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- Supreme Court Lays Down Guidelines For Summary Judgment In Commercial Suits. [Read More](#)
- Supreme Court: Jurisdictional Objection Rejected By Arbitrator Cannot Be Independently Challenged Under Sections 34 Or 37 Arbitration Act. [Read More](#)
- Supreme Court: Public Figures Must Be Mindful That Words Have Consequences In Our Diverse Society. [Read More](#)



**S.K. SINGHI**  
Founder & Managing Partner

Welcome Readers,

It gives me pleasure to hand over the May edition of The EXHIBIT, soon after the culmination of a prestigious Certification Program, on "The Art & Science of Writing Contracts in the Defence Segment" in collaboration with the renowned Rashtriya Raksha University, Gandhi Nagar, Gujarat.

The endeavour aligns with our firm's vision and mission to empower budding lawyers with versatile legal literacy in evolving areas. We continue to move forward with integrity and trust, nurturing legal talent in the community to build a strong nation.

We believe that in the legal profession, a firm's reputation is its most valuable asset, built entirely on the foundation of integrity.

While legal expertise and winning strategies are essential, they are secondary to the ethical framework that guides a firm's operations to uplift society. Integrity is not merely a moral choice; it is the structural backbone that supports every interaction among lawyers, clients, the public, the youth of India, and the judicial system.

The relationship between a lawyer and a client is rooted in fiduciary duty. Clients often approach law firms during their most vulnerable moments, legal crises, financial restructuring, or personal disputes. A firm that operates with integrity ensures the client's interests always come first.

At S.K.Singhi & Partners, our team remains honest about a case's strengths and weaknesses rather than over-promising to secure higher fees.

In the legal community, word travels fast. A firm known for engaging in "sharp practice" may find short-term success, but it will eventually face long-term isolation. Judges respect the arguments of a firm with a history of honesty.

Senior partners who lead with integrity set a standard for associates, ensuring the next generation of lawyers understands that winning at any cost is actually a loss if it compromises their ethics.

All lawyers are officers of the court. Their role is to uphold the Rule of Law. If a firm compromises its integrity, it doesn't just hurt its brand, it weakens the public's faith in the legal system itself.

At S.K.Singhi & Partners, we believe that integrity is the invisible force that converts a group of legal experts into a respected institution. Without it, the most brilliant legal mind is nothing more than a technician; with it, a firm becomes a pillar of society, empowering its segments.

Happy Reading,

Best Wishes





# Bridging Strategy and Precision: The Month-Long Masterclass on Defence Contracts



On May 1, 2026, S.K.Singhi & Partners LLP, in a prestigious academic-industry collaboration with Rashtriya Raksha University (RRU), successfully concluded its intensive month-long certification course, “The Art of Writing Defence Contracts.”

The program was born out of a shared vision between one of India's leading full-service law firms and the nation's premier, pioneering security and police university. By combining the practical, ground-level experience of S.K.Singhi & Partners in corporate documentation with the rigorous academic and strategic framework of RRU's School of Criminal Law and Military Law (SCLML), the course offered a comprehensive 360-degree view of the defence legal landscape.

