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UNITED STATES CONSULATE GENERAL MUMBAI

High-level Semiconductor Roundtable Series 2025

Forging India - U.S. Innovation

Whitepaper

"A Convergence of Policy, Innovation & Investment"

Knowledge Partner

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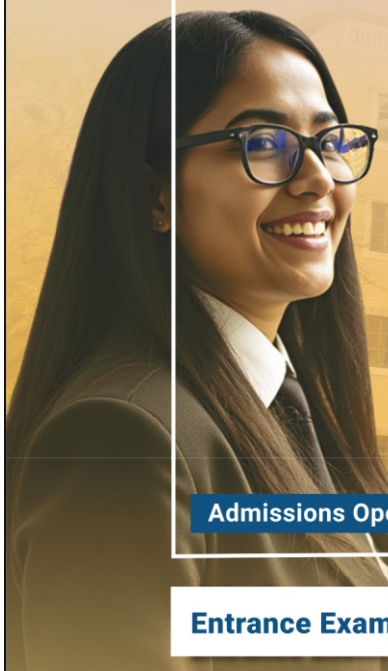

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- Maharashtra received **40% of India's total FDI** in 2024-25 (INR 1.64 lakh Cr out of INR 4.21 lakh Cr)
- Maharashtra is presently home to the largest number of MSMEs in India (82.63 lakh Udyam registered units -17% of India's MSMEs)
- Exports from State worth **INR 5,56,000 Cr** in FY 23-24
- Maitri (Maharashtra Industry, Trade and Investment Facilitation Cell) 2.0 Portal launched
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Message from

A. Sekhar

National President, IACC

In an era defined by rapid technological transformation, semiconductors stand at the frontier of global innovation and competitiveness. For India, this is not just a sectoral opportunity—it is a national imperative.

The Indo-American Chamber of Commerce has always believed that building strong bilateral ties requires more than trade—it demands trust, collaboration, and shared vision. The Semiconductor Roundtable Series 2025 exemplifies this ethos. Through focused engagements in Mumbai, Pune and Nagpur, we witnessed not only the convergence of stakeholders but the emergence of a shared aspiration: to make India an indispensable partner in the global semiconductor value chain.

This series is more than a milestone—it is a foundation. A foundation built on open dialogue between government leaders, industry pioneers, academia, and global allies, particularly our longstanding partner, the United States. I extend sincere thanks to the U.S. Consulate General, Mumbai, and to our knowledge partner Shardul Amarchand Mangaldas & Co. for standing with us in this timely endeavour.

As we unveil the whitepaper today, I see it not just as a document, but as a call to action. It captures the spirit of possibility, the rigor of policy insight, and the energy of young India ready to lead the world in next-generation technologies.

I congratulate the Ease of Doing Business Committee and Mr. Saurabh Shah for their visionary leadership in driving this initiative. Their commitment and strategic foresight have turned an idea into a movement.

Let this be just the beginning. Let us continue to align our policies, sharpen our capabilities, and build an ecosystem where innovation thrives—not in isolation, but in collaboration. Because when India and the United States innovate together, the world benefits.

Message from

Saurabh Shah

Chairman, National Committee on EODB, IACC

The Indo-American Chamber of Commerce (IACC), established in 1968, stands as the apex bilateral chamber fostering India–U.S. economic engagement. With over 1,800 members across a pan-India network, IACC serves as a vital bridge—uniting industry leaders, shaping progressive policy frameworks, and championing ease of doing business initiatives across sectors critical to the future of both nations.

The National Committee on Ease of Doing Business (EoDB) plays a pivotal role in this mission by facilitating industry-government dialogue, identifying regulatory bottlenecks, and advancing recommendations to enhance India's business climate. Through focused roundtables, knowledge-sharing platforms, and targeted advocacy, we aim to unlock India's economic potential, region by region, sector by sector.

In alignment with the national vision of Viksit Bharat @2047, the EoDB Committee has chosen the semiconductor sector as a strategic focal point. Semiconductors form the bedrock of modern innovation, powering advancements in AI, telecom, defence, mobility, and consumer electronics. This emerging sector is not only central to India's digital future but also a torchbearer for Viksit Bharat @2047—enabling technology-led growth, employment, and self-reliance.

To catalyze action, we convened a three-city Semiconductor Roundtable Series across Mumbai, Nagpur and Pune, in collaboration with the U.S. Consulate General, Mumbai, and our knowledge partner, Shardul Amarchand Mangaldas & Co. This initiative brought together voices from industry, academia and policy-making, creating a unique platform to align ideas, resources, and strategic intent.

Guided by the theme "A Convergence of Policy, Innovation and Investment," this white paper captures the insights, challenges, and actionable roadmaps that emerged from these deliberations. It will be presented to both Central and State Governments, with the intent to inform policy direction and catalyze India's ascent as a global semiconductor powerhouse.

