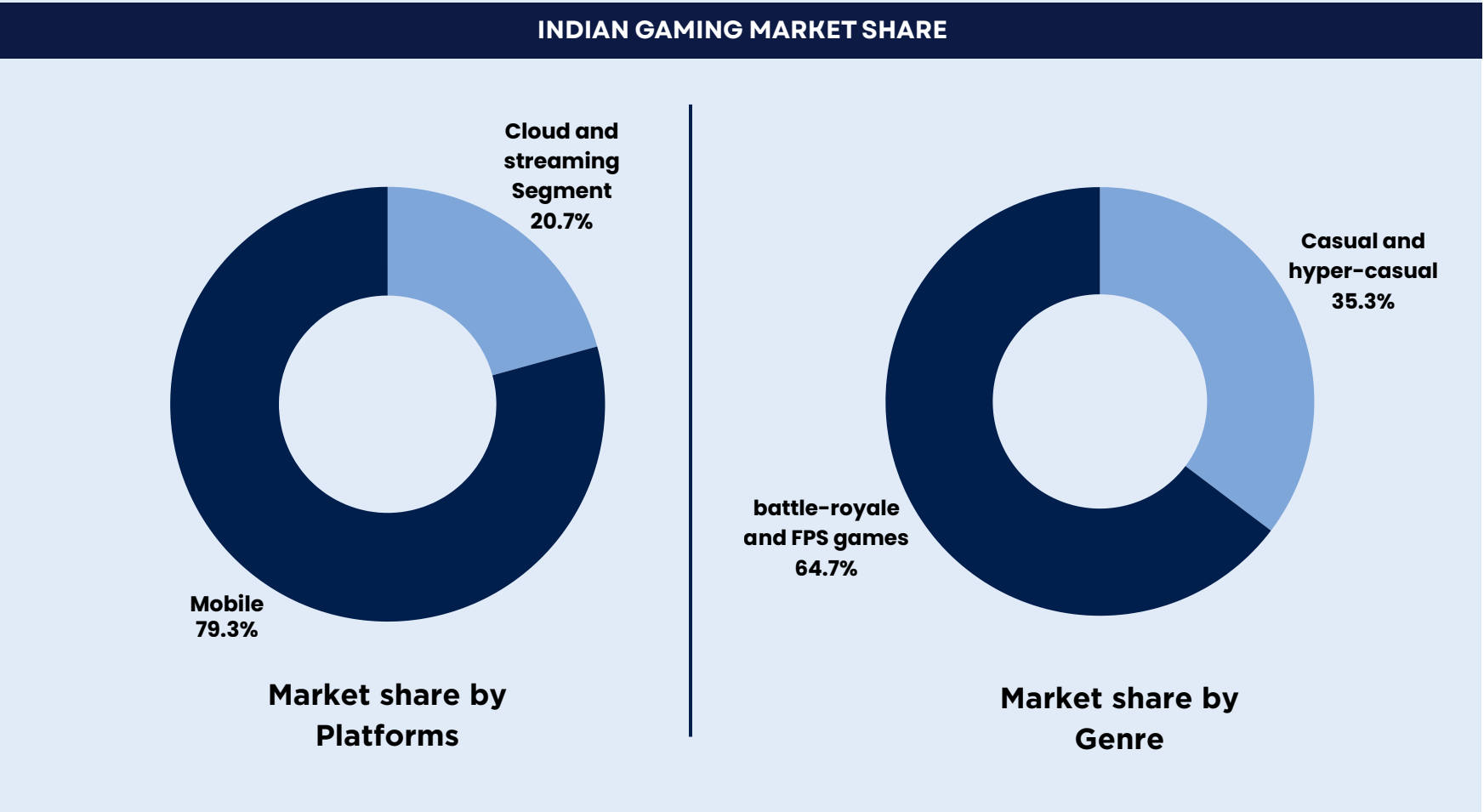
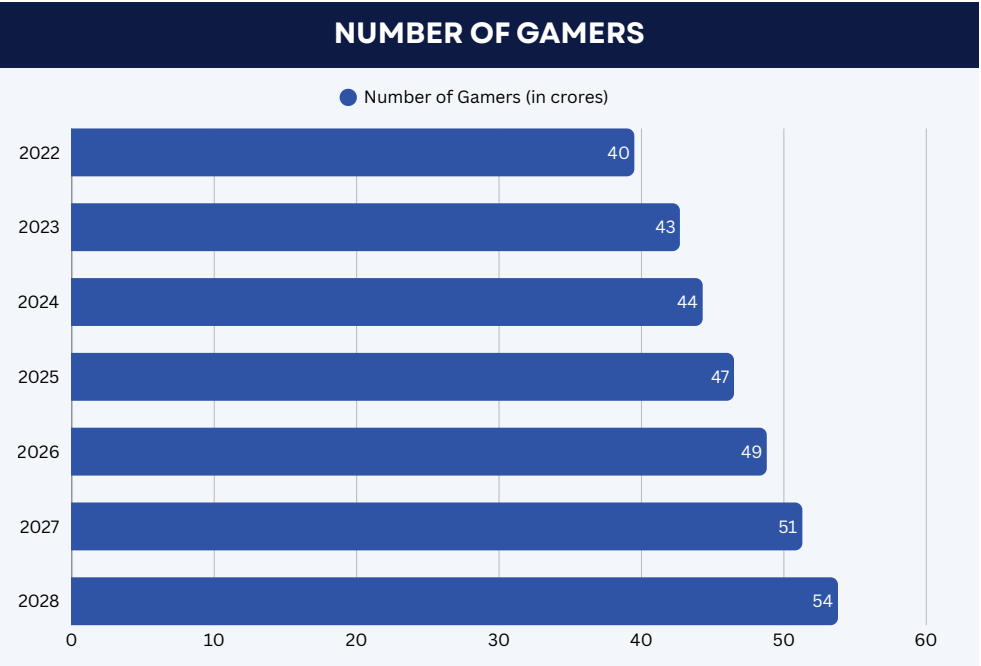
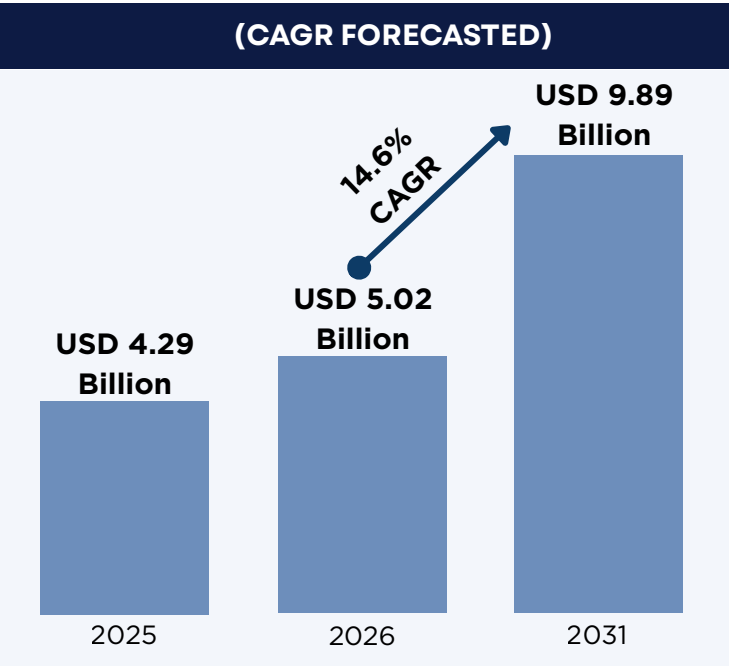
ONLINE GAMING

GAMING (1/3)

Understanding the Gaming industry overview, key growth drivers, and major cost and revenue factors shaping performance



INDUSTRY OVERVIEW SIZE



COST DRIVERS

User Acquisition & Marketing Costs:

Heavy marketing, influencers, high CAC, scale-driven.

Licensing, IP & Platform Fees:

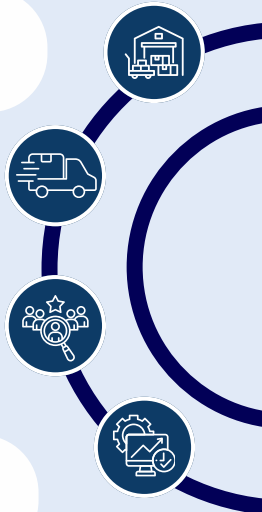
IP costs, tools, engines, platform commissions.

Game Development & Content Creation:

Development, design, updates, content, engagement.

Technology Infrastructure & Server Costs:

Cloud, servers, uptime, latency, high OPEX.



REVENUE DRIVERS

User Acquisition & Marketing Costs:

Heavy marketing, influencers, high CAC, scale-driven.

Advertising & Brand Monetization:

In-game ads, reward ads, brand integrations.

High-Value Gaming Segments:

Midcore, competitive formats, higher user spending.

RMG & Payment Infrastructure:

RMG dominance, UPI, wallets, higher conversion.



GROWTH DRIVERS

SMARTPHONE GROWTH

Rising smartphone shipments, cheaper devices, and low-cost data plans are expanding access, especially in semi-urban markets.



5G EXPANSION

Widespread 5G rollout (518K+ sites) enables <30 ms latency, significantly improving real-time cloud gaming experiences nationwide.



VERNACULAR CONTENT

Regional-language games (2x downloads) boost engagement, +40% playtime and +25% IAP conversion among diverse users.



DIGITAL INITIATIVES

Government-led connectivity (214K villages) and ONDC (141M orders) expanding rural access, digital adoption, and gaming investments.



GAMING (2/3)

Analyzing the Gaming sector’s operational metrics and global comparison.



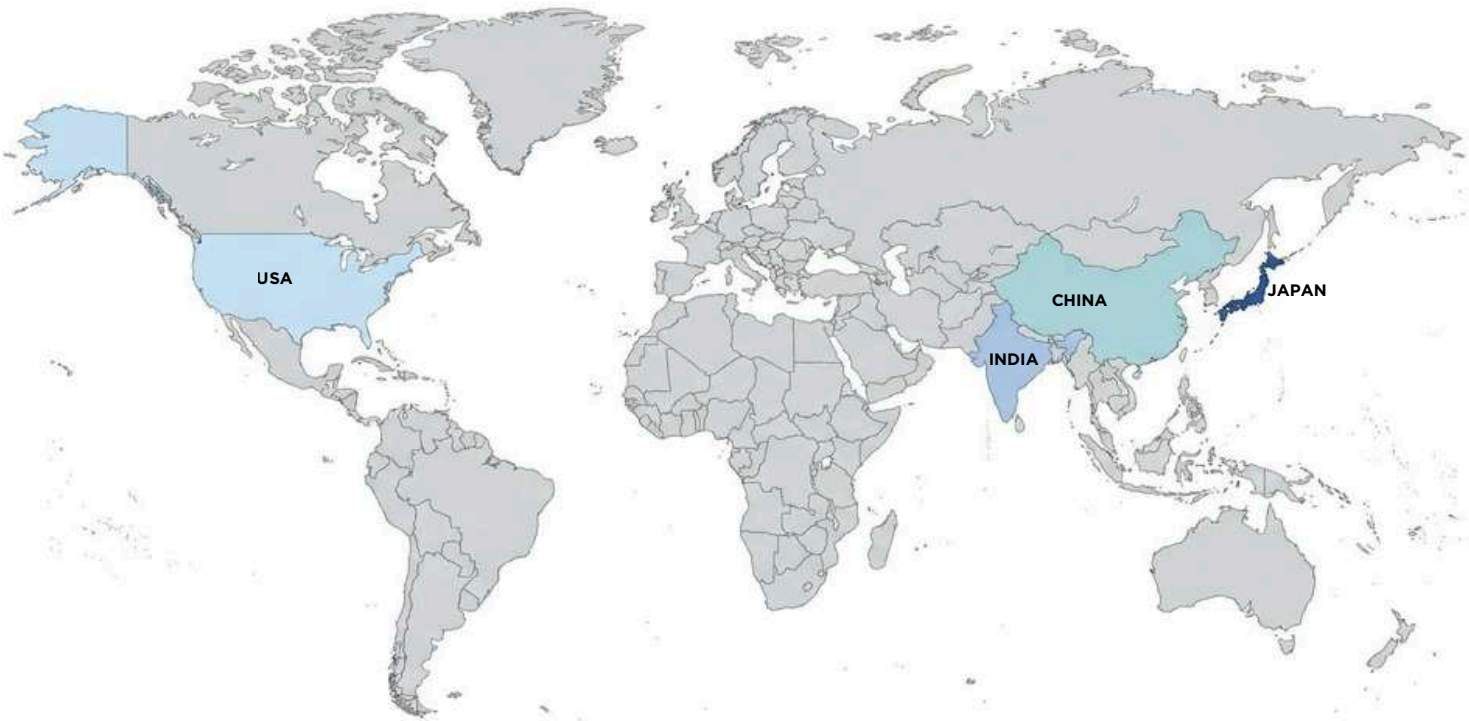
GLOBAL COMPARISON

The United States leads the world with the largest gaming **market revenue at \$59-60 billion**, with around **190 million gamers** playing across PC, console, and mobile platforms.

China has over **700 million gamers**, the largest population globally, with a gaming market of **\$137.78 billion** close to the US, and strong popularity of mobile gaming.

Japan is well known for its gaming culture, with a **\$50.9 billion market**, millions of players across console and mobile, and a top-three global position supported by major game developers.

India’s gaming market is rapidly expanding, with around **470 million gamers**. Mobile gaming drives much of this growth, fueled by better internet and smartphone access.



BUSINESS MODEL

REAL MONEY GAMING (RMG)

- Dominant segment with 83% market share (FY23).
- Market size: ₹13,596 crore, revenue via platform/rake fees on entry amounts.
- Expected tax contribution: ₹6,500–6,800 crore (direct tax) and ₹75,000–76,000 crore GST (FY24–28E).

FREE TO PLAY & CASUAL MODEL

- Only 1-2% users (“whales”) generate most revenue.
- Monetization via in app purchases (skins, passes, boosters).
- Ad revenue growing at 25% CAGR till 2028 with 90% ad completion rates.

ESPORTS & CREATOR ECONOMY

- Top creators earn \$1M+ (₹8 crore) annually.
- Major tournaments offer prize pools like ₹4 crore (BMPS).
- Strong growth in brand sponsorships and content monetization.

GAMING AS A SERVICE (GAAS)

- Emerging subscription model via telecom & OTT bundles.
- Expands access to premium games without high end hardware.
- Expected to drive mass adoption of cloud gaming.

REGULATORY FRAMEWORK

CENTRAL REGULATORY

- **2022:** MeitY assigned as nodal authority for online gaming oversight.
- **April 2023:** Online Gaming Rules notified under IT Rules, 2021.
- **Framework:** Established structured regulations for gaming intermediaries.

THREE-TIER GOVERNANCE

- **Tier 1:** KYC (RBI norms), due diligence, grievance & compliance officers.
- **Tier 2:** Self-regulatory bodies, real-money game verification, user safety.
- **Tier 3:** Grievance Appellate Committee, user appeals, 30-day resolution timeline.

PERMISSIBILITY: SKILL VS CHANCE

- Only games of skill are permitted; wagering-based games are not allowed.
- Legal backing comes from the Public Gambling Act, 1867, with courts upholding games like Rummy and Poker as skill-based.

TAXATION FRAMEWORK

- **GST:** 28% on full deposit value in real-money gaming.
- **TDS:** 30% on net winnings, deducted at withdrawal or year-end (no minimum threshold).



CHALLENGES AND OPPORTUNITIES

REGULATORY UNCERTAINTY

Evolving rules, RMG ambiguity, data/content policies, impacts long-term investment planning.

