



## माझगांव डॉक शिपबिल्डर्स लिमिटेड

(भारत सरकार का उपक्रम)

**Mazagon Dock Shipbuilders Ltd.**

(Formerly Mazagon Dock Limited)

(A Govt. of India Undertaking)

डॉकयार्ड रोड, माझगांव, मुंबई-400 010

Dockyard Road, Mazagon, Mumbai - 400 010

**Certified - ISO 9001 Company**

CIN : L35100MH1934GOI002079

संदर्भ क्रमांक :

Ref. No. : SEC/BSENSEDISCL/66/2024-25

दिनांक :

Date : 06 December 2024

To  
BSE Limited  
Phiroze Jeejeebhoy Towers  
Dalal Street,  
Mumbai- 400 001  
Scrip Code: 543237

To  
National Stock Exchange of India Limited  
Exchange Plaza, C-1, Block G  
Bandra Kurla Complex  
Bandra (E), Mumbai - 400 051  
NSE Symbol: MAZDOCK

**Subject: Intimation under Regulation 30 of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015 - Publication**

Dear Sir,

We are enclosing herewith a copy of questionnaire by Geopolitics Magazine to be published in their magazine for the Indian Navy Day as a special issue of their magazine from 08 December 2024 onwards.

The above information is submitted in terms of Regulation 30 of SEBI (Listing Obligations and Disclosures Requirements) Regulations, 2015.

Thanking You,  
Yours Faithfully,  
For MAZAGON DOCK SHIPBUILDERS LIMITED

(Madhavi Kulkarni)  
Company Secretary & Compliance officer

Encl: as above



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**MAZAGON DOCK SHIPBUILDERS LIMITED**

**Subject: MDL - Geopolitics - Navy Day (December 2024) – Questionnaire.**

1. **What role can Mazagon Dock Shipbuilders Limited (MDL) play in supporting India's goal to become a global leader in shipbuilding, especially with its recent Navratna status?**

**MDL Reply:**

MDL commenced its journey 250 years back as ship repair yard with a small Dry Dock in 1774. The Dry dock is still operational within the company premises. Over the years the ownership changed hands and the shipyard mainly focussed on ship repair activities. However, the Shipbuilding activity gained momentum in early 1800 and a number of vessels were built at Mazagon Dock. Over the period, as the shipbuilding activities gained momentum, MDL matured into a lead shipyard.

Achieving *Navratna* status recently is a testament of its consistent performance, robust financials, and strategic importance to India's defence infrastructure. With *Navratna* status, MDL now has greater operational autonomy, empowering it to pursue ambitious projects and expand its technological capabilities. MDL's journey reflects resilience, dedication, and a vision aligned with India's strategic defence needs, symbolizing a proud chapter in India's public sector evolution.

MDL's contribution to the nations Naval strength and economic prosperity by building Naval platforms and commercial vessels is significant. MDL can play a pivotal role in positioning India as a global maritime powerhouse. Some of the key ways which MDL can contribute are as follows:

- a) **Strengthening Naval Capabilities:** MDL is instrumental in building advanced Warships and Submarines, crucial for enhancing the Indian Navy's capabilities. As India aims for a stronger maritime presence, MDL's ongoing projects and expertise in building indigenous Naval and Coast guard vessels can reduce dependency on foreign suppliers and bolster India's defence self-reliance.
- b) **Indigenisation & Innovation:** MDL can further India's "Atmanirbhar Bharat" initiative by boosting indigenisation in Shipbuilding and Submarine Building. By developing advanced technologies, promoting local suppliers and building expertise, MDL can enhance India's capability to manufacture high-tech maritime assets domestically.
- c) **Shipbuilding Exports:** With its experience, MDL has the potential to become a major exporter of Warships, Submarines and other ships, serving the maritime needs of friendly foreign nations. This can create a new avenue for India's defence exports, boost foreign exchange earnings and enhance India's global maritime reputation.
- d) **Infrastructure Development:** MDL's expansion in modern shipbuilding infrastructure would help India become competitive on global scale. Enhanced Dry docks, repair facilities and modular construction techniques can position MDL as a leader in efficient and large-scale ship manufacturing catering to both civilian and defence needs.
- e) **Skilled work force and R&D:** MDL's investment in training skilled workforce and focussing on R&D would boost innovation in Shipbuilding. Through partnerships with educational institutions and R&D initiatives, MDL shall be developing cutting edge designs and techniques that place India at the forefront of maritime technology.