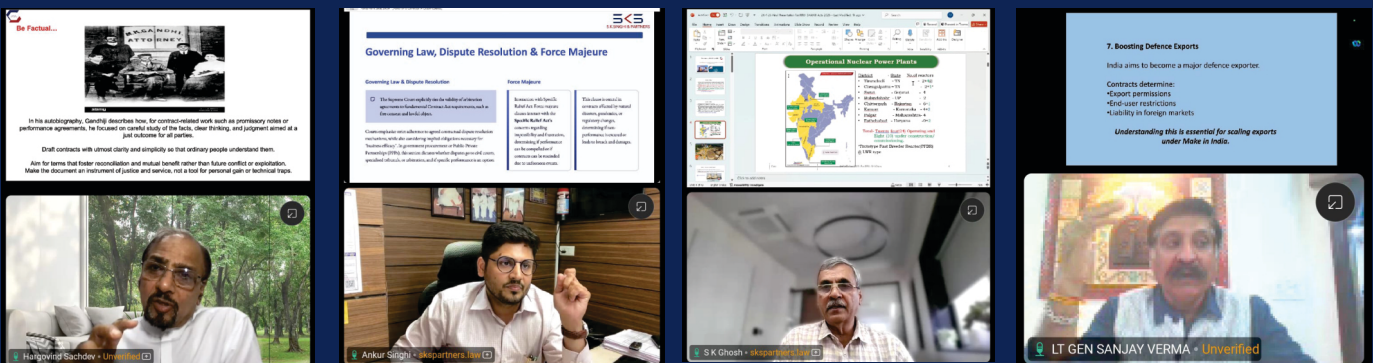
The curriculum was meticulously designed to bridge the gap between traditional contract law and the complexities of modern military procurement. Over the month, participants, ranging from legal practitioners and corporate executives to government officers and students, delved into several critical modules:

- **Standard Defence Documents:** Intensive analysis of the Defence Acquisition Procedure (DAP) 2020 and the Defence Procurement Manual (DPM), which form the bedrock of capital and revenue acquisitions in India.
- **Drafting & Negotiation:** Beyond standard clauses, the course emphasised the “Art” of drafting, focusing on clarity, precision, and the mitigation of long-term legal risks in multi-year, high-value deals.
- **High-Technology & Nuclear Deals:** A unique facet of the course involved exploring international treaties and bilateral agreements, including specialised regulations governing nuclear energy and high-tech transfers.
- **Risk Management:** Focused sessions on Force Majeure, Arbitration, and Jurisdictional challenges inherent in cross-border defence transactions.

To uphold the highest standards of professional competency, the program concluded with a graded assessment. Those who excelled were not only awarded certifications but also offered internship opportunities at S.K.Singhi & Partners, further cementing the link between education and employment.

“Integrity and precision are the backbones of any legal document, but in the defence sector, they are the backbones of national security,” noted the program facilitators during the closing ceremony.

The conclusion of this course on May 1 marks a significant step forward in building a robust cadre of legal experts equipped to support India's growing defence ecosystem. By fostering a deep understanding of defence contracts, S.K.Singhi & Partners LLP and RRU have empowered a new generation of professionals to contribute meaningfully to the nation's strategic sovereignty.





# Challenges in Defence Sector Litigation

By:- Lt. Gen. Sanjay Varma (Retd.), PVSM, AVSM, VSM, Bar to VSM,  
Advisor- Defence & Strategy

S.K.Singhi & Partners has initiated a beginning in a new, promising, and emerging sector, i.e., Defence. The Indian Defence Industry is today at an inflexion point, with the Atmanirbhar Bharat clarion call given by the Hon'ble Prime Minister. Some interesting data points in support –

- Defence budget: ~USD 79–80 billion (FY 2025–26)
- Defence market size: ~USD 18.3 billion (2025) → projected USD 30+ billion by 2034
- Defence production: ~INR 1.5 lakh crore (~USD 17–18 billion) annually
- Defence exports: INR 38,424 crore (~USD 4.1 billion) in FY 2025–26, growing ~62%

There is a strong push for indigenisation (“Atmanirbhar Bharat”), and almost 75% of capital procurement is reserved for the domestic industry. The number of contracts is substantially increasing, and as is the case in any sector, the related contentious issues are expected to rise and result in litigation. All litigations have peculiarities, but Defence sector litigation is unusually complex because it sits at the intersection of national security, technology, contracts, and geopolitics. The challenges are not just legal—they're structural and strategic.

There is a need for all of us to be aware of the nuances in defence litigation, and a few salient aspects are highlighted -

## National Security vs. Transparency

Courts often face limits due to classified information.

Governments may invoke doctrines like sovereign immunity or “national security privilege.”

This creates tension between: Fair trial/disclosure requirements, and Protection of sensitive military data.