"The future is being etched in silicon—semiconductors are not just chips, they are the building blocks of a digitally empowered, self-reliant India."

Message from

Nilesh Vikamsey

Regional President, WIC, IACC

"What we build today will define the technology landscape of tomorrow."

With this spirit, the Semiconductor Roundtable Series 2025 convened impactful discussions across Mumbai, Nagpur and Pune, culminating in the launch of a whitepaper today in Mumbai. The series fostered strategic dialogue between various stakeholders like Industry, Governments (States, India & US) & Academicians focused on building a robust and resilient semiconductor ecosystem.

Backed by the U.S. Consulate General, Mumbai and knowledge partner Shardul Amarchand Mangaldas & Co., this initiative marks a key step in aligning policy, innovation, academia, Governmental support and international cooperation to strengthen India's semiconductor ambitions.

The global chip shortage in recent years was a wake-up call for many nations, highlighting the urgent need for semiconductor self-reliance. Looking back at India's early IT journey—when doubts about our global competitiveness were common—I now see the same determination and passion driving India's ambitions in semiconductors.

The Semiconductor Roundtable Series is not just timely—it is urgent. It represents the collaborative effort necessary to position India as a resilient and leading player in the global semiconductor supply chain. I commend my NEC Colleague Mr. Saurabh Shah for his outstanding leadership in driving this initiative forward. His vision and ability to translate ideas into action have made a lasting impact. We sincerely thank him for his invaluable contribution.

I am confident that these Roundtable Series & the White Paper will become a strong pillar for the growth of Semiconductor Sector in India & IACC role will be etched in the History of Indian Semiconductor Sector

Message from

MIKE HANKEY

CONSUL GENERAL, U.S.CONSULATE GENERAL MUMBAI

We extend our heartfelt thanks to the Indo-American Chamber of Commerce (IACC) and Shardul AmarchandMangaldas (SAM), for their exceptional collaboration over the past five months. Together, we have launched a roundtable series that provided a unique platform for leaders from government, academia, and industry to come together and share invaluable insights on strengthening U.S.-India cooperation in the semiconductor sector.

The United States strongly supports this growth. We have already witnessed significant investments, such as Micron's commitment, and many American companies are eager to explore further opportunities in India.

This momentum reflects the vision laid out during the February meeting between Prime Minister Modi and President Trump, where they established a roadmap for bilateral collaboration known as the U.S.-India COMPACT—Catalyzing Opportunities for Military Partnership, Accelerated Commerce, and Technology.

Semiconductors align perfectly with the objectives of the COMPACT. This dynamic industry holds enormous potential for Indian and U.S. companies, researchers, and students alike.

We invite U.S. companies, investors, and technology leaders to join us in accelerating progress and fostering meaningful collaboration. Our goal is clear: to move the needle forward—not just for India—but for American industry as well.

Message from

RADHIKA M DUDHAT

PARTNER, SHARDUL AMARCHAND MANGALDAS & CO.

"The Semiconductor industry is a niche industry which requires decades of research, development, specialised raw materials, advanced high-tech equipment, sterile environment and advanced infrastructure, which is of high quality and precision.

It also needs a skilled workforce with specialised technical competencies and discipline to work in the highly demanding environment of the Semiconductor ecosystem.

Substantial growth of the Indian Semiconductor industry is possible by creating a conducive environment, specialised infrastructure, skilled workforce and providing subsidies and incentives, to make India a preferred destination for existing global semiconductor chip manufacturers to set-up their chip manufacturing facility/(s) in India.

In parallel, incubator programmes can be set-up which are collaborative initiatives between entrepreneurs, Government led ecosystem (making available a pool of capital, enabling regulatory framework and cluster infrastructure), industries with technical capabilities and universities with relevant programmes that can successfully complete the specific projects that are undertaken.

This will enable the Semiconductor industry in India to grow in a manner that is economically viable and scalable. This will also give a major impetus to the growth of the entire supply chain of the Indian Semiconductor industry.

A 'Made In India' Semiconductor Chip, will be a significant milestone in India's vision for 'Viksit and Atmanirbhar Bharat'."

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ABOUT IACC

The Indo-American Chamber of Commerce (IACC), established in 1968, is the apex bi-lateral Chamber synergizing India-US Economic Engagement. It was started by Ambassador Chester Bowles along with the then Industry leaders and visionaries like Mr. S L Kirloskar, Mr. Harish Mahindra, Mr. H. P. Nanda, Mr. Ambalal Kilachand, Mr. A. M. M. Arunachalam, Mr. Frederick Fales and Mr. John Oris Sims for enhancing US India Economic Engagement. Today IACC has pan India presence with around 1500+ members, representing cross section of US and Indian Industry.