HIGH CUSTOMER ACQUISITION COST

Intense competition, heavy marketing spend, rising CAC, low ARPU hurting profitability.

CYBER & FRAUD RISKS

Hacking, fraud, identity theft, requires strong security and continuous investment.

TECHNOLOGICAL OBSOLESCENCE

Rapid tech evolution (AR/VR, cloud, graphics), continuous upgrades, high costs, competitiveness risk.

ESPORTS GROWTH

Formal recognition as sport, government support, rising sponsorships, infrastructure development, stronger competitive ecosystem.

SEGMENT DIVERSIFICATION

Non-RMG segments (~24% CAGR), casual/midcore/esports growth, reduced RMG dependence, scalable engagement-driven models.

TECH ENABLEMENT

5G rollout, cloud gaming adoption, lower hardware dependency, wider AAA access, improved user experience.

AI & POLICY SUPPORT

AI-driven development, lower costs, faster production cycles, state-level regulations, reduced RMG uncertainty.

SWOT ANALYSIS

STRENGTH

- Large user base (~425M gamers), driven by a young population.
- Strong mobile ecosystem: smartphones, cheap data, UPI.
- High FDI inflows and growing tax contribution and strong growth potential.
- Spillover benefits to fintech, cloud, and analytics sectors.

WEAKNESS

- Health issues and addiction concerns (gaming disorder).
- Social stigma linking gaming to gambling.
- Gender imbalance in segments like eSports.
- Low monetization; revenue share remains small globally.

OPPORTUNITIES

- Growth in non-RMG, eSports, and mid-core gaming.
- Advancements in AI, AR/VR, blockchain, and cloud.
- Rising creator economy and streaming ecosystem.
- Expansion in Tier 2 and Tier 3 markets.

THREATS

- Regulatory uncertainty and delays in governance bodies.
- High GST burden impacting profitability and investment.
- Illegal offshore platforms causing revenue loss.
- Risks of fraud, cyberattacks, and financial crimes.

RECENT DEALS AND TRANSACTIONS

STRATEGIC ACQUISITIONS

Krafton acquired a controlling stake ~75% Nautilus (~₹118 Cr), Real Cricket IP control, focus on local content ownership, portfolio expansion.

K

FUNDING & INVESTMENTS

\$30M Blue Ocean fund, indie developer backing, rising early-stage capital, ecosystem development support.

B

CAPITAL TRENDS

~\$3.7B funding (2005-24), RMG-heavy investments, proven monetization focus, limited diversification earlier.

B

REGULATORY IMPACT

2025 Act disruption, enterprise value erosion, shifting investor sentiment, global consolidation, stronger IP & distribution control.

B



PHARMACEUTICAL

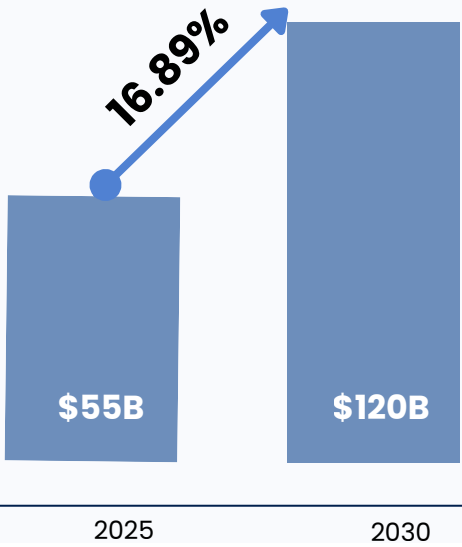
PHARMACEUTICAL (1/3)

Understanding the Pharmaceutical industry overview, key growth drivers, and major cost and revenue factors shaping performance

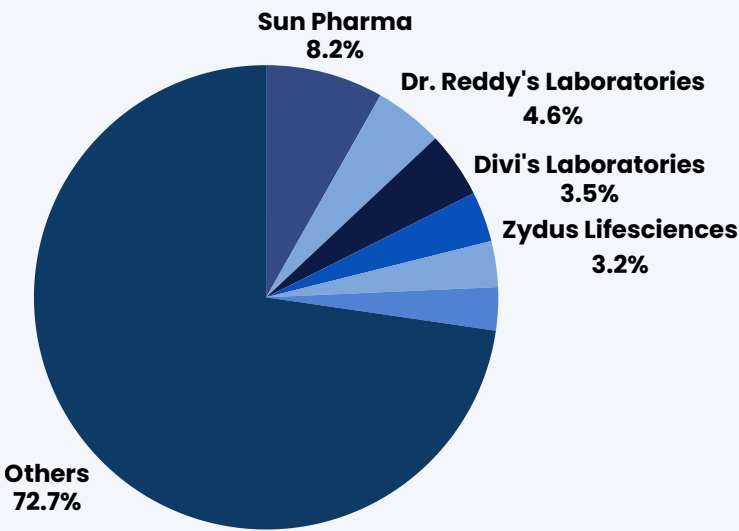


INDUSTRY OVERVIEW

INDUSTRY CAGR (FORECAST)



MARKET SHARE



COST DRIVERS

Research & Development Costs: High spending on drug discovery, and trials.

Clinical Trial Expenses: Multi-phase trials require time and capital.

Regulatory & Compliance Costs: Strict approvals increases compliance costs.

Manufacturing & Quality Control: Complex processes raise costs.

REVENUE DRIVERS

New Drug Launches: Innovative drugs drive strong revenue growth

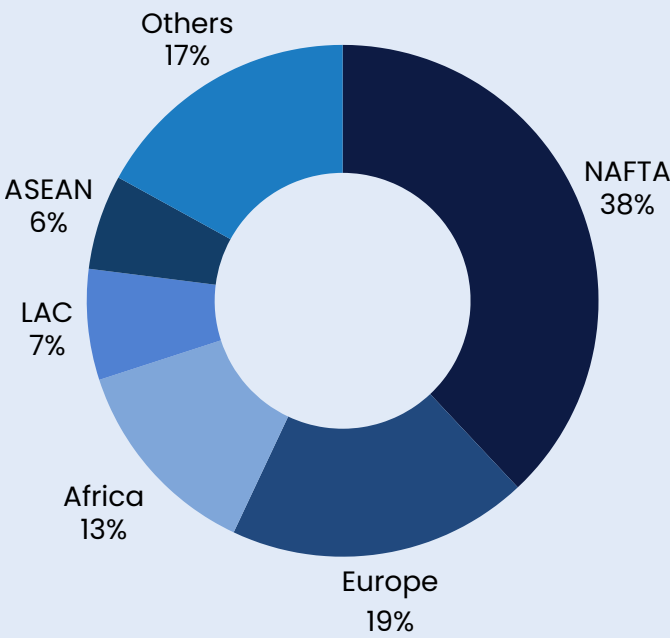
Patent Protection : Patents enable premium pricing and higher margins

Chronic Disease Demand: Rising chronic illnesses increase long-term drug demand.

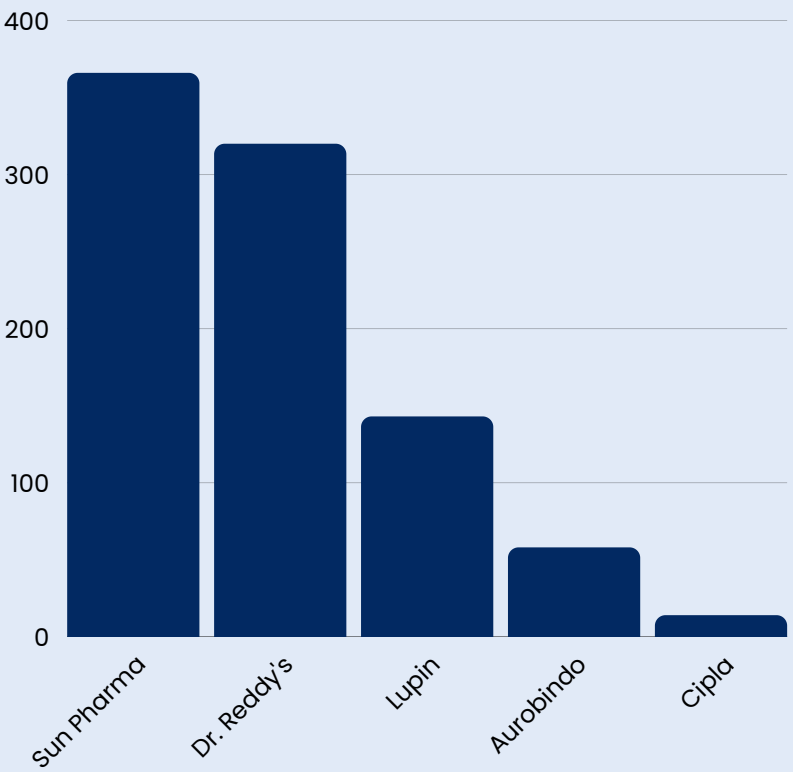
Pricing Power & Brand Drugs: Branded drugs command higher prices and margins.

MAJOR EXPORT DESTINATIONS AND R&D

Major Export Destinations



R&D by Top Firms (US \$mn)



GROWTH DRIVERS

ISING CHRONIC DISEASE BURDEN

Rising prevalence of diabetes, cancer, cardiovascular and respiratory diseases increases long-term global pharmaceutical medicine demand across healthcare systems.



AGING GLOBAL POPULATION

Growing elderly population worldwide requires continuous medication use and long-term chronic healthcare treatment support.



EXPANSION OF GENERIC MEDICINES

Patent expiries enable affordable generic drug production, increasing access and driving volume-based pharmaceutical market growth.



INFRASTRUCTURE EXPANSION

Improving hospitals, clinics, and healthcare access in emerging markets increases overall medicine consumption significantly.

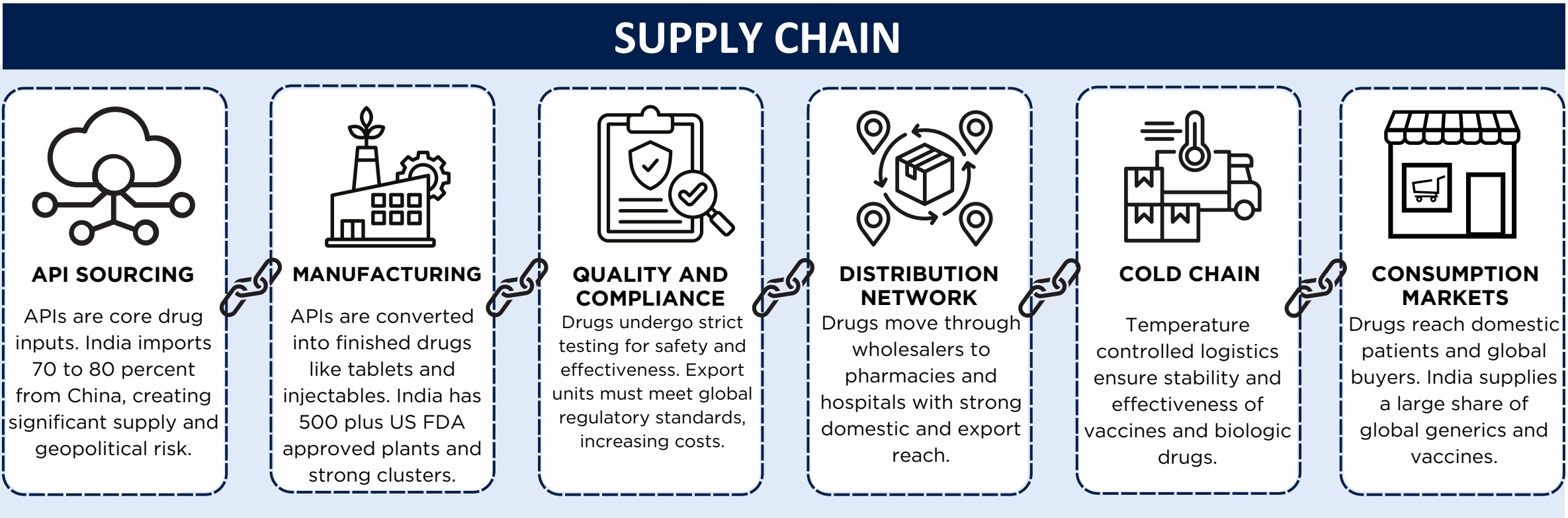
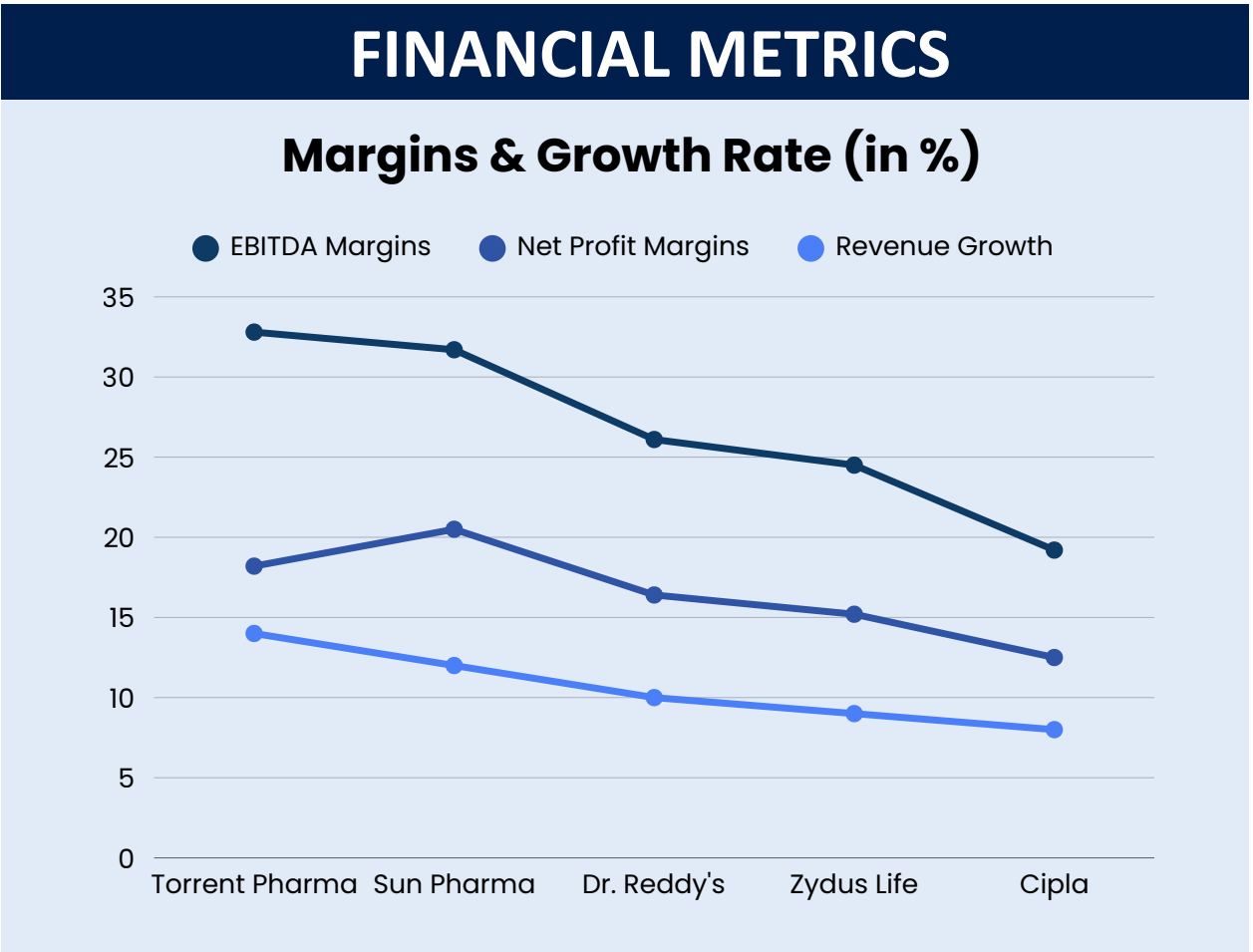
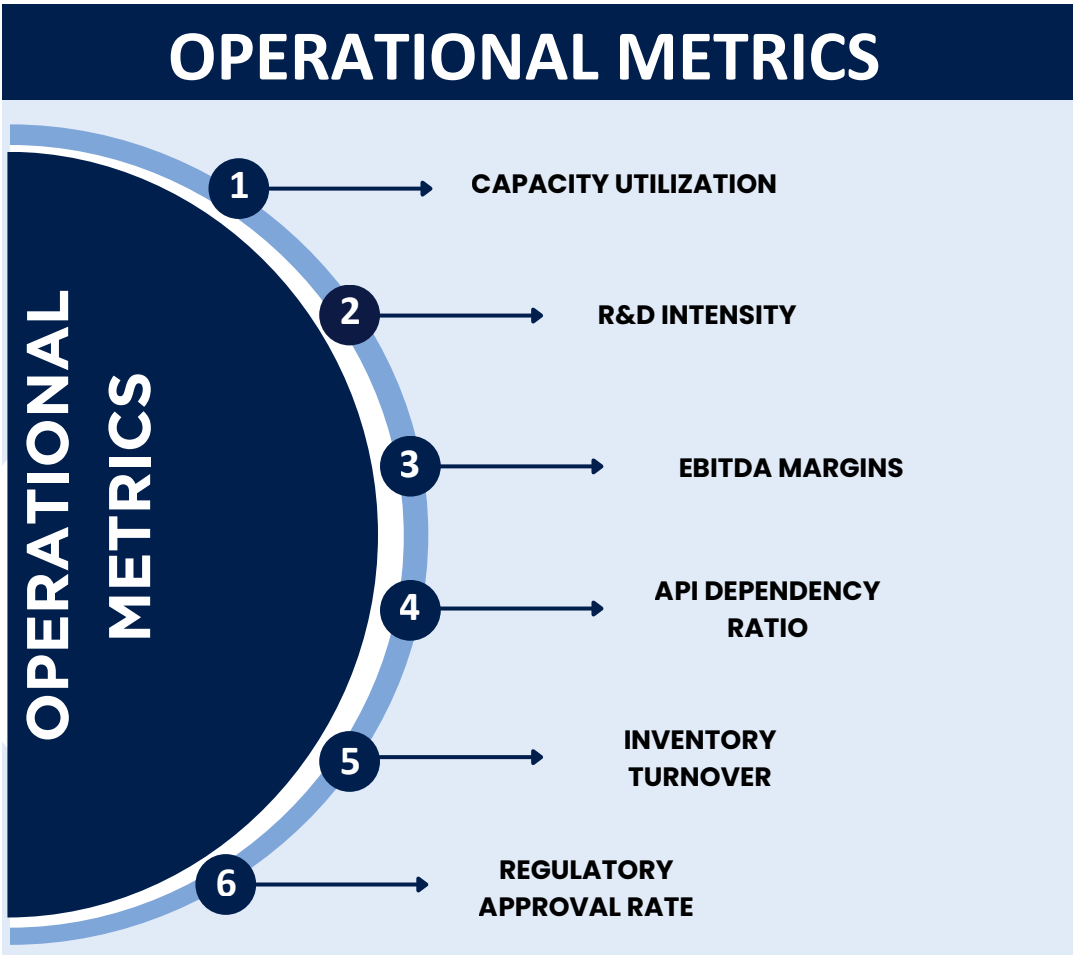