Result: Evidence may be partially withheld, making adjudication difficult.

## Complex Contractual Frameworks

Defence contracts (under regimes like Defence Acquisition Procedure (DAP)) are:

Multi-layered (RFP → Technical Evaluation → Trials → Commercial Negotiation → Offset obligations) resulting in -a long gestation period and disputes arising over:

- Delays in delivery
- Failure to meet technical specifications
- Cost escalations
- Offset and indigenisation obligations

These are not standard commercial disputes—they require technical + legal interpretation.

## Technology-Heavy Disputes

Litigation often involves cutting-edge domains: AI, avionics, missile systems, cybersecurity

Judges and arbitrators may face domain expertise challenges in highly specialised technologies.

## International and Cross-Border Issues

Many contracts involve foreign OEMs and governments.

Legal complications include: Choice of law & jurisdiction, Enforcement of arbitral awards across borders and Export control laws like International Traffic in Arms Regulations

Result - Disputes may span multiple legal systems simultaneously.

## Integrity Investigations

Defence deals are highly scrutinised due to large financial stakes.

Investigations (e.g., by the Central Bureau of Investigation) can: Stall procurement, Lead to blacklisting of vendors, Trigger parallel criminal and civil proceedings

This will invariably derail projects for years.

## Blacklisting and Debarment Risks

Governments can ban companies from future contracts.

This has disproportionate consequences that affect ongoing projects and impact national capability development

Litigation often challenges: Procedural fairness and Proportionality of penalties

## Delays and Time Sensitivity

Defence litigation often takes years, but military capability gaps are immediate and Courts may hesitate to intervene in procurement decisions.

Result: Operational readiness suffers while disputes drag on.

## Offset and Indigenization Disputes

Policies like offsets (local sourcing obligations) create - Disputes over valuation of technology transfer and Questions on what qualifies as “indigenous”

## Arbitration Challenges

Defence contracts often prefer arbitration.

Issues include: Confidentiality vs. public interest, Enforcement against sovereign entities and High costs and long duration. However, even arbitration may not guarantee a quick resolution at times.

## Supply Chain & Force Majeure Disputes

Events like pandemics, wars, or sanctions disrupt supply chains.

Disputes arise over: Force majeure claims and delays due to geopolitical restrictions, something which is being witnessed in the present times.

## In summation

Defence litigation is not just about resolving disputes—it directly impacts:

- National security readiness
- Technological sovereignty
- National Industrial growth

And What Makes Defence Litigation Unique? Compared to normal commercial litigation, it involves:

- Classified evidence
- Sovereign actors
- Multi-billion-dollar stakes
- Cutting-edge technology
- Geopolitical implications

These are, in a nutshell, the peculiarities in defence sector litigation, and we at S.K.Singhi & Partners should be armed with professional insights and knowledge to guide our prospective clients, thereby supporting the cause of AtmaNirbhar Bharat and realising the dream of Viksit Bharat

# NEWS FLASH

## S.K. Singhi has been appointed as National Vice President of the Association of Tax Lawyers.



We are delighted to announce that our Founder and Managing Partner, Mr S.K. Singhi, has been appointed as National Vice President of the Association of Tax Lawyers for the term 2026–2028.

The honour reflects decades of rigorous contributions to tax jurisprudence, unwavering thought leadership, and a standing within the national legal community that few can match.

The Association of Tax Lawyers is one of India's foremost professional bodies dedicated to advancing tax jurisprudence, fostering dialogue between the legal fraternity and policymakers, and upholding standards within the tax law profession.