The major objective of IACC is to promote Indo-American business, trade and economic relations. IACC promotes bilateral trade, investment and technology transfer, facilitates business collaborations, joint ventures, marketing tie-ups and strategic alliances through a set of proactive business-oriented initiatives.

IACC acts as a catalyst for sustainable growth of business between India and the US. In its five decades of existence, IACC has established operational connectivity with a host of business, research and developmental institutions in India and US in order to leverage each other's capabilities for enhancing Indo-US business relations. The Chamber continuously interacts with the Indian and US Governments and provides them feedback on bilateral issues relating to trade and investment. In essence, IACC also acts as a forum for its member companies to interact with senior functionaries of both the Governments.

IACC member companies are involved in a cross-section of business domains such as manufacturing, engineering, construction, consumer goods, electronics, IT, pharmaceuticals, consulting, travel and tourism, etc.

The geographical spread of IACC is unique as it operates through 14 offices located throughout the country. These are in Ahmedabad, Bengaluru, Chennai, Goa, Hyderabad, Jamshedpur, Kochi, Kolkata, Lucknow, Mumbai, Nashik, New Delhi, Pune, Varanasi.

Shardul Amarchand Mangaldas

ABOUT SHARDUL AMARCHAND MANGALDAS

Shardul Amarchand Mangaldas & Co, among India's pre-eminent law firms, is built on a century of excellence. As one of India's marquee law firms, Shardul Amarchand Mangaldas & Co helps clients grow, innovate and thrive. Shardul Amarchand Mangaldas & Co has built a reputation for expertise, specialised solutions and the ability to think ahead.

Committed to investing in the brightest legal talent, the Firm has more than 875 lawyers who, with 178 partners, offer solutions across diverse practice areas for industries, the central government and states, regulatory bodies, industry chambers and non-profit organisations. Shardul Amarchand Mangaldas & Co's offices are spread across New Delhi, Mumbai, Gurgaon, Bengaluru, Chennai, Ahmedabad and Kolkata.

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Semiconductor Roundtable Series 2025: Forging India-U.S. Innovation

Mumbai Roundtable Attendees

- **Mike Hankey,** Consul General, U.S. Consulate General, Mumbai
- **Rob Anderson,** Public Diplomacy Officer, U.S. Consulate General, Mumbai
- **Joe Yang,** Principal Commercial Officer, U.S. Consulate General, Mumbai
- **Andrew Caruso,** Economic Officer, U.S. Consulate General, Mumbai
- **John McCadams,** Commercial Officer, U.S. Consulate General, Mumbai
- **Saurabh Shah,** Chairman, National Committee on EODB, Indo-American Chamber of Commerce / Director, Universal Business & Corporate Services
- **Nilesh Vikamsey,** Regional President, IACC – West India Council / Senior Partner, KKC & Associates LLP
- **Radhika M Dudhat,** Partner, Shardul Amarchand Mangaldas & Co
- **Jyotika Athavale,** RAS Director, Synopsys, President Emeritus, IEEE Computer Society
- **Deependra Singh Kushwah, IAS,** Development Commissioner (Industries) & Export Commissioner, Govt. of Maharashtra
- **Ajay Shrivastava,** Director, STPI Pune, MEITy, Govt. of India
- **Ashok Yadav,** Additional Director, STPI Mumbai, MEITy, Govt. of India
- **Yogeshwar Ade,** Joint Director, STPI Pune, MEITy, Govt. of India
- **Rajan Welukar,** Vice Chancellor, Atlas Skilltech University
- **Prasad D. Khandekar,** Vice Chancellor, DES Pune University
- **Shambhavi Singh,** Director, The Ohio State University
- **Sachin D. Kore,** Director, VJTI, Mumbai
- **Vikas Anand,** Managing Director, DHL Supply Chain
- **Shivprakash Shukla,** Member-Group Executive Board, Mahindra Group
- **Rajendra Chodankar,** Chairman, RRP Electronics Ltd
- **Prashant Deshmukh,** MD, RRP Electronics Ltd
- **Subhas Basu,** CEO & MD, Silicon Interfaces
- **Chiranjit Chakraborty,** Sr GM - Tata Passenger Electric Mobility, Tata Motors Ltd

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FIRST ROUNDTABLE at THE U.S. CONSULATE MUMBAI