PHARMACEUTICAL (2/3)

Analyzing the Pharmaceutical industry’s operational metrics, Supply chain structure, and competitive landscape across key players



KEY PLAYERS		
COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
Sun Pharma 	₹4,02,009	₹56,809
Divi's Labs 	₹1,65,360	₹10,314
Dr. Reddy's 	₹1,03,139	₹34,682
Cipla 	₹1,00,230	₹28,351
Eli Lilly (Global) 	₹68,86,585	₹5,40,994
Johnson & Johnson (Global) 	₹46,81,615	₹7,81,777
Pfizer (Global) 	₹13,01,200	₹5,19,580





CHALLENGES AND OPPORTUNITIES



INTENSE COMPETITION

Increasing number of global players and generics intensify market competition and pricing pressure.



HIGH R&D COSTS

Drug discovery and clinical trials require massive investments with uncertain approval and success outcomes.



SUPPLY CHAIN DISRUPTIONS

Global sourcing dependencies create vulnerabilities in raw material availability and manufacturing continuity risks.



REGULATORY AND COMPLIANCE RISKS

Strict drug approval processes and evolving regulations increase time, cost, and operational complexity significantly.



EMERGING MARKET GROWTH

Rapid healthcare expansion in Asia and Africa creates strong long-term pharmaceutical demand opportunities.



BIOTECH INNOVATION

Advances in biotechnology enable development of advanced therapies and high-value specialty medicines globally.



DIGITAL HEALTHCARE EXPANSION

Telemedicine and digital platforms improve access, increasing drug demand and patient reach significantly.



VACCINE DEVELOPMENT

Rising focus on preventive healthcare boosts vaccine innovation and global immunization programs growth.

SWOT ANALYSIS

STRENGTH



- Strong R&D capabilities and global market presence.
- High demand for essential and life-saving drugs.
- Established regulatory frameworks ensuring product quality standards.
- Large-scale manufacturing and distribution networks globally.

WEAKNESS



- High R&D reduce profitability.
- Long drug approval cycles delay market entry.
- Heavy dependence on patents for revenue protection.
- Complex regulatory compliance increases operational burden significantly.

OPPORTUNITIES



- Emerging markets boost pharmaceutical demand significantly.
- Biotechnology enables innovative drug development.
- Digital healthcare improves access and efficiency.
- Chronic diseases increase medicine consumption.

THREATS



- Intense competition from generic drug manufacturers globally.
- Strict price controls reduce profit margins significantly.
- Patent expiries lead to revenue loss pressure.
- Counterfeit drugs harm brand trust and safety.

RECENT DEALS AND TRANSACTIONS

EXPANSION

Sun Pharma acquired Concert Pharmaceuticals to strengthen specialty drug portfolio and expand presence in dermatology and rare disease markets globally.



CIPLA GLOBAL EXPANSION

Cipla acquired stake in South Africa based distribution company to strengthen international presence and improve access to emerging pharmaceutical markets.



AUROBINDO BIOLOGICS INVESTMENT

Aurobindo Pharma invested in biosimilar manufacturing facilities to expand into high margin biologics and specialty pharmaceutical segment.



DR REDDY PARTNERSHIPS

Dr Reddy’s Laboratories partnered with global firms to develop biosimilars and specialty drugs focusing on innovation led growth and global expansion .





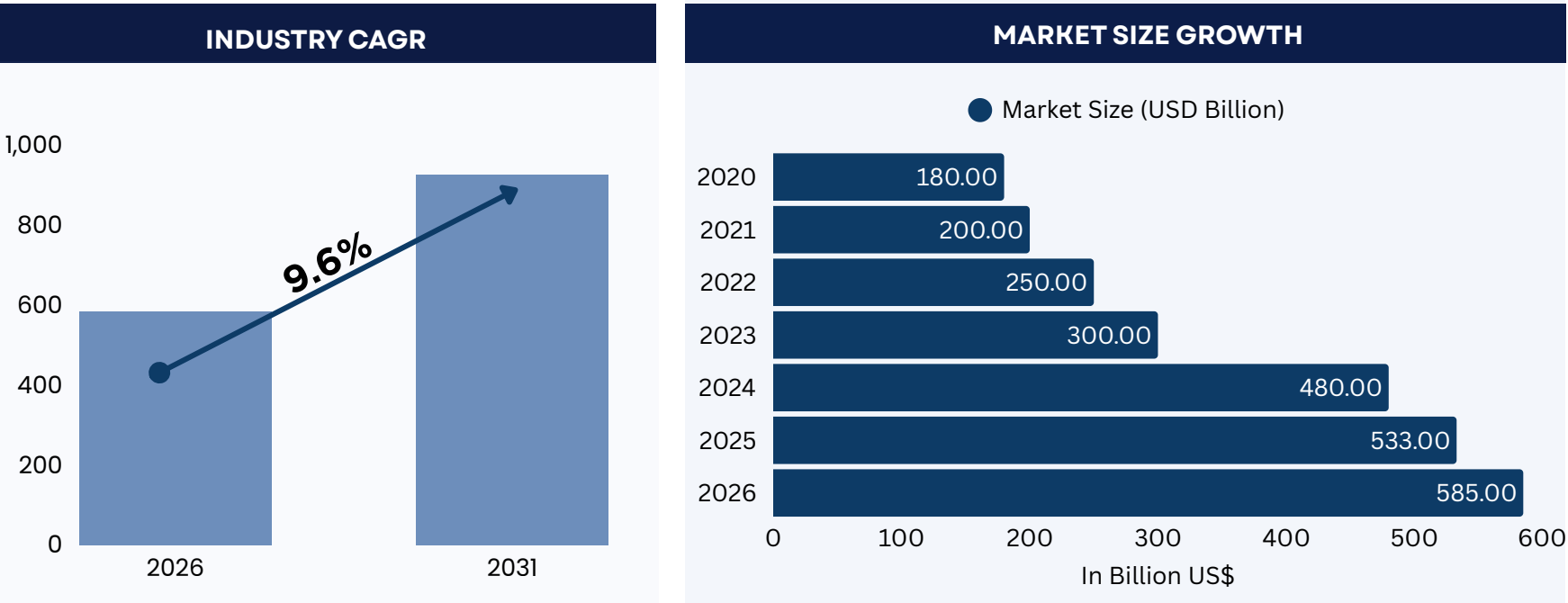
REAL ESTATE

REAL ESTATE (1/3)

Understanding the Real Estate industry overview, key growth drivers, and major cost and revenue factors shaping performance



INDUSTRY OVERVIEW SIZE



COST DRIVERS

Input costs: Construction materials (cement, steel) + supply chain volatility; labour shortages.

ESG & Tech Compliance: Incremental costs for green buildings, cybersecurity, and digital transformation.

Financing costs: Elevated interest rates; higher cost of capital for small developers.

Land & regulatory costs: High acquisition prices in Tier-1; approval delays & compliance.

REVENUE DRIVERS

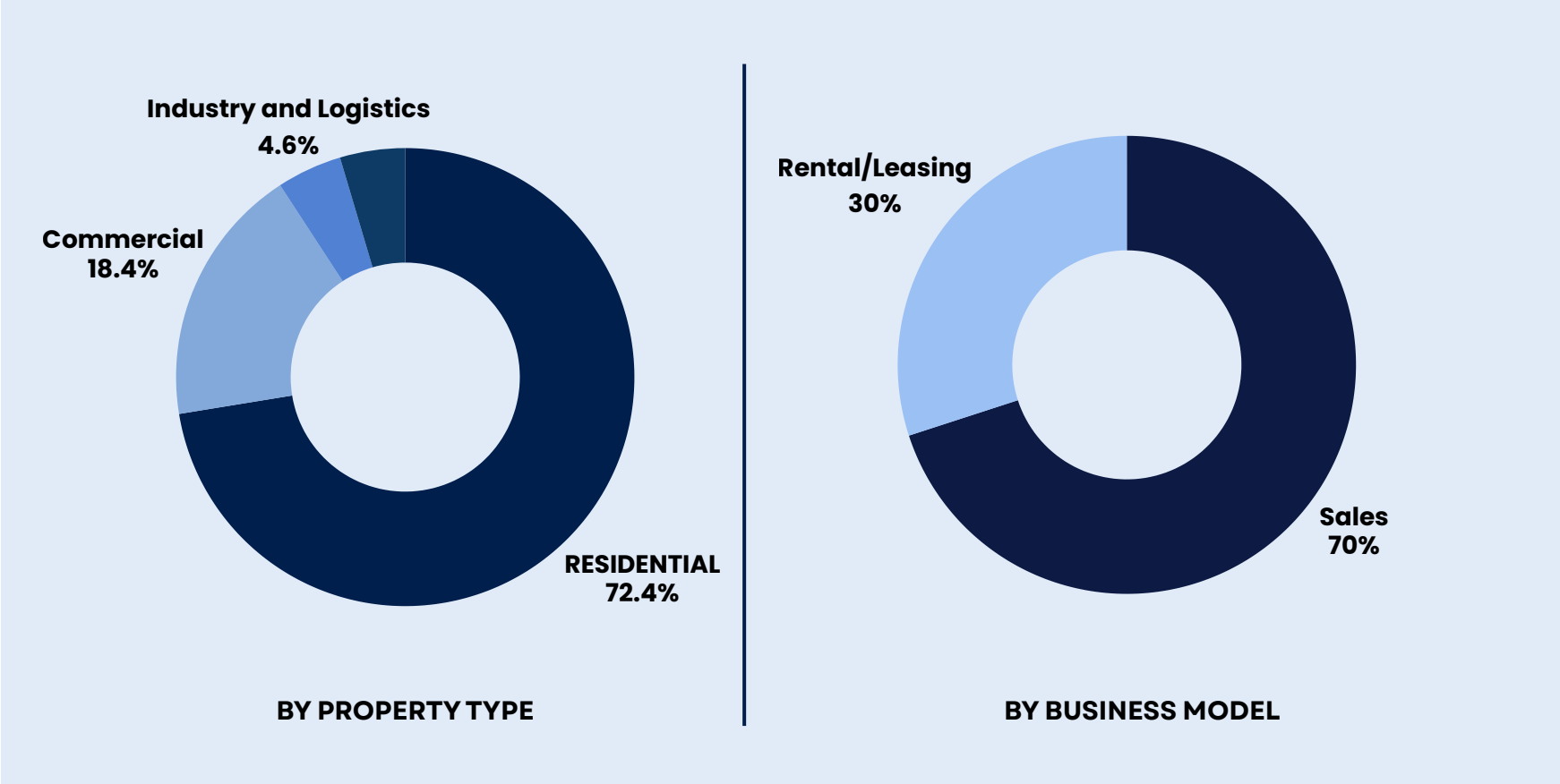
Premium Sales: Higher ticket sizes; luxury segment driving value growth.

Capital Inflows: PE, REITs, QIPs, fractional ownership.

Rental Income: Strong office & retail leasing (+5-10%).

Demand Boosters: Urbanisation, infra growth, rising incomes, policy support.

MARKET SEGMENTATION



GROWTH DRIVERS

MACRO & DEMAND BOOST

Strong GDP, rising incomes, urbanisation & demographic growth driving housing demand.



PREMIUMISATION SHIFT

Rising demand for luxury, larger homes & lifestyle-driven living.



INFRA & POLICY SUPPORT:

Massive infrastructure push and reforms (RERA, PMAY) unlocking new growth corridors.



CAPITAL, TECH & NEW ASSETS

Strong investments, REITs growth, PropTech, and emerging sectors like data centres & logistics.