By focussing on the above areas, MDL today is a driving force in helping India realise its maritime ambitions, not just regionally but globally. Through the strategic development of Indigenous technologies, partnerships and efficient manufacturing, MDL can help India secure its place as a major player in the global maritime industry.

**2. How does MDL navigate competition with private sector players for defence contracts, and what impact does being a public-listed company have in this niche market?**

**MDL Reply:**

Being a public sector entity in a specialized sector certainly brings both unique challenges and advantages. When competing with private sector companies, there's often an added layer of expectations, as public sector organizations are tasked not only with commercial success but also with fulfilling strategic objectives for national interests.

However, being in the public sector also works to our advantage. Our close alignment with national policies, established trust, and a commitment to long-term, sustainable goals often resonate well with stakeholders, especially within government and defence-related sectors.

As a listed company, there's an added layer of responsibility and transparency we uphold, which strengthens our credibility in the market. Operating in a specialized field, listing elevates our visibility and enables us to attract interest from investors who appreciate the unique value and stability that come with a public sector organization in this domain. This positioning helps us compete more effectively while remaining accountable to public and shareholder expectations. Further, MDL in the process of constructing submarines has developed more than 300 vendor base of Private Industries.

**3. What specific initiatives has MDL implemented to increase the indigenous content in its projects, and how does this align with the company's commitment to supporting the 'Make in India' initiative?**

**MDL Reply:**

- a) MDL has been in the forefront of GoI's flagship programme Make-In-India since its inception. MDL has indigenously built some of the frontline Warships and Submarines for Indian Navy which includes Destroyers, Frigates, Conventional Submarines, Corvettes, Missile boats, Offshore Patrol Vessels, Floating Border Outposts etc. From the time MDL was taken over by Government of India in 1960, MDL has built 802 vessels including 28 capital warships and 7 Conventional Submarines for the Indian Navy.
- b) MDL's efforts and commitment towards Make –in-India is evident from the fact that percentage of indigenisation in the ships built by MDL has been steadily increasing from 42% in P15 Delhi Class Destroyers (built in 90s) to approx. 75% in P17A Nilgiri Class Frigates (under construction).
- c) MDL has established itself as Submarine Construction Hub in the country. MDL is the only shipyard in India which has successfully constructed conventional submarines with two different technologies i.e. German SSK class submarines as well as French Scorpene Class submarines. MDL has made concerted efforts for indigenisation of major items with support from *IN* & collaborator. MDL has taken initiatives for collaboration with Indian OEMs for development of indigenous equipment under Transfer of Technology from foreign OEMs.
- d) A separate indigenisation cell has also been constituted in MDL to give thrust to indigenisation of equipment/item at company level, apart from efforts made at MOD/*IN* level to provide focused impetus to the Hon'ble Prime Minister's vision of "Make-in-

India". Since setting up of Indigenisation Department, MDL has successfully indigenized some of the major items/equipment through the Indian Industries. Indigenisation of these items has not only resulted in considerable cost savings to the exchequer but also helped India in becoming self-reliant as far as these items/equipment are concerned.

**4. With increasing competition in defence shipbuilding, what collaborations or partnerships is MDL pursuing to maintain its edge?**

**MDL Reply:**

Mazagon Dock Shipbuilders Limited (MDL) recognizes that shipbuilding for the defence sector is indeed a highly specialized field where the stakes are increasing with evolving demands and rising competition. MDL's focus remains on leveraging its rich legacy, advanced capabilities, and cutting-edge infrastructure to stay ahead in this challenging environment.

Our approach to handling the rapidly changing specialized requirements of the defence sector involves a strong emphasis on R&D, enhancing indigenous production, integrating sustainable practices alongside Industry 4.0 technologies and adapting new technologies. MDL is committed to fostering partnerships with global leaders and domestic players to augment our capabilities. Collaborative efforts are in the pipeline, focused on technology sharing, joint design, and development of next-gen warships, submarines, and other critical assets.