JANUARY 15, 2025

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Nagpur Roundtable Attendees

- **Brenda Soya,** Public Affairs Officer, U.S. Consulate General, Mumbai
- **Saurabh Shah,** Chairman, National Committee on EODB, Indo-American Chamber of Commerce / Director, Universal Business & Corporate Services
- **Radhika M Dudhat,** Partner, Shardul Amarchand Mangaldas & Co.
- **Gajendra Bharati,** Joint Director Industries Nagpur, Directorate of Industries, Govt. of Maharashtra
- **Manohar Pote,** Regional Officer, Maharashtra Industrial Development Corporation (MIDC), Nagpur
- **Prof. Kishor Bhurchandi,** Dean International Affairs, Visvesvaraya National Institute of Technology (VNIT), Nagpur.
- **Dr. Nikhil Deep Gupta,** Assistant Professor, VNIT, Nagpur
- **Dr. Rajesh Pande,** Vice-Chancellor, Ramdeobaba University, Nagpur
- **Dr. Dinesh Padole,** Professor and Dean, GH Raisoni College
- **Dr. Abhay Deshmukh,** Director, Incubein Foundation, RTMNU Incubation Center
- **Prof. Mayur Parate,** Assistant Professor, IIIT Nagpur
- **Dr. Shivangi Gokhale,** Partnerships and Outreach Team, InFED
- **Poonam Khandelwal,** Vice President, 100Unicorns Accelerator Fund
- **Dr. Soubir Bhatt,** Chairman & CEO, Accentuniverse
- **Parag Bagde,** Technical Consultant, Ennealogic Information Systems Pvt. Ltd.
- **Shashikant Chaudhary,** Co-Founder, Happyeaters.ai
- **Ajay Kadam,** Director, Hindustan Semiconductors Limited
- **Vilas Tayade,** Director, Raghav Scientific Enterprises
- **Amol Morankar,** MD, Riva Labs Private Limited
- **Udayan Gutgutia,** Executive Director, Team Ferro Alloys Pvt. Ltd.
- **Unmesh Oke,** Director, Unique Automation Pvt Ltd

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SECOND ROUNDTABLE at HOTEL CENTRE POINT, NAGPUR

FEBRUARY 28, 2025

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Semiconductor Roundtable Series 2025: Forging India-U.S. Innovation

Pune Roundtable Attendees

- **Saurabh Shah,** Chairman, EODB, IACC / Director, Universal Business & Corporate Services
- **Prashant Krishnan,** IACC Executive VP / Founder, Stork Electronics Pvt. Ltd.
- **Nilesh Vikamsey,** Regional President (WIC), IACC / KKC & Associates LLP
- **Raghavendra S. Ponkshe,** Regional VP (WIC), IACC / M. Partner, Bhate and Ponkshe
- **Greg Pardo,** Spokesperson, U.S. Consulate General, Mumbai
- **Radhika M Dudhat,** Partner, Shardul Amarchand Mangaldas & Co
- **Dr. P. Anbalagan, IAS,** Secretary, Industries Department, Govt. of Maharashtra
- **Shivaji Patil,** Deputy Chief Executive Officer (Pune), MIDC
- **S. G. Rajput,** Joint Director of Industries, Directorate of Industries
- **Parvez Naikwadi**, Registrar of Companies, Pune , Ministry of Corporate Affairs
- **Ajay Shrivastava,** Director, STPI Pune, MEITy, Govt. of India
- **Prof. Sunit Rikhi,** Prof. & Chair of the Executive Committee, SemiX, IIT Bombay,
- **Ajit Chigteri,** Founder Director, Mcube Partners LLP
- **Ajit Raul,** Consultant & Patent Attorney, Bhate and Ponkshe
- **Dr. Anuja Askhedkar,** A. Prof. & Program Coordinator , MIT World Peace University
- **Apoorwa Kapse,** Director, Marvell Technology
- **Ashish Kumar Goel,** Senior Director, overall HW Engineering, Lattice Semiconductor
- **Ashlesha Gokhale,** Professor of Practice, College of Engineering Pune (COEP)
- **Dr. Harshali Zodpe,** A. Professor, MIT World Peace University
- **Dr. Manjusha Shelke,** Senior Principal Scientist, CSIR- National Chemical Laboratory
- **Milind Jape,** Prof., Semiconductor Tech., AISSMS Institute of IT, Pune
- **Ninaad Mehta,** CMD & CEO, Brindley Technologies
- **Prof. Rasika Beohar,** A. Professor, MIT World Peace University
- **Prof. Ritu Sodhi,** Fellow & Member of Executive Committee, SemiX, IIT-Bombay,
- **S. Ramprasad,** President, UST
- **Shirish Deshmukh,** President, DEMA Electronics
- **Sudarshan Natu,** SemiX, IIT-Bombay, College of Engineering Pune (COEP)
- **Dr. Sumit Kumar,** Professor, Symbiosis International University
- **Umesh Gayakwad,** CTO, Iravan Technologies Private Limited
- **Yuvaraj Ghorpade,** Founder Director, Linkedloops Technologies Pvt. Ltd.