REAL ESTATE (2/3)

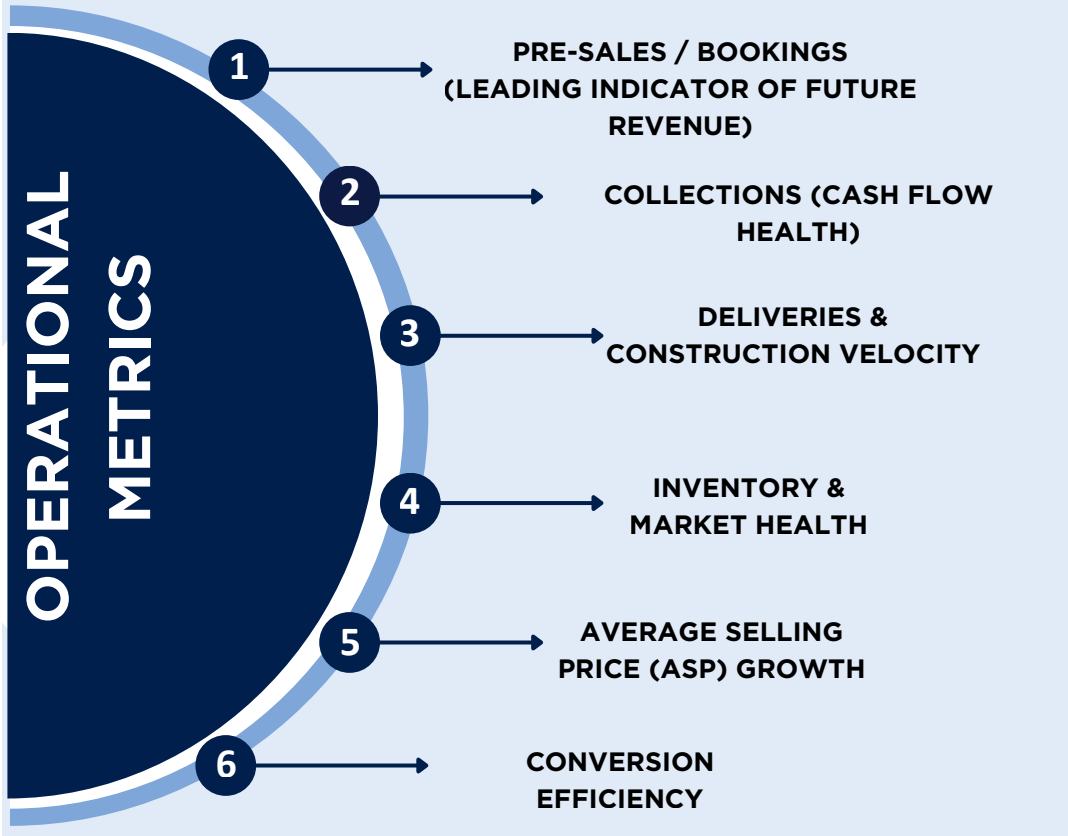
Analyzing the Real Estate sector's operational metrics, Supply chain structure, and competitive landscape across key players



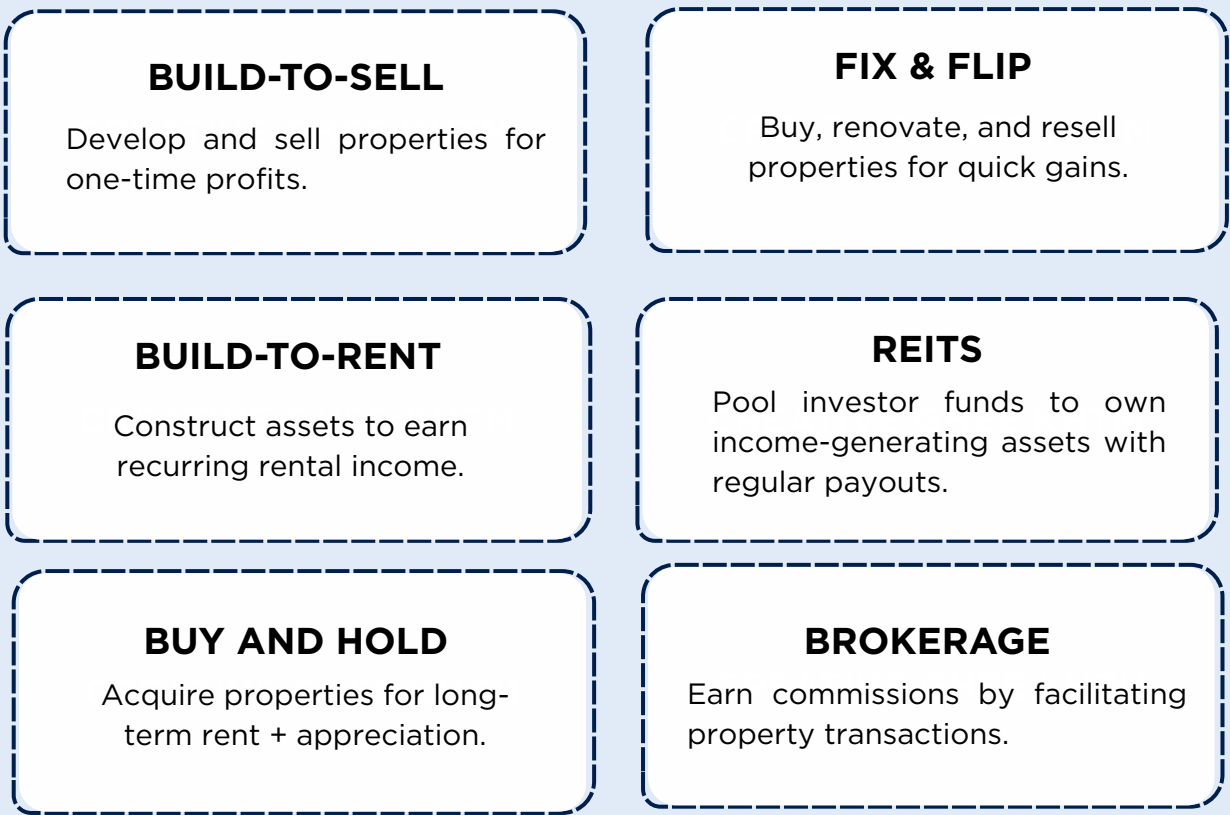
KEY PLAYERS

COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
DLF Ltd. 	₹1,40,697	₹6,200
Macrotech developers Ltd. 	₹81,986	₹10,000
Godrej Properties 	₹52,000	₹4,900
Oberoi Realty 	₹61,274	₹4,492
Prestige Estate Projects 	₹58,000	₹10,140
Brigade Enterprises 	₹16,000	₹5,300
The Pheonix Mills 	₹62,000	₹1,100

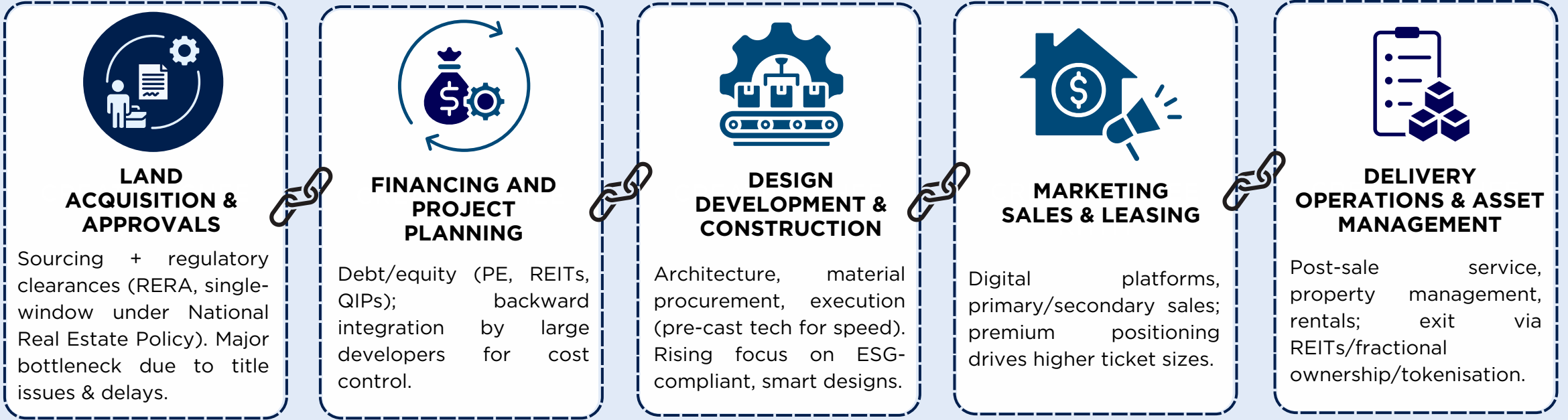
OPERATIONAL METRICS



BUSINESS MODELS



VALUE CHAIN





CHALLENGES AND OPPORTUNITIES

REGULATORY AND COMPLIANCE COMPLEXITY

Strict Real Estate (Regulation and Development) Act, 2016 (RERA) norms and lengthy approval processes lead to project delays and higher execution risks.

HIGH CAPITAL REQUIREMENTS

Capital-intensive nature and limited funding access push market dominance toward large developers, while smaller firms face liquidity challenges.

RISING CONSTRUCTION COSTS

Increasing prices of materials like steel, cement, and labour strain profit margins and affect project viability, especially in affordable housing.

INTEREST RATE SENSITIVITY

Higher interest rates raise home loan costs, reducing demand in mid-income and affordable housing segments.

TIER-2 & TIER-3 CITY GROWTH

Cities like Patna and Gandhinagar are emerging as high-growth real estate hubs due to better connectivity and decentralised job opportunities.

INFRA DEVELOPMENT

Government initiatives like Smart Cities Mission and expanding transport corridors are significantly boosting real estate demand and property values.

AFFORDABLE HOUSING DEMAND

Schemes like Pradhan Mantri Awas Yojana are driving large-scale demand with subsidies and policy support for urban housing.

FOREIGN DIRECT INVESTMENT (FDI)

100% FDI allowance in real estate is attracting strong institutional investments in townships and commercial projects.

RECENT DEALS AND TRANSACTIONS

DATA CENTRE MEGA JV

Reliance Industries, Brookfield Asset Management, and Digital Realty partnered to invest ~\$11B in AI-driven data centres in Visakhapatnam.

Reliance Industries Limited

OFFICE ACQUISITION

Brookfield India Real Estate Trust acquired Ecoworld Business Park, Bengaluru (~\$1.5B), marking India’s largest single office deal.

Brookfield

RETAIL ASSET BUYOUT

Blackstone acquired South City Mall, Kolkata (~\$377M), strengthening its retail portfolio.

Blackstone

MUMBAI OFFICE INVESTMENT

Brookfield Asset Management invested ~\$1B in Mumbai office assets, reinforcing demand for premium office spaces.

Brookfield

PORTERS 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → MODERATE



- Global supply-chain volatility has significantly inflated the costs of essential steel and cement.
- Scarcity of developable urban land grants landowners and government agencies near-absolute bargaining power.

BARGAINING POWER OF BUYERS → HIGH



- Increased availability of premium inventory gives affluent buyers significant leverage in price negotiations.
- Digital comparison platforms and transparent RERA disclosures have reduced developers’ information advantage.

COMPETITIVE RIVALRY → HIGH



- Branded developers compete fiercely for Grade-A office tenants and premium luxury residential buyers.
- Market consolidation forces top players to innovate rapidly with wellness-led amenities and technology.

THREAT OF NEW ENTRANTS → LOW



- Massive upfront capital requirements and strict RERA compliance mandates deter small-scale market entrants.
- Established Grade-A developers hold exclusive access to limited, contiguous prime urban land parcels.

THREAT OF SUBSTITUTES → MODERATE



- REITs and fractional ownership platforms offer more liquid, low-ticket alternatives to physical property.
- Expansion of co-living and managed student housing substitutes traditional residential apartment demand.



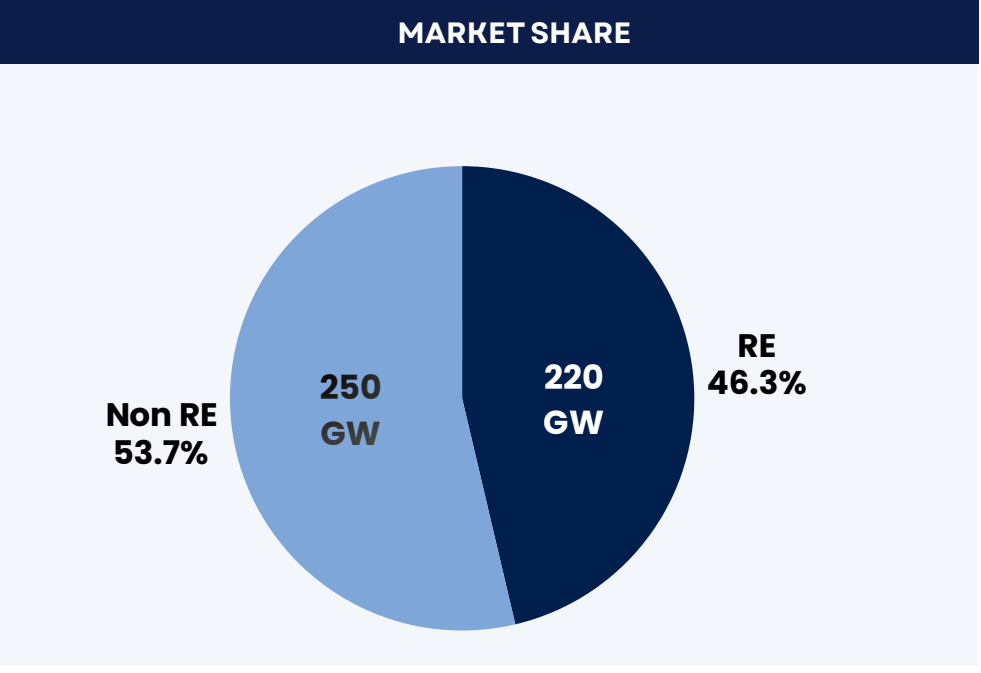
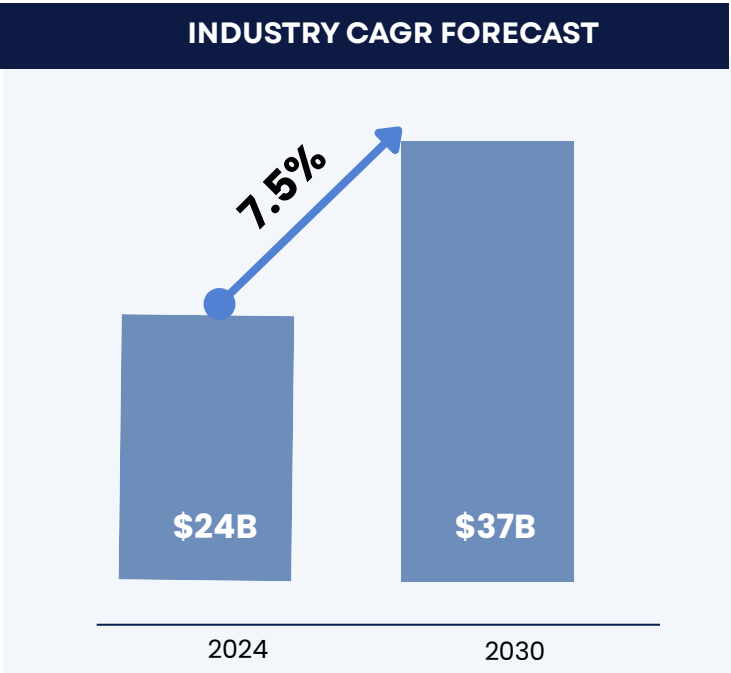
RENEWABLE ENERGY

RENEWABLE ENERGY (1/3)

Understanding the Renewable energy industry's overview, key growth drivers, and major cost and revenue factors shaping performance



INDUSTRY OVERVIEW



COST DRIVERS

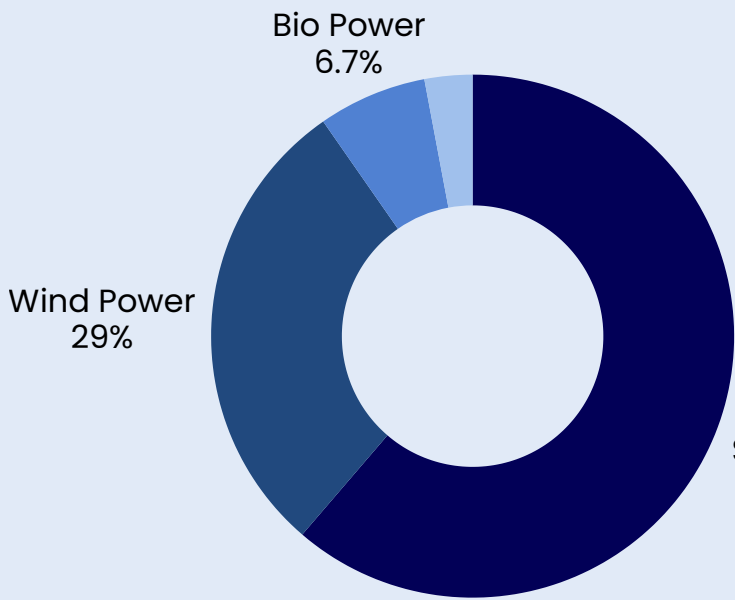
- Equipment and Technology:** Solar panels and turbines dominate upfront costs.
- Financing and Interest:** Borrowing costs significantly impact project viability overall.
- Land Acquisition:** Large land requirements increase total project costs.
- Operation and Maintenance Costs:** Regular upkeep ensures efficiency and long-term output.

