

MOVING THE NEEDLE

The Journey from Policy To Implementation

April 2025



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Dear Readers



Welcome to the April 2025 edition of Moving the Needle!

Here's a Sneak Peek into our focus areas from this month:



Technology: Cybersecurity Is No Longer Optional

India's digital transformation is one of the most ambitious globally, with platforms like Aadhaar and UPI leading the charge. This article explores how cybersecurity has become a cornerstone for economic stability and public trust amidst rising threats like ransomware and phishing. Learn about India's proactive measures and the growing investment in this critical sector.



Infrastructure: Sustaining Urban Water Supply

Dive into the challenges of urban water management in India, from pricing models to institutional innovations. Discover how volumetric billing and private-sector participation can revolutionize water supply systems, ensuring efficiency and sustainability for future generations.



Energy: India's Green Hydrogen Journey

India is embracing green hydrogen as a transformative solution to decarbonize industries and achieve its climate goals. This article highlights the ambitious National Green Hydrogen Mission, its potential to reduce emissions, and the challenges India must overcome to become a global leader in this emerging technology.



Aerospace & Defence: Strengthening India's Naval Deterrence

Explore India's plans to bolster its maritime defence with the S5-class nuclear-powered submarines. Learn about their strategic significance, indigenous manufacturing advances, and implications for regional security dynamics as India asserts itself as a naval power.



Drip Irrigation: A Silent Revolution in Farming

Discover how drip irrigation is transforming agriculture in water-scarce regions like Andhra Pradesh and Rajasthan. This article showcases success stories and outlines policy interventions needed to scale this proven solution for water-efficient farming across India.



Primus Outreach & Impact: The C3 Summit

The C3 Summit brought together industry leaders and policymakers to discuss climate resilience, circularity, and community-centric approaches for MSMEs. From actionable insights on carbon accounting to the launch of Bharat Carbon.

We look forward to your joining us on this exciting journey through innovation and ideas. We hope these articles spark meaningful conversations and inspire action toward India's vision for an **Atma Nirbhar Bharat**.



01 | Technology

Cybersecurity Is No Longer Optional

India's digital journey is one of the most ambitious globally. This is marked by large-scale platforms like Aadhaar, UPI, CoWIN and ONDC. As this infrastructure is rapidly expanding, cybersecurity has moved from being a peripheral IT concern to a central issue for governments and businesses. Now it is being viewed as a necessity that is integral to economic stability, national security and public trust.

In 2023, India's cybersecurity market was valued at approximately USD 6 billion. This is expected to more than double by 2030, reaching USD 12.9 billion. This will be driven by rapid digitization across sectors including finance, healthcare, logistics and small businesses. There has been a significant shift in perception on cybersecurity. It is no longer seen as a cost centre but as a core investment area. A majority of Indian enterprises are increasing their cybersecurity budgets, while global companies are setting up security operations centres, threat intelligence units and R&D facilities in India. Venture capital firms are seeing a lot of potential in this sector and hence the investment in Indian cybersecurity startups has also seen significant growth.

However, with this growth complex threats are also increasing. India ranked among the top ransomware targets in the Asia-Pacific region in 2023, with critical sectors like manufacturing and healthcare under frequent attack. Phishing techniques also have evolved with the use of AI. Cyber fraud involving digital payments also continue to grow. In FY 2023–24, high-value cyber frauds in India amounted to over ₹166 crore. The abuse of platforms like UPI, through fake apps and malicious QR codes, reflects the evolving nature of digital vulnerabilities.

Government agencies are responding to these emerging threats with a more coordinated and proactive approach. CERT-In has strengthened its oversight and has now mandated incident reporting within six hours. The National Cyber Coordination Centre (NCCC) now provides real-time threat intelligence and sector-specific security operation centres have been established across finance, health and telecom. Capacity building across stakeholders is also being done with wide awareness campaigns under Digital India and the Cyber Surakshit Bharat initiative. India is also working more closely with global partners like the US, Israel and Japan on joint exercises and threat intelligence sharing.

India should build on these efforts and consider fast-tracking the enactment of a comprehensive national cybersecurity law. Such law should unify governance structures, define risk frameworks and bring clarity to breach notification protocols across sectors.

While these efforts signify a lot of improvement, challenges still persist. India is facing shortage of skilled professionals in this sector and the demand for cybersecurity talent will continue to grow rapidly. India also needs a dedicated national cybersecurity law that provides a unified framework for risk, compliance and penalties, which can be on the similar lines of DPDP Act, which has strong data regulations. Enterprises are still dependent on imported tools and products, but there is need for a stronger domestic cybersecurity product ecosystem to be built in India.

To address the talent shortage, a focused skilling mission on cybersecurity is required. It needs to be driven through academic institutions and supported by industry. This would be essential to build capacity and future-proof India's digital defences.

India needs to look at positioning itself as leader in this sector, as, going ahead, this sector will evolve due to much severe threats expected from emerging technologies. India needs to look at this space not just as a consumer, but as a producer of scalable, trusted solutions. We need to look at closing the remaining gaps, deepening public-private collaboration and developing the next generation of cybersecurity infrastructure and talent.



02 Infrastructure

Sustaining Urban Water Supply - Challenges, Economics, and Institutional Innovations



Background

A recent news article (Times of India, 26 March 2025) highlighted how a housing society in Ahmedabad cut its water consumption in half when charged separately for it, revealing valuable insights into consumer behavior, similar to patterns seen in electricity usage. For decades, the Government of India has linked water supply funding to achieving 100% coverage under Centrally sponsored schemes. Service level benchmarks require full coverage, 24x7 supply, and adequate pressure. However, most cities reach only 70-80% coverage, with supply lasting under 12 hours and lower-than-required pressure levels. Many local bodies argue that continuous supply is unrealistic in India, as people have adapted to managing with limited hours of water availability.