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THIRD ROUNDTABLE at HOTEL JW MARRIOTT, PUNE

MARCH 28, 2025

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Semiconductor Roundtable Series 2025: Forging India-U.S. Innovation

THIRD ROUNDTABLE at HOTEL JW MARRIOTT, PUNE
MARCH 28, 2025

State clears investment proposals of Rs6.1 lakh crore in 45 days | Pune News - The Times of India

Pune: Industries secretary P Anbalagan on Friday said the state had cleared investment proposals worth Rs6.

timesofindia.indiatimes.com

Pune ideal for leading technology innovation in India: US Consul official - The Times of India

Pune's burgeoning semiconductor industry, bolstered by its deep talent pool and strong global connections, was

timesofindia.indiatimes.com

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'Semiconductor sector offers huge investment opportunities in Vid'

US Consulate, IACC and SAM organise roundtable meet

■ Business Reporter

THOUGHT leaders, representatives of Government agencies, academia and other stakeholders on Friday jointly highlighted that the field of semiconductor offers huge investment opportunities in the region. Expressing their views at the roundtable meet organised here by the US Consulate, in collaboration with the Indo-American Chamber of Commerce (IACC) and knowledge partner Shardul Amarchand Mangaldas & Co (SAM), the participants felt that the availability of land, manpower resources and good infrastructure in the region will play a pivotal role in attracting investment in the sector.

US Consulate Public Affairs Officer Brenda Soya expressing her views at the roundtable meet held on Friday. Radhika Dudhat and Saurabh Shah also are seen.

US Consulate Public Affairs Officer Brenda Soya; Radhika Dudhat, Partner, Shardul Amarchand Mangaldas & Co; Gajendra Bharati, Joint Director of Industries, Nagpur; Saurabh Pramod Shah, Chairman, National Committee on ease of Doing Business, (IACC); and others were present.

Based on the inputs of the meetings, the IACC will come out with a white paper on the matter and share it with State and Central Governments including the Government of US.

The meet, focused on advancing Indo-US collaboration in semiconductor technology, was the second event of the series of such meets. Following the successful inaugural session in Mumbai on January 15, which received positive feedback from industry and Government stakeholders, including interest from the Maharashtra Government in integrating insights into its forthcoming electronics policy, the second roundtable in the series took place in the city.

Speaking at the meet, Brenda Soya emphasised the strategic importance of the semiconductor industry for both the United

Contd on page 2

'Semiconductor sector offers huge...'

States and India. "The semiconductor sector plays a vital role in driving economic growth, technological innovation, and supply chain resilience. This roundtable underscores our nations' shared commitment to advancing technology cooperation and fostering secure supply chains," she said.

She added that the roundtable series aligns with the TRUST (Transforming the Relationship Utilising Strategic Technology) initiative, reaffirmed by President Trump and Prime Minister Narendra Modi in the US-India joint statement following their meeting on February 13. The series continues with upcoming discussions in Pune and Ahmedabad, culminating in a capstone event in Mumbai in May.

Semiconductor sector vital for economic growth and technology: US consulate
The semiconductor sector plays a vital role in driving economic growth and technology, US Consulate Public
www.business-standard.com

Semiconductor sector vital for economic growth and technology: US Consulate official
The semiconductor sector plays a vital role in driving economic growth and technology, US Consulate Public
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Synopsis Of Semiconductor Roundtable Series 2025: Forging India-U.S. Innovation
Fifth Roundtable: Maharashtra

A semiconductor is a material that is between a conductor and an insulator with an ability to conduct electrical current. Semiconductors serve as the foundation of modern technology and its importance has expanded exponentially in the recent years considering the advancements in cloud computing, artificial intelligence, smart devices and 5G deployment.

With the rising consumption of electronic devices and the growing demand for smart technologies - many of which rely on semiconductors - there is a pressing need for India to establish its domestic semiconductor manufacturing capabilities. This is further amplified by the desire for India to produce these devices locally, reducing dependency on foreign supply chains and bolstering national security. The strategic focus aligns with global trends towards digital transformation and connectivity, positioning India to become a significant player in the semiconductor industry and fostering innovation, employment and economic growth.

To catalyse this transformation, the Government of India has established the India Semiconductor Mission ("**ISM**") to encourage manufacturers to set up their semiconductor facilities in India and to enable India to act as a global hub for semiconductor manufacturing and attract both domestic and international investments. By 2030, India's market for semiconductors is expected to grow to $110 Billion capturing 10% of the global semiconductor market.

The Government of India has also launched several schemes and guidelines under the ISM, including, the Modified Scheme for setting-up of Semiconductor Fabs in India, Modified Scheme for setting-up of Display Fabs in India, Modified Scheme for Compound Semiconductor and Design Linked Incentive Scheme. The main regulatory authority governing the Semiconductor industry in India is the Ministry of Electronics and Information Technology ("**MeitY**").