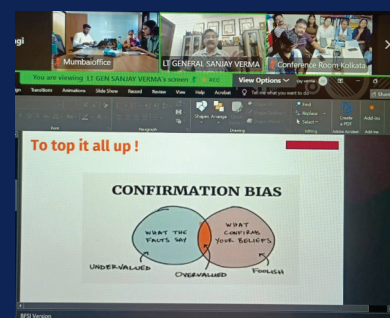
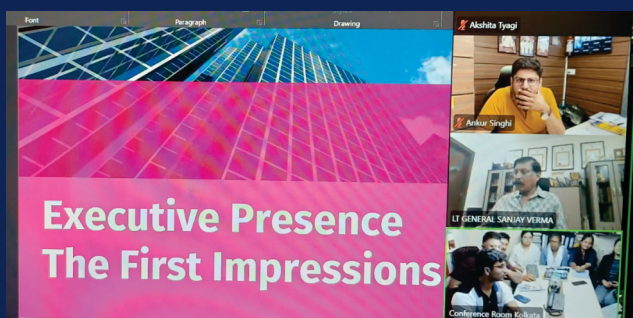
The role of Vice President entails shaping the Association's agenda, championing the interests of tax practitioners, and contributing to the evolution of national tax policy. Mr Singhi steps into this role with the full weight of his experience and the credibility of the institution he has built.

## Lt. Gen. Sanjay Varma (Retd.) commences the Knowledge Series Lectures

Lt. Gen. Sanjay Varma (Retd.), PVSM, AVSM, VSM, Bar to VSM, Advisor- Defence & Strategy, S.K.Singhi & Partners on legal matters pertaining to Defence Contracts, has commenced Leadership Classes for the S.K.Singhi Group Partners and Associates spread across India.

He delivered the inaugural speech on “Creating a good first impression” during the month.

In the high-stakes environment of an official career, the “First Impression” acts as a psychological anchor. Research suggests that a professional narrative is often cemented within the first seven seconds of an encounter.





**LEXITS**

An Initiative of  
**S.K.Singhi & Partners LLP**



## LEXITS CORNER

### LEXITS: Transforming the Landscape of Pre-Litigation Strategy

By LEXITS Desk

In an era when the Indian judicial system is burdened by millions of pending cases, S.K.Singhi & Partners LLP has introduced a disruptive solution for the legal market: LEXITS ([www.lexits.in](http://www.lexits.in)). Launched in early 2025 under the leadership of Founder and Managing Partner S.K. Singhi, LEXITS is a dedicated pre-litigation advisory firm designed to revolutionise how individuals and corporations approach legal disputes.

The name “LEXITS” is a portmanteau of “Lex” (Law) and “Exits,” embodying the firm's core mission: providing clients with a strategic “exit” from potential legal battles before they even “enter” the protracted, costly courtroom environment.

The traditional approach to law has long been reactive—waiting for a dispute to escalate before seeking counsel. LEXITS flips this narrative by offering expert-led pre-litigation dispute management. It empowers litigants to make informed decisions by providing a “litigation roadmap” that outlines potential outcomes, realistic timelines, and the financial implications of pursuing a case.

What sets LEXITS apart is its formidable advisory board. The firm operates under the aegis of S.K.Singhi & Partners LLP and is supported by a panel comprising:

- **Retired Judges:** Offering “bench-side” perspectives on how a case might be perceived by the judiciary.
- **Senior Legal Patrons:** Offering decades of strategic expertise across complex civil and commercial matters.
- **Seasoned Professionals:** Ensuring that every piece of advice is not only legally sound but also commercially viable.

LEXITS focuses on three primary objectives to serve its clients:

1. **Risk Mitigation:** Identifying the strengths and weaknesses of a legal position at the earliest stage.
2. **Cost Efficiency:** Reducing the significant financial drain associated with multi-year trials and appeals.
3. **Expedited Resolution:** Facilitating settlements and alternative dispute resolution (ADR) to save time and preserve professional relationships.

By integrating deep subject-matter expertise with a commitment to holistic integrity, LEXITS ensures that clients are not merely “fighting cases” but are strategically managing their legal risks. It serves as a filter for the judiciary and a shield for the client, ensuring that only the most necessary cases proceed to court, while others find a faster, more ethical path to resolution.

[www.lexits.in](http://www.lexits.in)

## Social Events



### **Birthday Celebrations at S.K.Singhi & Partners**

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