REVENUE DRIVERS

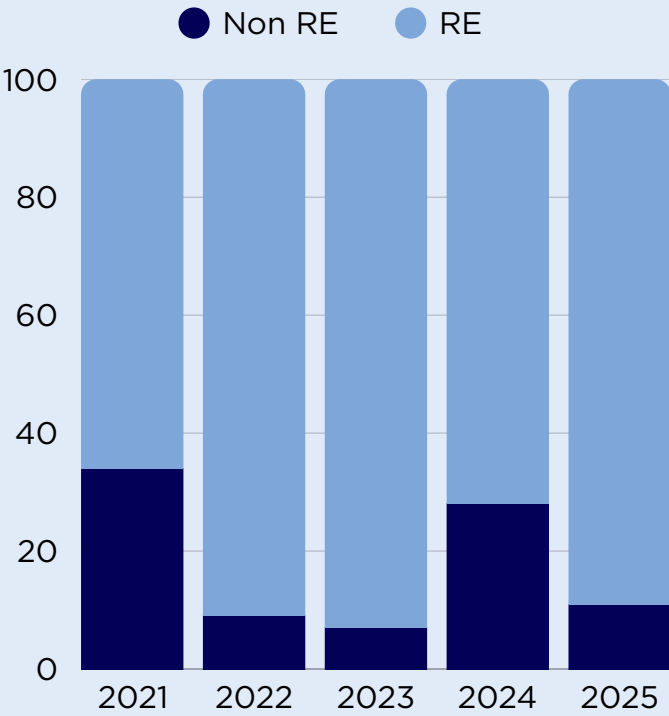
- Power Purchase Agreements:** Long-term contracts ensure stable predictable revenue streams.
- Government Subsidies:** Subsidies improve profitability and project financial viability.
- Electricity Tariff Rates:** Higher tariffs directly increase revenue per unit.
- Carbon Credit Trading:** Emissions reduction credits generate additional income streams.

SUB HEADING

Share of Various Sources (in %)



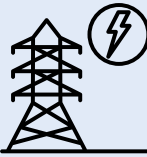
Capacity Addition (in %)



GROWTH DRIVERS

ISING ELECTRICITY DEMAND

Increasing global electricity demand drives faster **deployment of solar wind and other renewable energy systems.**



CORPORATE PROCUREMENT

Corporates signing **power purchase agreements** boosting long-term demand for **renewable electricity generation projects worldwide.**



ENERGY SECURITY

Countries adopt renewables to **reduce fossil fuel dependence** and improve long-term **energy security stability.**



TECH INNOVATION

Continuous innovation improves efficiency of **solar panels wind turbines and grid integration** systems globally.

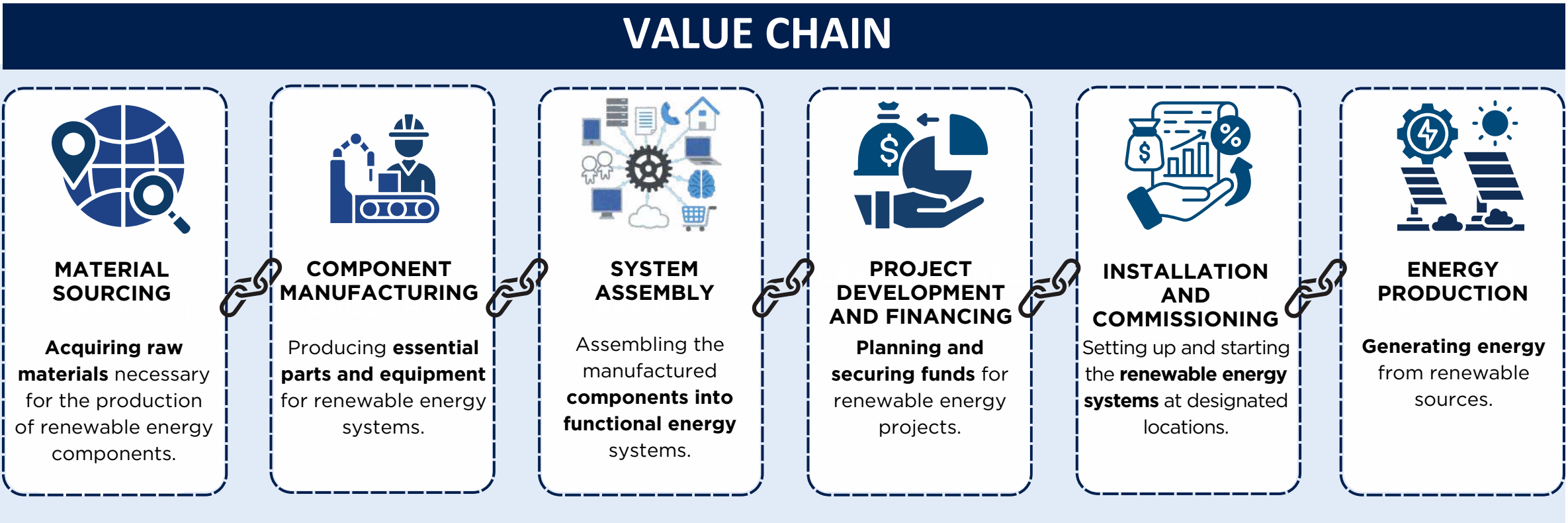
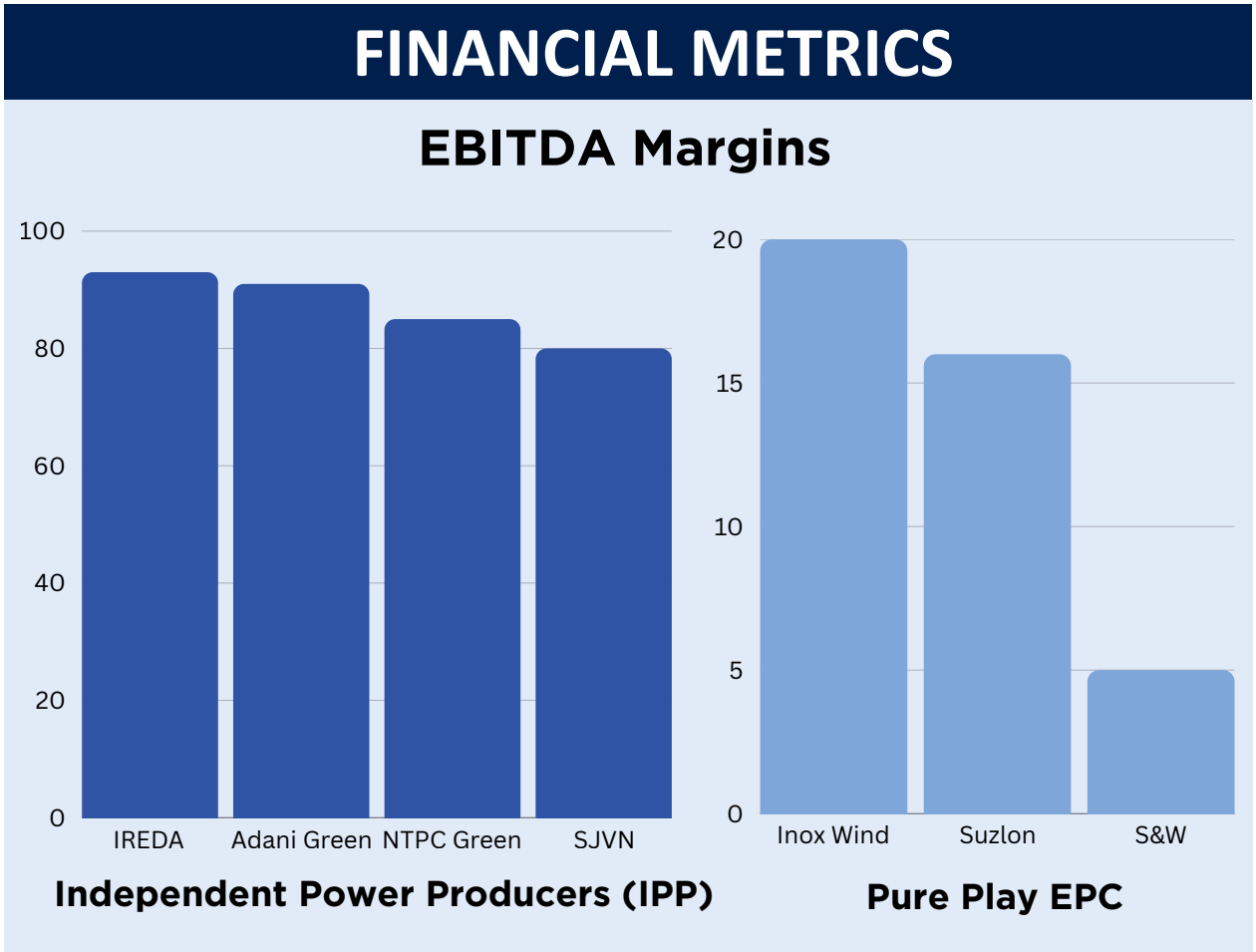
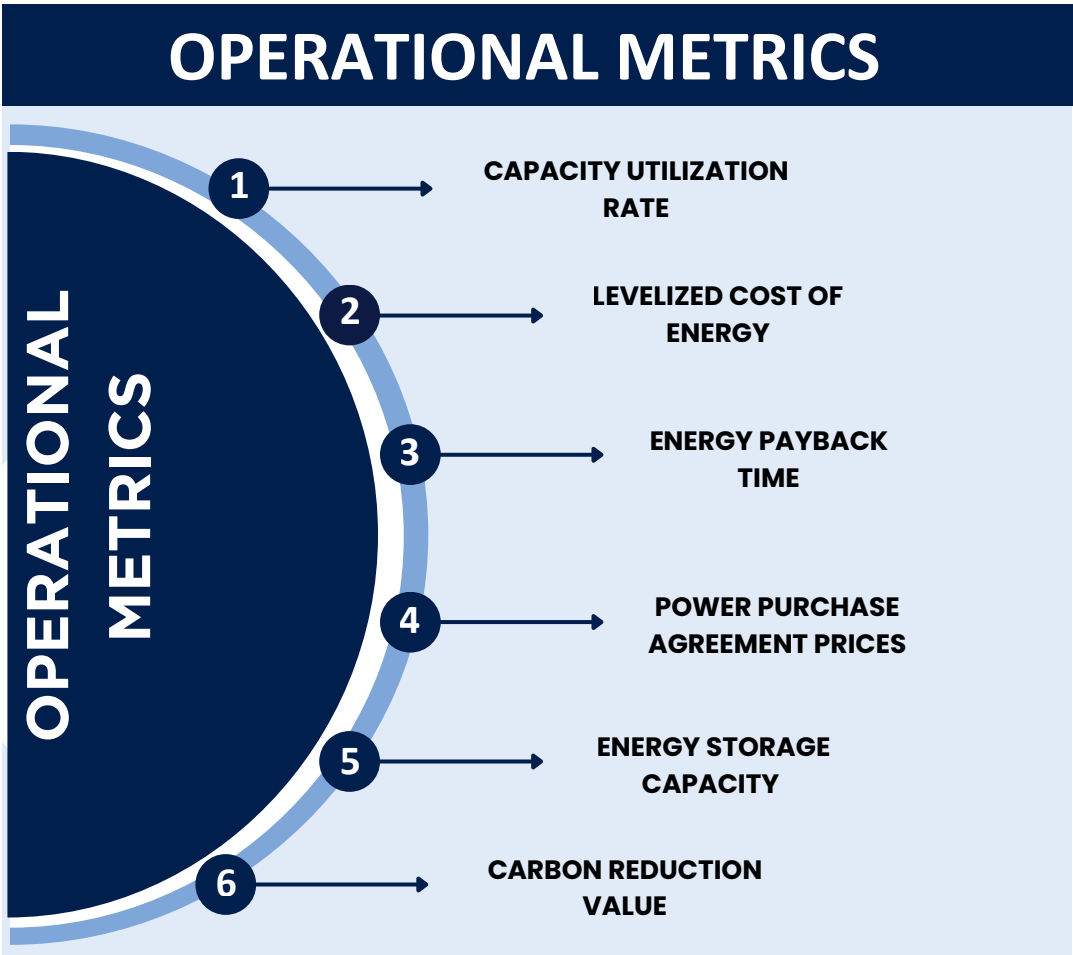


RENEWABLE ENERGY (2/3)

Analyzing the Renewable energy sector's operational metrics, value chain structure, and competitive landscape across key players



KEY PLAYERS		
COMPANIES	MARKET CAP	REVENUE
NTPC 	₹ 3,81,661	₹ 1,87,531
Adani Green 	₹ 1,85,686	₹ 12,499
TATA Power 	₹ 1,36,633	₹ 64,624
JSW Energy 	₹ 94,551	₹ 17,592
Suzlon Energy 	₹72,012	₹ 15,029
NHPC 	₹ 83,936	₹ 11,147
ReNew Energy 	₹45,000	₹9,000