Recently, the Government of India through the Union Budget 2025 increased the total allocation for MeitY by 48% with a focus on giving a boost to 2 (two) sectors - electronics manufacturing and manufacturing of semiconductors. The allocation for semiconductor projects has been more than doubled to around Rs 2,500 Crores for 2025-26 from Rs 1,200 Crores. The Government of India has received a total investment commitment of Rs 1.52 Lakh Crores for various semiconductor projects.

Synopsis of the Deliberations on Semiconductors

A series of Roundtable deliberations on 'Semiconductors: Forging India-U.S. Innovation' were held in the State of Maharashtra with one Roundtable conference in Mumbai, Nagpur and Pune each, by the U.S. Consulate and the Indo-American Chamber of Commerce with its Knowledge Partner, Shardul Amarchand Mangaldas & Co., to discuss the issues, trends, challenges, recommendations and the policy and incentive framework required for nurturing and growth of the Semiconductor industry in Maharashtra. Thought Leaders and various stakeholders, including key Government of Maharashtra and Maharashtra Industrial Development Corporation (MIDC) representatives, academicians and semiconductor industry representatives, came together to have a focussed discussion.

Learnings and Proposed Action Points to Address the Issues, Trends, Challenges and Recommendations for the Semiconductor Industry in Maharashtra

Following are some of the important learnings and action points proposed at the roundtable deliberations to address the issues, trends, challenges and recommendations for the Semiconductor industry in Maharashtra -

- **Awareness Building**

  Semiconductors require stringent standards for all activities within the fabrication, designing and supply chain processes and is a focussed and disciplined industry, requiring hard and intense labour with protective gear and equipment. Given this requirement, the workforce requires maturity, in-depth knowledge, high degree of discipline and precision.

  Proposed Action Points -

  - It is important to create awareness about semiconductors, its significance, applications, emerging trends and technologies, and the growing need for semiconductor fabs and chip manufacturing processes in the current ecosystem.

  - Keeping in mind the discipline, the requirement of hard and intense labour with protective gear and equipment, it is important to foster and nurture the minds of the students in school itself, regarding the various opportunities and the economic and financial prospects, that the semiconductor industry actually has to offer vis-à-vis other IT and electronics enabled industry.

  - The State Government should also consider employing semiconductor industry veterans as a faculty to conduct knowledge sharing sessions after working hours and on weekends.

  - Considering the growing demand of semiconductor fabs and chip manufacturing hubs, the State Government can identify specific industries and their immediate, short-term and long-term needs and tailor-make a curriculum for students and educational institutions to get a theoretical and practical understanding of the intricacies involved in the manufacturing process. In turn, the industry can offer internships and employment opportunities to students, as a part of their placement and recruitment process with a view to encourage more students to engage with the semiconductor industry.

  - All entrepreneurial start-ups, incubators and accelerators in the semiconductor industry should also form a part of universities and educational institutions. This shall enable start-ups to also draw resources and infrastructure from the universities in a cost-effective manner. In turn, universities would also gain hands-on personal experiences.

- **Skilling**

  The Semiconductor industry is an extremely specialised industry, requiring stringent standards for all activities within the manufacturing and supply chain process. Given this requirement, even the workforce requires specialised training with high-end laboratories and simulation hubs. It is critical to have a skilled workforce who possess the technical expertise and competencies with respect to semiconductor fabs and chip manufacturing processes.

Proposed Action Points -

- The Government of Maharashtra has developed dedicated Skilling Universities and Skill Development Centres to create the required skilled workforce. However, there is still a growing need for public-private partnerships to set-up more Skilling Universities, Skill Development Centres and Centres of Excellence across India, especially in Tier-II and Tier-III cities with a view to multiply the number of skilled workforces in the near future for the rapidly expanding Indian semiconductor industry.

- While the existing universities in India have the required capabilities and technical competencies for skilling of the new workforce to develop new innovative technologies, know-how and intellectual property (IP) having huge economic value, it is imperative that industries having the business acumen, resources and investing capacity, partner with such universities and skilled talent in a cohesive and collaborative manner, whereby the newly developed technologies can be scaled, co-owned and commercially exploited for the benefit of the entire semiconductor industry.

- Considering the above, the Government of Maharashtra must curate a comprehensive program including a 'Train the Trainers Program', which will facilitate existing universities in India to partner with foreign universities and enable them to conduct mentorship, knowledge exchange and training programs for interested stakeholders and students, to raise awareness and to enhance their overall technical abilities in the semiconductor technologies and developments around the world.