By maintaining dual emphasis on innovation and strategic collaboration, MDL is well-positioned to meet current and future requirements of the defence sector, contributing to India's vision of self-reliance in defence production.

**5. Can you elaborate on the significance of MDL's partnership with Germany's ThyssenKrupp Marine Systems (TKMS) for Project 75I and how this collaboration aligns with India's defence modernisation goals?**

**MDL Reply:**

Mazagon Dock Shipbuilders Limited's (MDL) partnership with Germany's ThyssenKrupp Marine Systems (TKMS) for Project 75I holds significant importance for India's defence modernization goals.

MoD had issued RFP for P75I for construction of 06 nos. conventional Submarine fitted with Air Independent Propulsion (AIP) under Strategic Partnership (SP) model. Under this project, MDL & IN are to acquire the Design of the new Conventional Submarines which would enable India to sustain P75(I) Platforms and enhance the design capability for subsequent programs. The collaboration promotes indigenous submarine construction, reducing dependence on foreign vendors as 60 % indigenisation mandated in the project would help India in developing its own capability and increase Self Dependency (Atma Nirbharata).

The partnership directly supports India's push for greater self-reliance in defence manufacturing, while simultaneously enhancing the capabilities of the Indian Navy to meet contemporary security challenges in the Indian Ocean Region and beyond.

- 6. What are the main technological enhancements offered by the MDL-TKMS collaboration in the P-75I project, particularly in terms of the Air Independent Propulsion (AIP) system and its operational advantages for the Indian Navy?**

**MDL Reply:**

The MDL-TKMS collaboration with respect to Project 75I for providing 06 Nos. Conventional Submarines with AIP & Lithium Ion Batteries brings significant technological advancements, particularly in the realm of Air-Independent Propulsion (AIP) systems. TKMS is the only Yard to have delivered proven AIP system on Conventional Submarines for the last two decades. Overall, the MDL-TKMS collaboration for Project 75I represents a momentous leap forward for the Indian Navy's submarine capabilities, providing advanced technology and operational advantages including enhanced stealth, increased operational range and endurance that will enrich the country's maritime security.

- 7. What sustainable practices has Mazagon Dock implemented to address environmental concerns in its operations?**

**MDL Reply:**

MDL is dedicated to enhancing environmental standards by preventing pollution and complying with legal requirements. Key initiatives include quarterly monitoring of air, water, and noise levels, installing a Continuous Ambient Air Quality Monitoring System, using eco-friendly construction materials, implementing energy-efficient systems, and promoting waste segregation and recycling. Additionally, MDL has adopted rainwater harvesting and sewage treatment in new projects to further support sustainability efforts.

Further to the above, MDL continually works on awareness programs for employees and stakeholders reinforcing the importance of sustainability within its projects. Through these efforts, MDL demonstrates a strong commitment to environmental responsibility while maintaining its operational excellence.

- 8. How does Mazagon Dock's training and skill development initiatives align with the company's overall capability to deliver complex maritime projects?**

**MDL Reply:**

Mazagon Dock Shipbuilders Limited (MDL) places a strong emphasis on training and skill development to maintain its competitive edge in the complex and technologically advanced field of shipbuilding. The company's initiatives are designed to equip its workforce with specialized technical expertise, such as in naval architecture, marine engineering and shipbuilding technologies. These efforts include apprenticeship programs, technical workshops, and certifications in modern shipbuilding techniques like automation, robotic, etc. These programs ensure that MDL's employees are skilled in cutting-edge technologies, improving productivity and innovation while keeping the company aligned with industry standards.

MDL's training initiatives also focus on quality assurance, safety, and leadership development. The company invests in quality control training, ensuring compliance with international standards and provides safety training to minimize risks associated with shipbuilding operations. Furthermore, MDL offers leadership and project management development programs, helping managers enhance their decision-making and team management skills, which are critical for successfully executing complex projects. By fostering a skilled and adaptable workforce, MDL ensures its ability to meet evolving project requirements and deliver high-quality maritime projects on time and within budget.