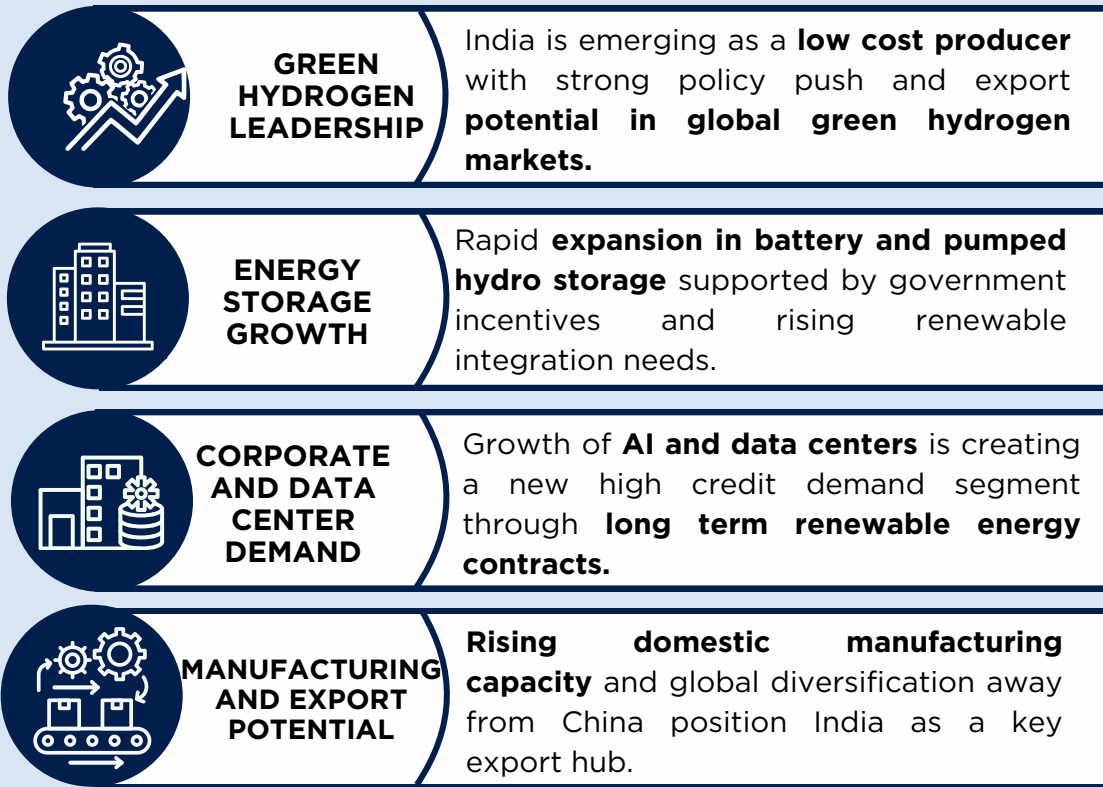
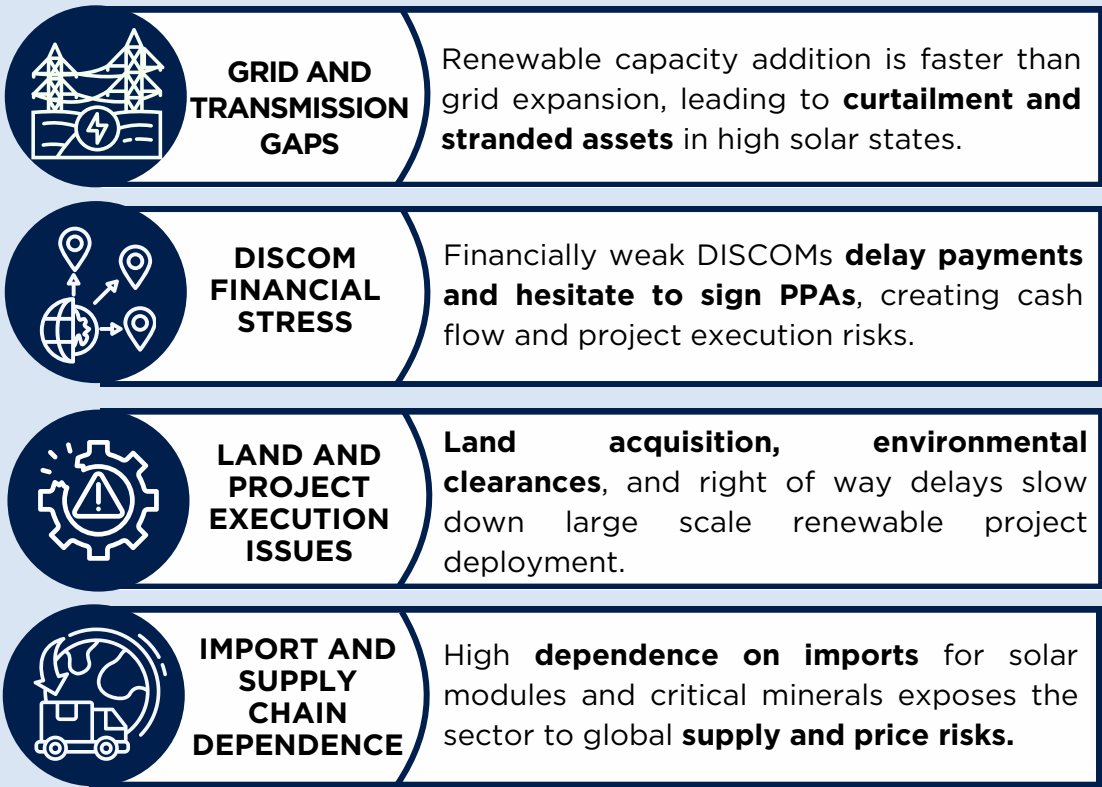


RENEWABLE ENERGY (3/3)

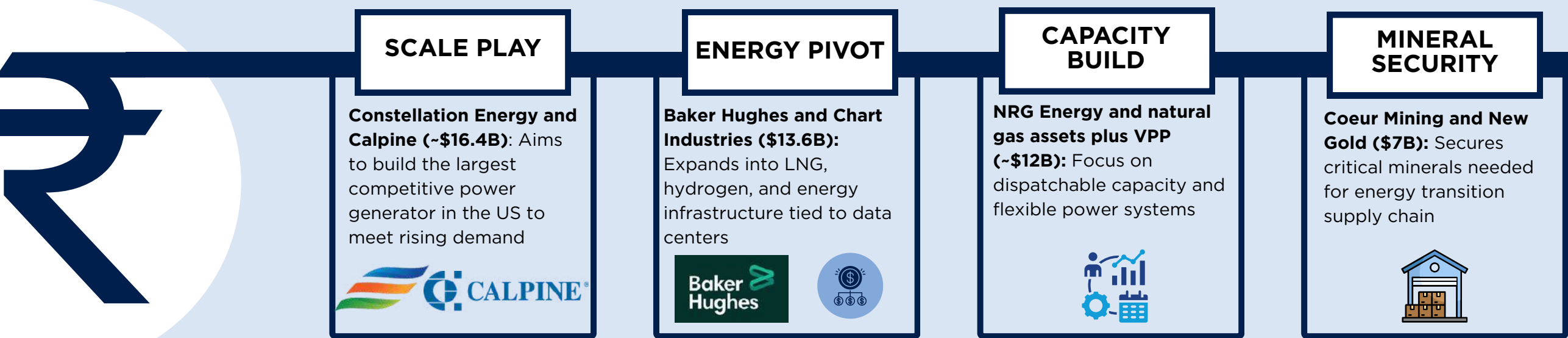
Evaluating the Renewable energy industry's challenges, opportunities, recent deals, and overall market dynamics using strategic frameworks



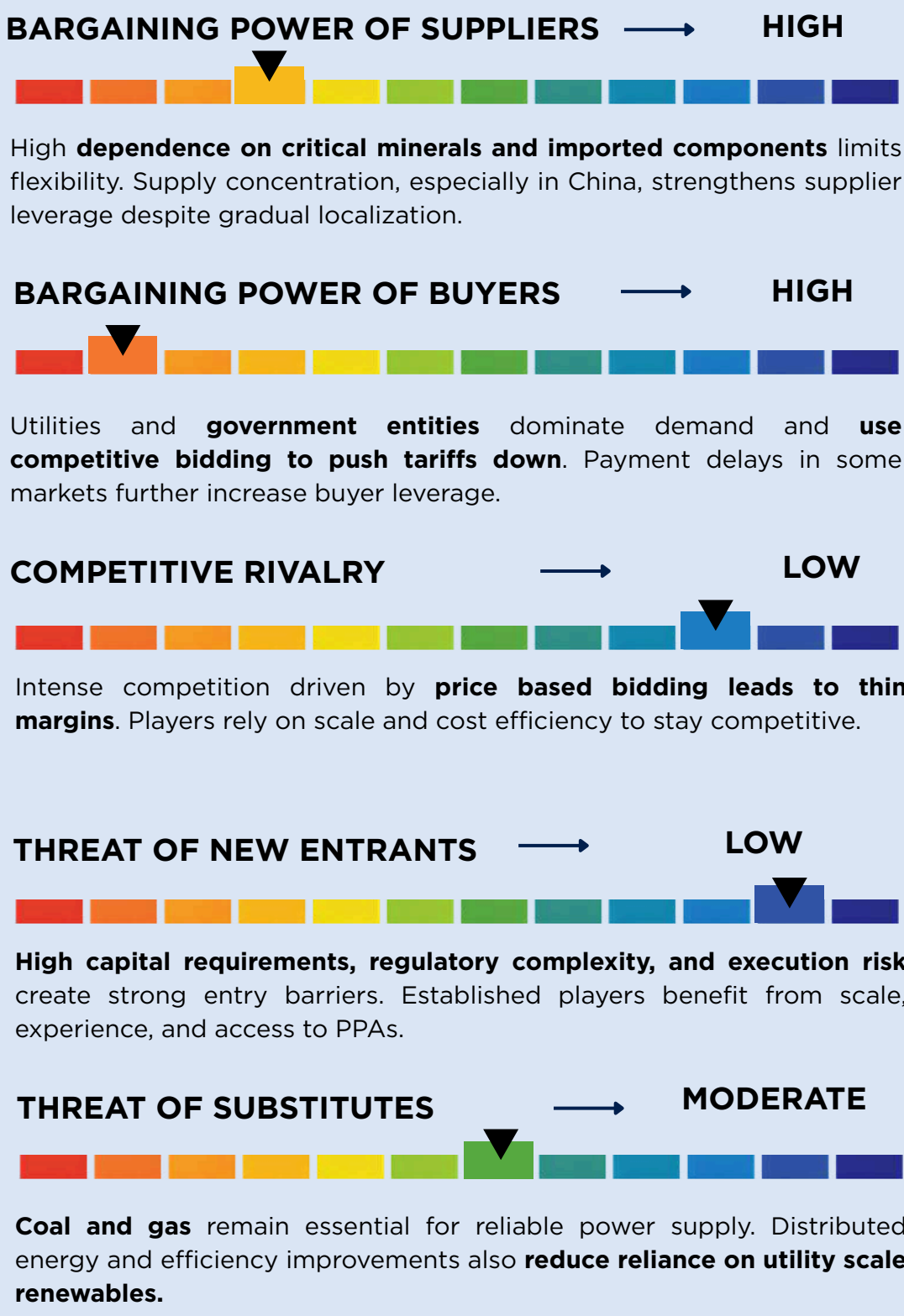
CHALLENGES AND OPPORTUNITIES



RECENT DEALS AND TRANSACTIONS



PORTERS 5 FORCES ANALYSIS





SEMICONDUCTOR

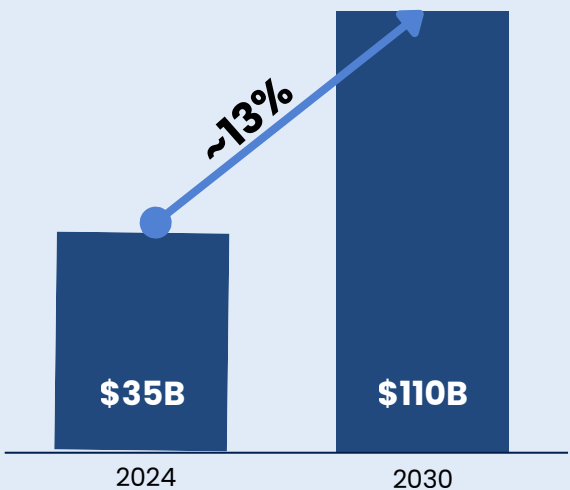
SEMICONDUCTOR INDUSTRY (1/3)

Understanding the Semiconductor industry overview, key growth drivers, and major cost and revenue factors shaping performance

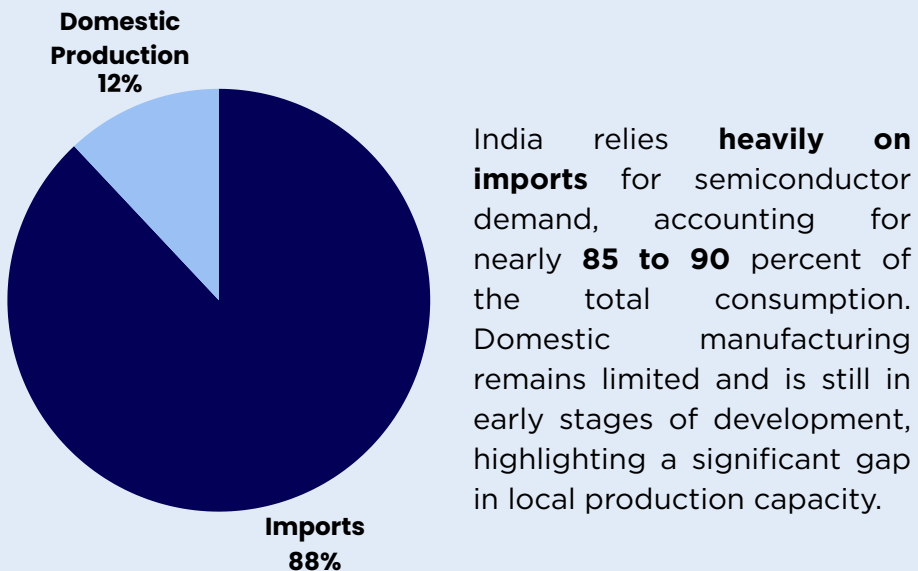


INDUSTRY OVERVIEW

INDUSTRY CAGR (FORECAST)



IMPORT DEPENDENCE



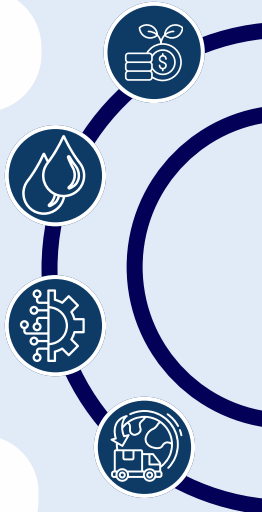
COST DRIVERS

Technology node and scale: Fabrication plants require investments exceeding 10 billion dollars depending on these.

Electricity and ultra pure water: High consumption of these significantly increases operating cost.

Continuous technology upgrades & short product cycles: These lead to recurring capital expenditure.

Imported semiconductor equipment and materials: Dependence on these creates cost volatility and supply risks.



REVENUE DRIVERS

Mobile manufacturing growth & PLI scheme: These drive strong semiconductor demand.

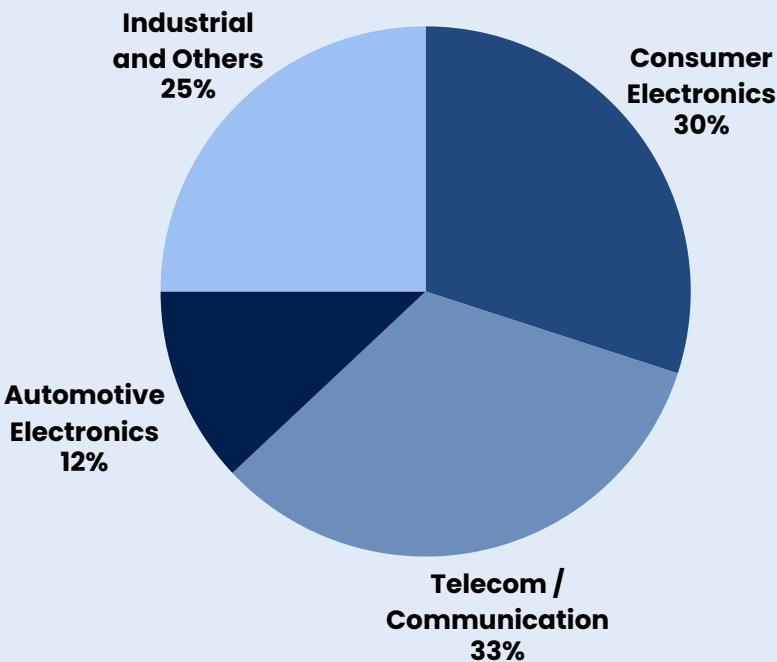
Automotive electronics demand: rising with increasing semiconductor content in electric vehicles.