• Investment

Setting-up semiconductor fabrication plants and chip manufacturing facilities is a capital-intensive endeavour, requiring significant financial investment, specialised raw materials, advanced high-tech equipment, sterile controlled environment, continuous power supply and vast quantities of clean water. Given these complex demands, creating a conducive investment ecosystem is vital for the growth and sustainability of the semiconductor sector.

Proposed Action Points -

- The Government of Maharashtra should create a robust ecosystem incentivising banks, financial institutions, NBFCs, private equity funds and venture capitalists who are focussed on funding and investing in semiconductor industries, technologies, research and development laboratories, Skill Development Centres and Centres of Excellence.

- Further, the Government of Maharashtra can also provide financing and lending facilities at concessional rates for semiconductor industry members or educational institutions dedicated to the semiconductor sector. These financing options should be tied to specific performance benchmarks, industry standards and achievement of identified milestones to ensure accountability and measurable progress.

- It is also important to create a separate Advisory Board comprising of Government representatives, technical experts, investors and interested stakeholders which will focus and facilitate the necessary support, nurturing and growth of the start-ups in the semiconductor industry.

- To create a master plan for the semiconductor ecosystem ranging from the basic to high-tech /sophisticated

semiconductor fabrication, products and components design and target services that are tied to the end use and customers which are in India and outside India.

- **Incentives**

Currently, the Government of Maharashtra is offering various incentives, including 30% subsidies for setting-up semiconductor fabs and chip manufacturing facilities. 50% product-linked incentives (PLI) are also being made available in addition to the above along with state goods and service tax (SGST) benefits.
However, as the industry continues to evolve, it is essential to extend incentives across the entire semiconductor value chain, including research, development, education and support services, to foster comprehensive growth and innovation.

Proposed Action Points -

- There is a growing requirement to incentivise the entire semiconductor supply-chain. In this regard, the Government of Maharashtra can formulate a comprehensive policy to disburse benefits and provide targeted incentives and subsidies to educational institutions and entities connected with the semiconductor industry. This would encourage the growth of critical areas such as research and development, technology development and skill-building.

- Further, the Government of Maharashtra should also provide targeted incentives, subsidies / rebates for entities across sectors, who provide mature high-end educational institutions with incentives to share knowledge, technology know-how, teacher's training programs and provide mentor-mentee programs to educational institutes who do not have the necessary facilities, infrastructure and training programs.

- Keeping in mind the existing landscape of Maharashtra, the State Government should develop a blueprint which is customised to the State's available resources, vigilant native inhabitants and abundant development potential that is still under-utilized till date. Such blueprint must be created with a vision to establish an economically and environmentally sustainable model of doing business in Maharashtra.

- **Accreditation**

- There is a need to bridge the gap between the current academic curriculum and practical requirements, competencies and technical knowledge required in the semiconductor industry.

- While there may be a few programs / initiatives / training sessions currently being undertaken, they seem to be microscopic in respect to the overall training requirements of the semiconductor industry.

Proposed Action Points -

- Considering the above, there is a need for specialised courses and targeted curriculum which addresses the specialisation required in Semiconductors applicable to different industrial segments.

- It is also critical to ensure that the same are accredited by the Government of Maharashtra based on internationally recognised standards for global recognition and awareness.

- There is an urgent need for strategic and collaborative partnerships that can be undertaken between research institutes, incubators, accelerators and the industry with a functional objective that is practical, economically viable and scalable. The research, procedure, processes and initiatives will need to be

validated by an industry specialising in the relevant area(s) and the development of the semiconductor industry should provide for pooling of resources and infrastructure, that can support the clusters of the semiconductor industry.

- **Supply Chain and Logistics**

Semiconductor fabrication and chip manufacturing processes have specific requirements such as a need for cold-chain and temperature and humidity-controlled storage facilities. Controlling temperature and humidity is crucial to the longevity and performance of semiconductors. Semiconductors are extremely sensitive and operations through a semiconductor can be impacted by temperature fluctuations or contaminants such as dust particles or dirt.

Proposed Action Points -

- Given the technical requirements of the materials required in the semiconductor fabrication and chip manufacturing processes and keeping in mind the emerging technologies and specific requirements such as cold-chain and humidity temperature-controlled storages, it is critical to have a continuous supply and logistics ecosystem.

- Long lead times for new fabrication facilities and capital-incentive investments can create a gap between supply and demand. Logistical challenges like transportation bottlenecks, port congestion and increased shipping costs can delay the delivery of spare parts, components and finished goods. Accordingly, it is important to create a robust supply and logistics ecosystem for the semiconductor industry, keeping in mind the requirements, the geography and topography of specific regions in India.