Growing ATMP OSAT ecosystem: Strong design talent and ecosystem support industry expansion.

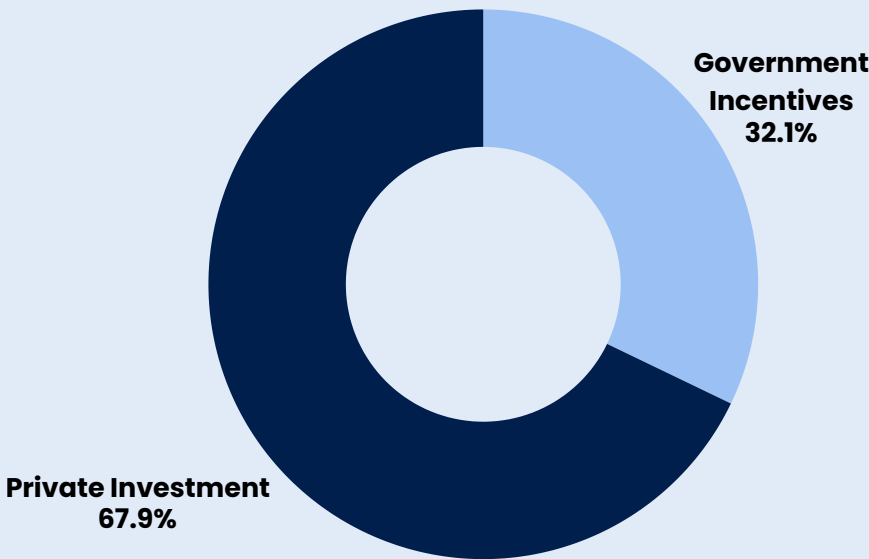
Telecom expansion and 5G rollout: Increase in demand for RF & IC chips.



REVENUE COMPOSITION AND INVESTMENTS



Revenue Composition



Investments Trends

GROWTH DRIVERS

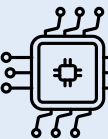
GOVERNMENT POLICY SUPPORT

Strong government push through **ISM, DLI, and incentives** significantly reduces capex and boosts domestic semiconductor ecosystem development.



AI AND DATA CENTER EXPANSION

AI expansion and large scale data center investments are increasing demand for high performance and specialized chips.



EV AND 5G DEMAND GROWTH

Rapid EV adoption and nationwide 5G rollout are driving strong demand for power chips, RF components, and advanced semiconductors.



GLOBAL SUPPLY CHAIN SHIFT

China plus one strategy and policy support position India as an emerging global hub for semiconductor manufacturing and ATMP operations.



SEMICONDUCTOR INDUSTRY (2/3)

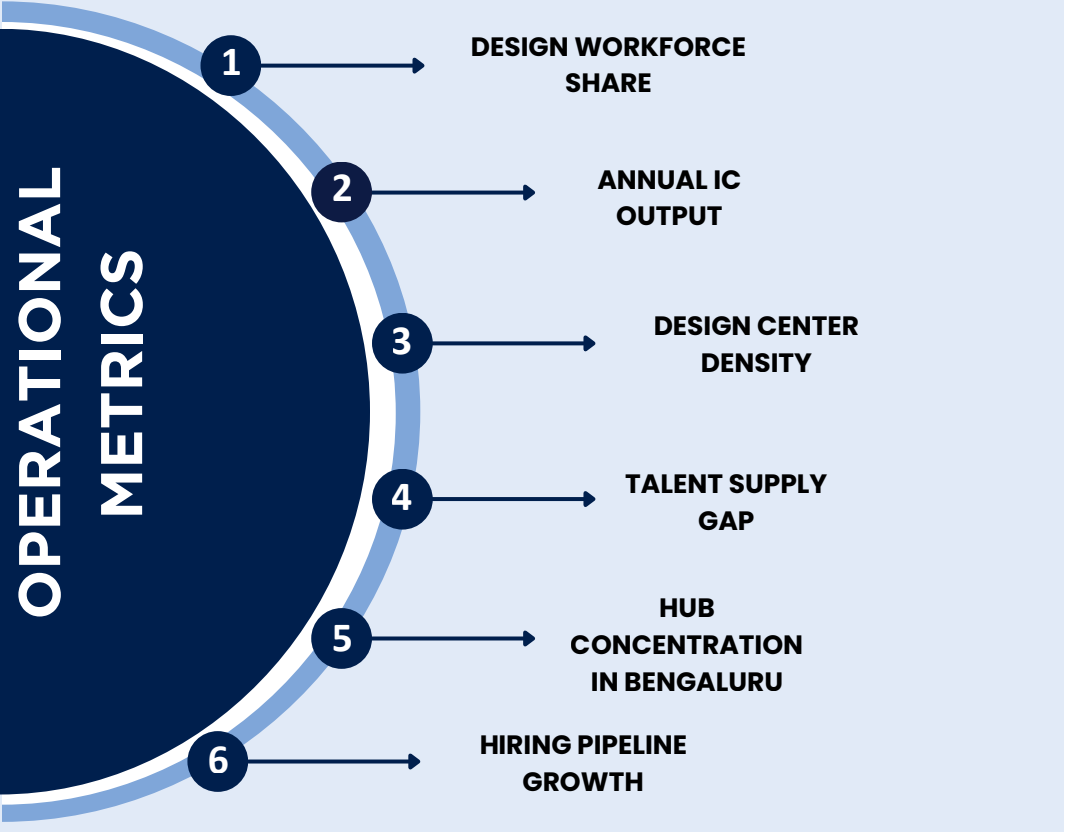
Analyzing the Semiconductor industry's operational metrics, value chain structure, and competitive landscape across key players



KEY PLAYERS

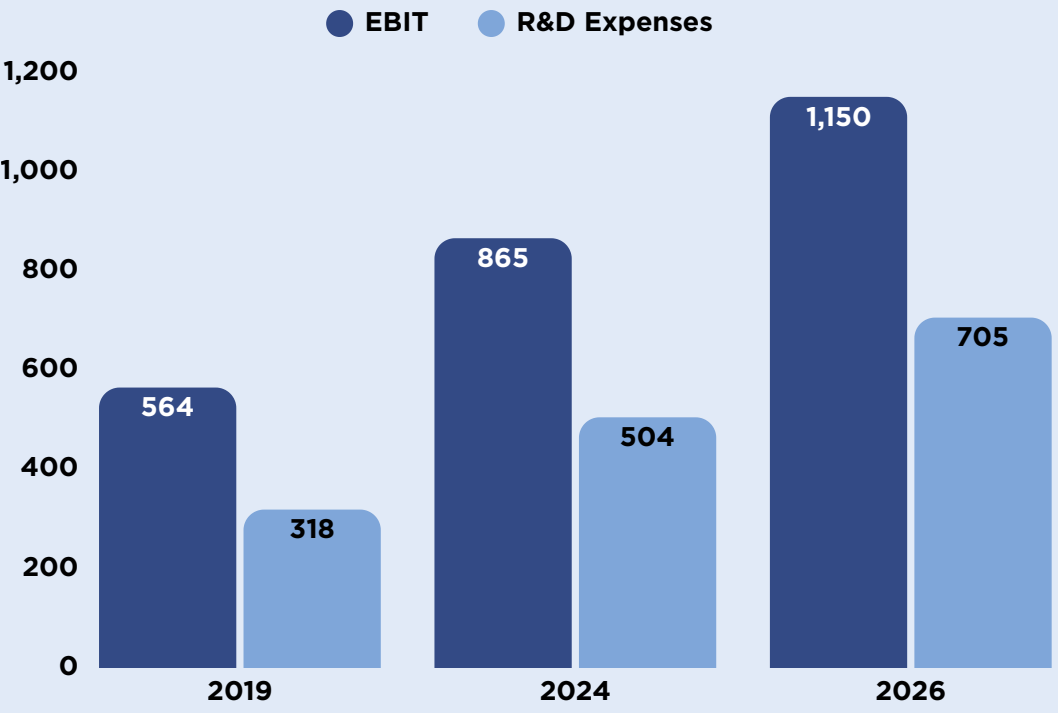
COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
AMD 	₹37,67,387	₹2,87,404
Intel 	₹28,54,795	₹4,38,680
Qualcomm 	₹12,06,101	₹3,67,690
Micron Technology 	₹42,58,539	₹3,10,420
HCL Group 	₹3,91,392	₹1,26,409
CG power and industrial solutions 	₹ 1,22,025	₹11,729
TATA Electronics 	No market cap (Not listed)	₹66,601

OPERATIONAL METRICS

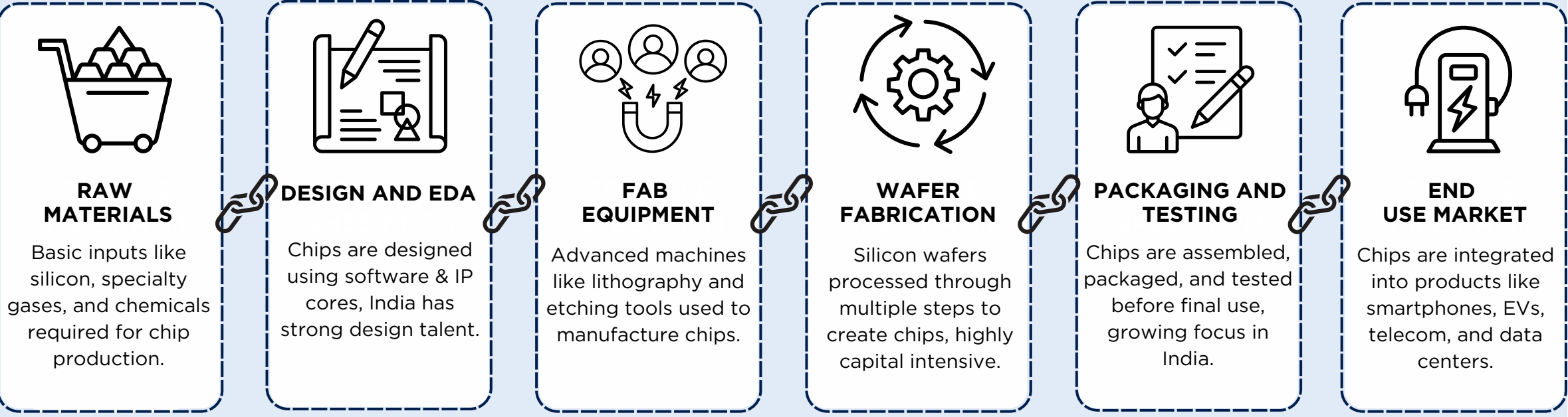


FINANCIAL METRICS

EBITDA Margins



SUPPLY CHAIN



SEMICONDUCTOR INDUSTRY (3/3)

Evaluating the Semiconductor industry's challenges, opportunities, recent deals and overall market dynamics using strategic frameworks



CHALLENGES AND OPPORTUNITIES

**API IMPORT DEPENDENCY**

India depends on China for 70 to 80 percent of APIs, creating strong supply chain and geopolitical risks.

**SUPPLY CHAIN DISRUPTIONS**

Export restrictions on key materials like gallium and germanium expose vulnerabilities in global supply chains.

**REGULATORY COMPLIANCE PRESSURE**

Maintaining US FDA standards increases costs, while inspection gaps and warning letters create operational risks.

**GLOBAL PRICING AND TRADE RISKS**

US tariff threats and pricing pressure in generics markets reduce margins and impact export competitiveness.

**IMPORT SUBSTITUTION OPPORTUNITY**

Large domestic demand gap creates strong opportunity to replace imports with local semiconductor manufacturing and reduce dependency.

**POLICY DRIVEN INVESTMENT GROWTH**

Government incentives and policy stability are attracting global players and boosting investments in India's semiconductor ecosystem.

**EMERGING HIGH GROWTH SEGMENTS**

Rapid growth in automotive electronics and artificial intelligence is increasing demand for advanced and specialised chips.

**ATMP AND PACKAGING HUB POTENTIAL**

India has strong potential to become a global hub for semiconductor packaging and testing due to lower entry barriers.

RECENT DEALS AND TRANSACTIONS

FAB EXPANSION

Tata Electronics with Taiwan PSMC developing semiconductor fab in Gujarat with 50000 wafer capacity and 90000 crore investment.



ATMP FACILITY

Micron Technology is establishing a semiconductor assembly & testing facility in Gujarat with 2000+ crore investment.



PACKAGING EXPANSION

Tata Electronics building semiconductor packaging plant in Assam with 2 crore investment and large scale production capacity development.



OSAT PARTNERSHIP

CG Power with Renesas and Stars Microelectronics setting up semiconductor unit in Gujarat with 7584 crore investment and industrial chip manufacturing focus.



PORTERS 5 FORCES ANALYSIS



Critical equipment and materials are controlled by a few global players, and absence of domestic fabs increases dependence on foreign suppliers.



Global OEMs like electronics manufacturers influence pricing and specifications, while government agencies hold strong control in strategic demand.



Industry is still developing with limited manufacturing players, and design firms often serve different global clients reducing direct rivalry.



Very high capital and infrastructure barriers in fabrication, but design entry is easier due to incentives and lower investment needs.



Semiconductors remain essential across industries, with no viable alternatives and emerging technologies still in early stages.



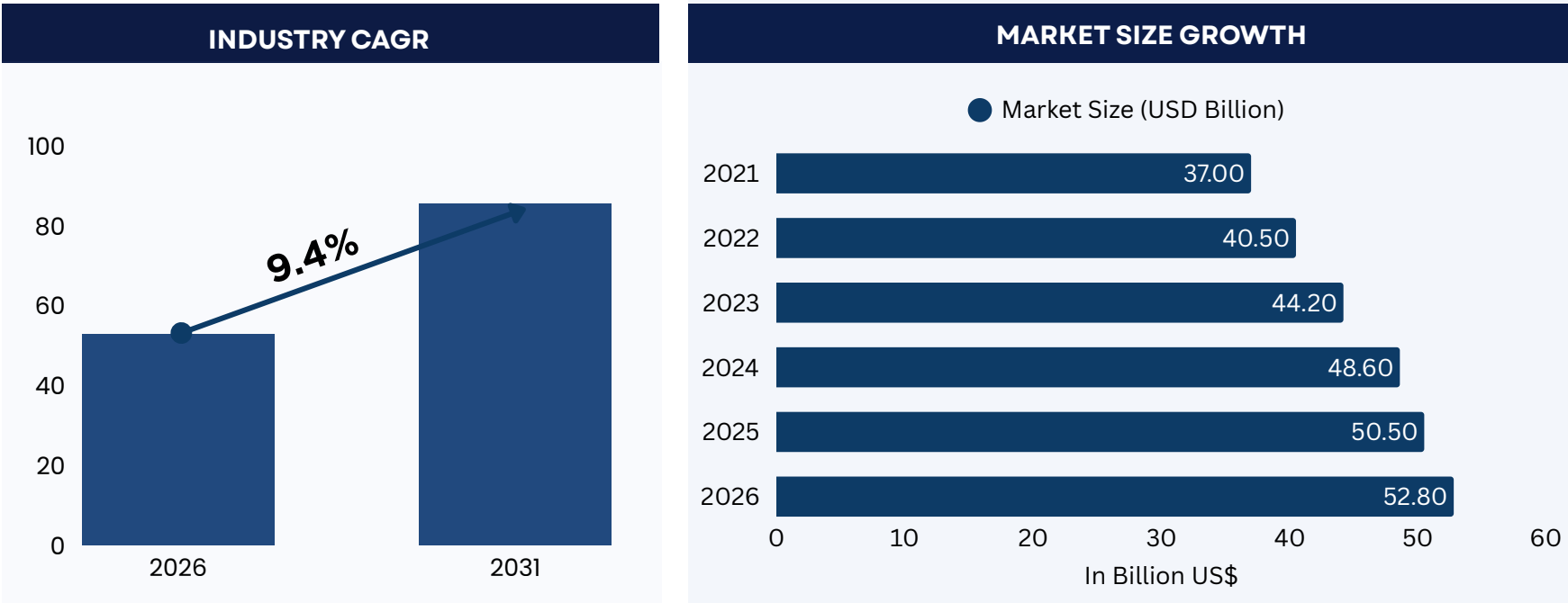
TELECOM

TELECOM INDUSTRY (1/3)

Understanding the Telecom industry overview, key growth drivers, and major cost and revenue factors shaping performance



INDUSTRY OVERVIEW SIZE



COST DRIVERS

Network Infrastructure & CapEx:
Build & rollout costs.

Network Maintenance & OpEx:
Upkeep & energy costs.

Spectrum Licensing & Fees:
Spectrum purchase costs.

Technology Upgrades & IT Systems:
Ongoing tech upgrades.

REVENUE DRIVERS

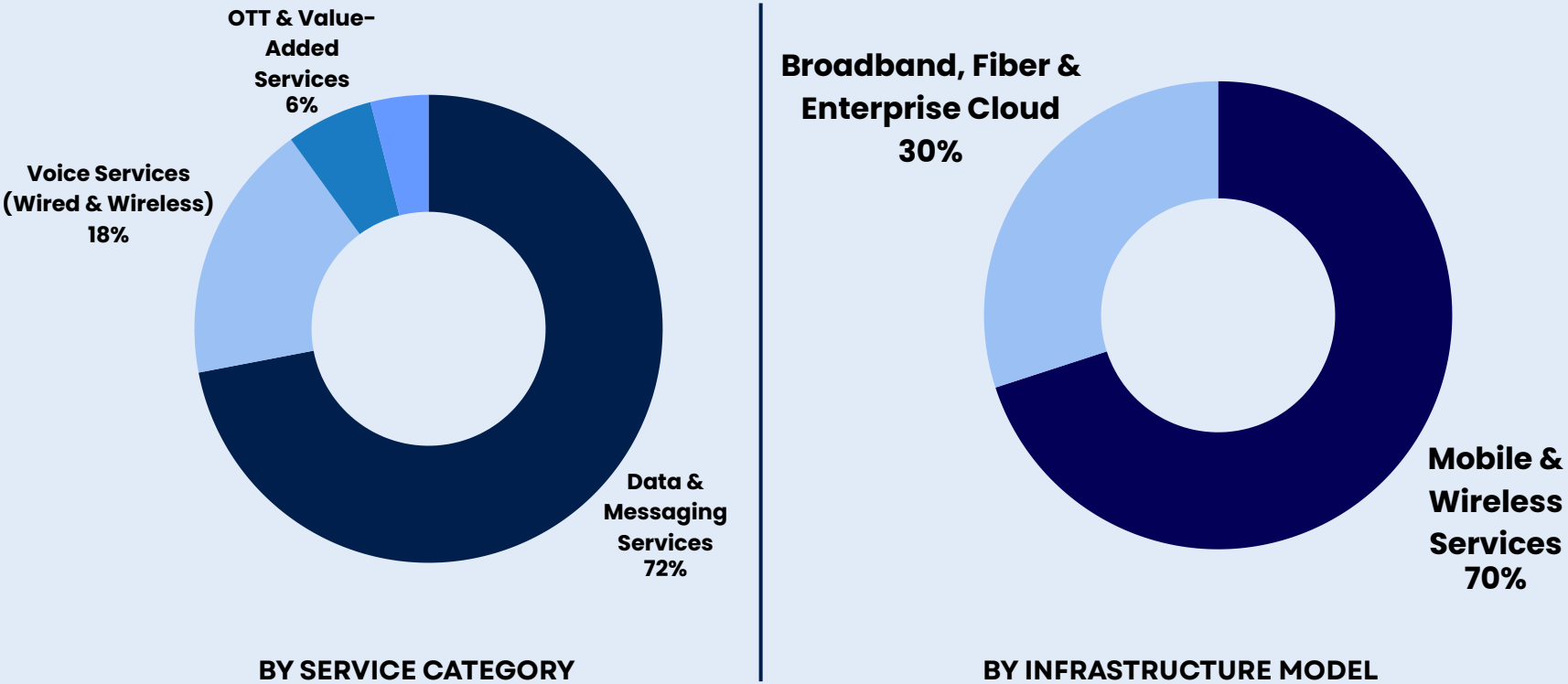
Consumer Wireless & Broadband:
Core revenue backbone.

Tower & Infrastructure Leasing:
High-margin tenancy income.

Enterprise Services (5G, IoT):
ARPU and margin expansion.

Adjacencies & Monetization:
Beyond connectivity revenue.

MARKET SEGMENTATION



GROWTH DRIVERS

DEMOGRAPHICS

Over 65% of India's population is under 35, creating a large, digitally native user base that drives sustained mobile data demand growth.



DIGITAL ECONOMY

Rapid expansion of OTT, fintech, gaming and e-commerce platforms significantly increases per-user data consumption and engagement levels.



5G ROLLOUT

Ongoing nationwide 5G deployment enabling IoT, smart cities, enterprise solutions and high-speed cloud adoption across industries.



AFFORDABLE DATA

Among the world's lowest mobile data tariffs at ~₹14 per GB drives mass internet penetration and significantly boosts digital consumption.



TELECOM INDUSTRY (2/3)

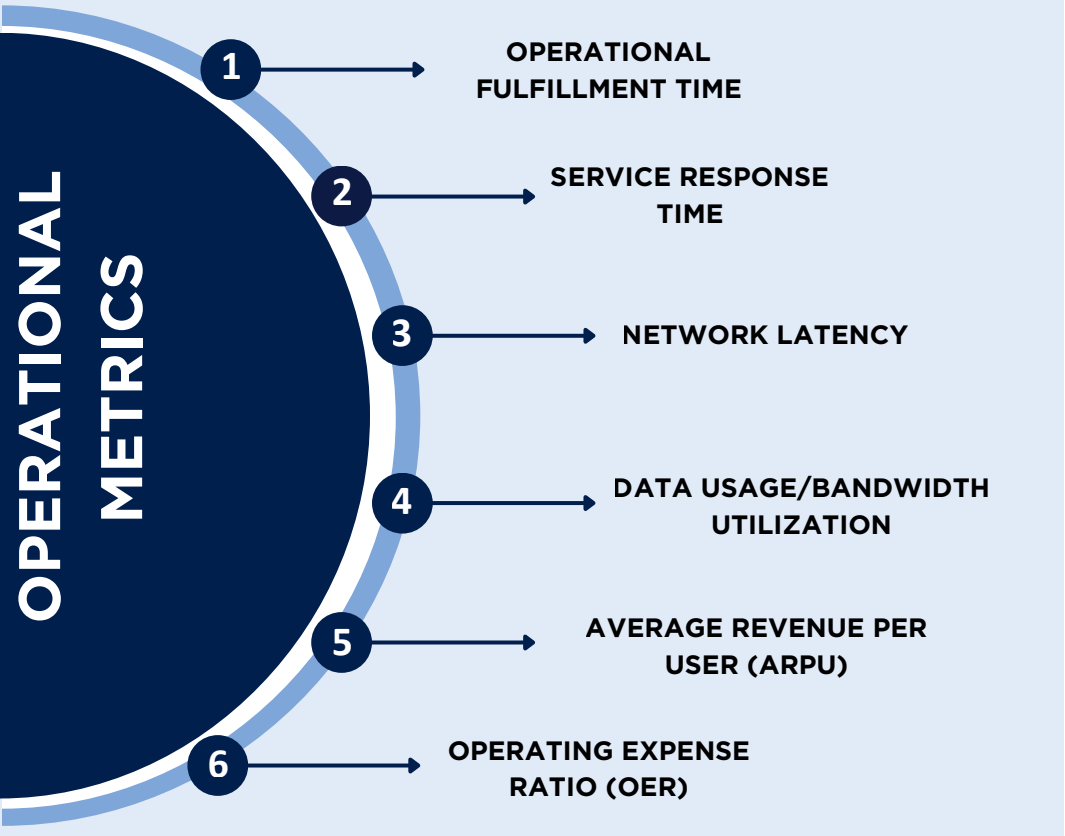
Analyzing the Telecom industry’s operational metrics, Supply chain structure, and competitive landscape across key players



KEY PLAYERS SIZE

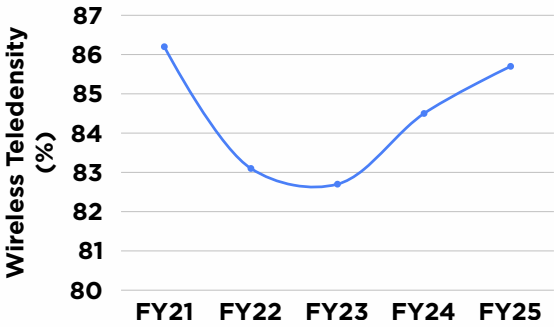
COMPANIES	MARKET CAP (cr.)	REVENUE (cr.)
Reliance Jio 	No standalone market cap	₹41,054
Bharti Airtel 	₹ 11,61,013	₹1,72,985
Vodafone Idea 	₹ 1,40,304	₹44,348
BSNL 	No market cap (Not listed)	₹5,347

OPERATIONAL METRICS

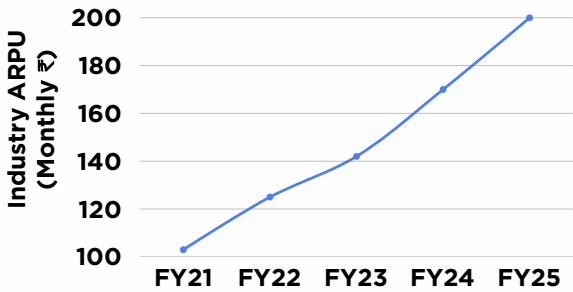


FINANCIAL METRICS

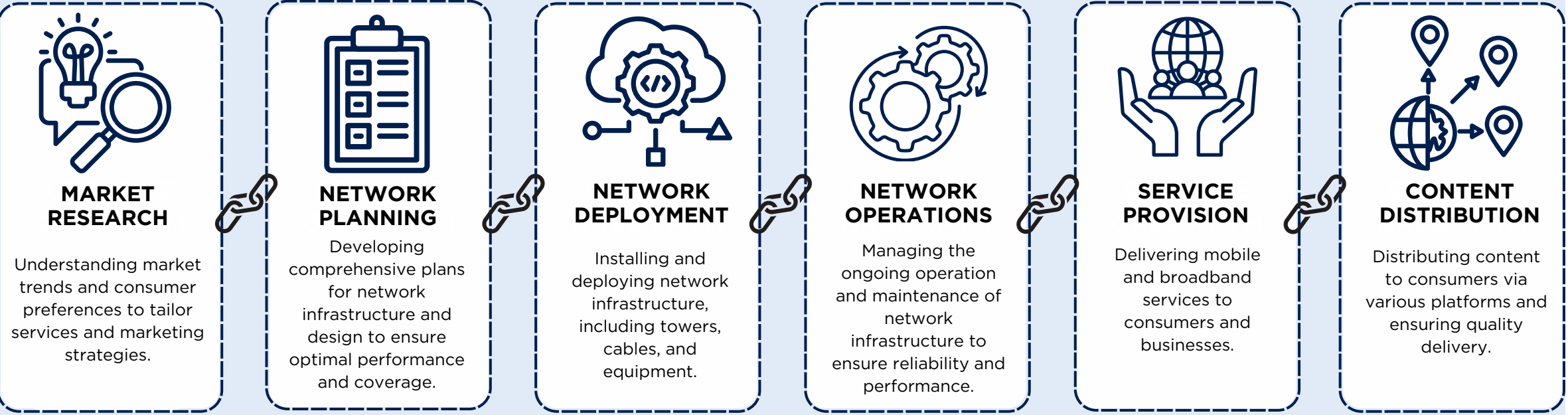
Teledensity: The number of telephone connections for every hundred individuals, measuring market penetration levels.



Average Revenue Per User (ARPU): Total revenue divided by the number of subscribers; tracks monetization efficiency per customer.



SUPPLY CHAIN





CHALLENGES AND OPPORTUNITIES



HIGH SPECTRUM COSTS

High reserve prices in spectrum auctions force operators into large upfront payments and long-term financial commitments.



HIGH DEBT LEVELS

Heavy borrowing from spectrum purchases and expansion has resulted in high debt, raising interest costs and weakening balance sheets.



EXPENSIVE 5G DEPLOYMENT

5G rollout requires heavy investment in spectrum, fiber and infrastructure while revenue generation remains uncertain in the near term.



RURAL DEVELOPMENT DEFICIT

Expanding networks in rural areas needs high investment but generates low returns due to weak demand and low ARPU levels.



RURAL EXPANSION

Public funding, FWA and shared infrastructure models are reducing deployment costs and enabling faster rural network coverage.



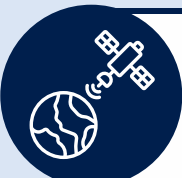
ENTERPRISE & PRIVATE NETWORKS

Private 5G, industrial IoT and edge computing are scaling with rising adoption across factories, campuses and logistics.



AI & INFRA. INTEGRATION

Telcos evolving into AI and edge compute partners, unlocking new revenue streams in low-latency services and data hosting.



HYBRID TERRESTRIAL-SATELLITE

Hybrid terrestrial and satellite networks are improving coverage resilience for remote regions and enterprise connectivity use cases.

RECENT DEALS AND TRANSACTIONS



ASSET MONETIZATION STRATEGY

- Tower monetization:** Operators are selling stakes in tower assets and entering long-term lease deals to unlock capital and reduce balance sheet stress.
- Long-term lease models:** Tower companies are securing multi-tenant, long-duration leases that ensure stable cash flows and improve infrastructure asset utilization.

CAPITAL INFLOW & PARTNERSHIPS

- Private equity participation:** Global PE and infra funds are increasing exposure to telecom towers, fiber and data assets for stable, yield-driven returns.
- Strategic capital partnerships:** Operators are partnering with institutional investors to raise capital, deleverage balance sheets and fund next-gen network expansion.

PORTERS 5 FORCES ANALYSIS

BARGAINING POWER OF SUPPLIERS → **HIGH**


A few global vendors control telecom equipment, while the government controls spectrum, giving suppliers pricing power and limiting operator flexibility.

BARGAINING POWER OF BUYERS → **VERY HIGH**


Customers can switch quickly through MNP, compare plans easily and stay highly price sensitive, keeping operator pricing power weak.

COMPETITIVE RIVALRY → **VERY HIGH**


A concentrated market, aggressive 5G rollout and heavy debt keep competition fierce, with operators fighting on price, coverage and subscribers.

THREAT OF NEW ENTRANTS → **LOW**


Massive capex, spectrum auctions and strict licensing make entry extremely costly, while incumbents benefit from scale, brand trust and network effects.

THREAT OF SUBSTITUTES → **MODERATE**


OTT apps, Wi-Fi and broadband replace many voice and data use cases, but demand for connectivity itself keeps substitution only moderate.



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T H A N K Y O U

INDUSTRY PRIMER

2025-2026



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