- The State Government and local authorities along with the support of the MIDC, must encourage development of more clusters and common ecosystem in Pune for the semiconductor industry and supply-chain, through establishment of a regulatory framework and providing the necessary infrastructure. Industries may be provided with subsidies and concessional lending (by offering lower interest rates and longer repayment periods) and other tailor-made incentives based on the activities undertaken by the concerned organisation. Such clusters will assist in facilitating the implementation of best practices and provide interested stakeholders with access to information and economic support. The Government of Maharashtra should also consider developing comprehensive contingency plans to mitigate the impact of potential supply chain and logistics disruptions.

- Since India is still in the growing stages in the semiconductor industry, it is also important to have bilateral agreements with nations to ensure continuous supply of certain fragments of the semiconductors, which are required in the semiconductor fabrication and chip manufacturing processes. Such partnerships would also support the stability and scalability of India's emerging semiconductor supply chain.

- **Technology**

Presently, the Indian semiconductor industry is at nascent stages. Technology with respect to semiconductor fabrication and chip manufacturing processes is available on license basis but are prohibitively expensive. Additionally, indigenous technology with respect to semiconductors are facing difficulties in obtaining registrations as an intellectual property and consequent global recognitions.

Proposed Action Points -

- The Government of Maharashtra should enter into bilateral arrangements with countries which have advanced semiconductor capabilities to create synergistic alliances for setting-up of technology and know-how, sharing, licensing and transfer arrangements that are negotiated on a holistic basis for the benefit of young start-ups, MSMEs to enable a shorter gestation period and lead time.

- It is critical to fast-track the overall process for obtaining Intellectual Property rights (IP) in respect to semiconductor fabrication and chip manufacturing processes.

- Further, it is important for the Government of India to provide access to a repository containing the list of entities specifying the available technologies, which can be availed on a licensing basis.

- The Government of Maharashtra should consider entering into public-private partnerships with industries owning the intellectual property, with a view to commercialise the use of such technologies and the research and development (R &D) initiatives on a wide scale.

- Landmark innovations/solutions, research papers, services and learnings must be documented properly to create a Knowledge Bank, which must be made available to everyone by hosting them on various government portals.

- **Appointment of a Core Steering Committee**
  - The Government of Maharashtra should appoint a Steering Committee comprising of the necessary experts in regard to the semiconductor industry including technocrats, experts in the field of infrastructure and planning, policy, financial, legal, accounting and education.

  - The Core Steering Committee shall create a blueprint of the entire advancement in making the State of Maharashtra a viable and thriving destination for semiconductor industry and its allied chain of services.

  - The Core Steering Committee shall prepare a priority based blueprint with immediate, short-term, mid-term and long-term vision with the entire chain of stakeholders, processes and requirements.

  - Based on the blueprint, the Core Steering Committee shall create sub-committees which shall concentrate on the requirements of the specific aspect of development (immediate, short-term, mid-term) and focus on the necessary aspects to ensure each of the areas of development receive focused attention on resources, policy(s), infrastructure, industrial and export-oriented hubs, technical, financial, legal, accounting and supply chain support.

  - The Core Steering Committee shall be responsible for enabling innovative solutions as may be necessary to bring the necessary support, resources and technological know-how for a domain, region and/or a specific project(s) through Public Institutions and Private Partnerships.

The Government of Maharashtra has a great opportunity to make Maharashtra the 'Go-To' State for an end-to-end high-tech ecosystem. The focus of this objective should be to create in a step-by-step manner, the capability, infrastructure and the skill-sets that are necessary to fulfill and deliver the promise of excellence.

While the high-tech semiconductor industry requires extremely heightened capabilities and technical know-how, there is much that the State of Maharashtra can offer for relatively simpler yet significant projects in the value chain of the semiconductor ecosystem.

By doing so, the State of Maharashtra shall establish itself as a reliable partner to the industries that require varied semiconductor applications and gradually evolve to take on more complex projects in both product development, process and service delivery.

The key takeaways from the interactions with various stakeholders in Maharashtra have been: (i) the urgent need for strategic and collaborative partnerships that are undertaken between research institutes, incubators, accelerators and the industry with a functional objective that is practical, economically viable and scalable, with a view to enhance their overall technical abilities in the semiconductor technologies, the emerging trends and developments in the Semiconductor industry around the world; and (ii) to create awareness in schools, colleges and universities across India about semiconductors, its significance, applications, emerging trends, and the growing need for semiconductor fabs and chip manufacturing processes in the current ecosystem and the urgent requirement to introduce semiconductors in the school curriculum itself, considering the growing demand for semiconductor fabs and chip manufacturing hubs in India.

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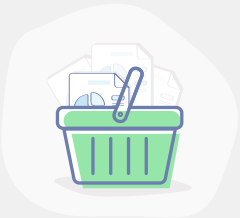

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