How Water is Priced

In most Indian cities, water charges are not based on actual usage but are linked to a property's annual rental value, limiting incentives for municipal bodies to improve supply. However, some larger corporations—like Mumbai and many southern cities—along with parastatal agencies have adopted volumetric billing. Delhi follows a 'lifeline' model, where a basic water allowance is free, and usage beyond that is billed progressively. This system, used in countries like South Africa and Singapore, encourages water conservation and helps utilities manage resources better. However, for such a model to be effective, authorities must also reduce leaks and ensure consistent water availability to maintain a reliable and efficient supply.





The Economics

Typically, the operating cost structure of a water supply system comprises of the following:

Raw water charges (if applicable)

- Amortisation of capital costs/ sinking costs
- Depreciation of assets
- Metering and reading costs
- Insurance

Energy charges

- Chemicals and treatment
- Establishment & manpower
- Software & systems (e.g SCADA)
- Contingencies

While capital costs are often covered through government grants and state contributions, energy remains the biggest operational expense.

In terms of revenues, the utility earns by way of:

Capital Costs

- Connection charges (includes road cutting/ closing charges, ferrule costs and anything up to the meter)

Recovery against operating costs

- User charges including meter rent (volumetric or water tax)
- Fines/ penalties in case of wastage

Some cities also levy external development charges for new infrastructure, benefit taxes on existing properties, and impact fees for land-use changes. However, these charges are inconsistently applied due to fragmented roles, unclear revenue-sharing mechanisms, and lack of transparency. Furthermore, the competent authority for tariff setting is often inextricably linked to the service provider, thereby clouding the perception of neutrality. We have observed that, when a separate company or organization manages water supply under a government license or concession, its costs, revenues, and profits are clearly defined—similar to any private utility. This setup encourages efficiency by rewarding good performance and penalizing poor service. Independent utilities, whether public or private, are more likely to invest in advanced infrastructure like 24x7 water supply with flexibility to adopt innovations to improve efficiency through smart technology and better system management.



Successful Institutional Mechanism Cases

In many countries, water services are managed by specialized utilities—either public or private—licensed by municipal bodies. These utilities provide reliable services, while municipalities ensure basic access through subsidies. Any usage beyond a set limit is billed at commercially agreed rates through a transparent pricing process.

In India, such models are emerging, with examples like Shimla Jal Prabandhan Nigam and Water Corporation of Odisha. Private sector players like Orange Water in Nagpur and Tata Steel Utilities in Jamshedpur have also made strides. However, many still confuse private sector participation with privatization. Unlike electricity, which is regulated under the Electricity Act, 2003, water lacks a strong regulatory framework to balance service providers, regulators, and consumers effectively.





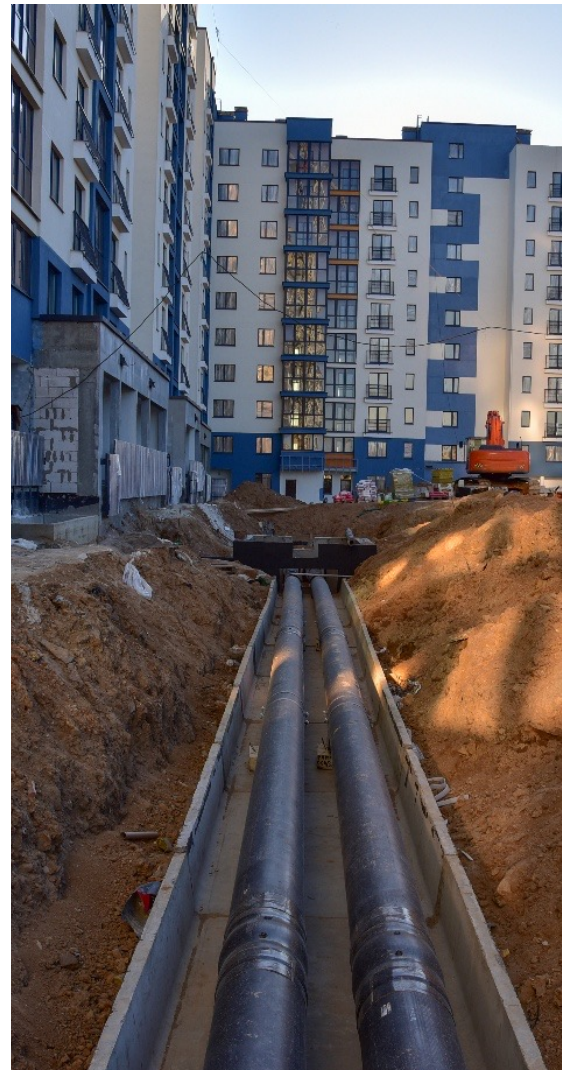
Possible Solutions

The Union Budget 2025-26 highlights water supply as a key sector for asset monetization under the National Infrastructure Pipeline. Leveraging private sector participation can improve service quality while generating revenue. Some potential models include:

Design-Build-Lease (D-B-L)	A private company designs and builds a water supply system, which is then leased for operation under performance-based terms. The lease fee is minimal, but tariffs cover operational costs.
Rehabilitate-Operate-Maintain (R-O-T)	Existing infrastructure is upgraded and managed by a private entity, with revenues coming from user charges or government payments based on performance (performance based annuity, viability gap or any combination)
Comprehensive Design-Build-Finance-Operate-Maintain-Transfer (D-B-F-O-M-T)	Private firms fully develop and run a water system before transferring it to local authorities, earning through tariffs or government payments, while user charges can be collected by the concessionaire directly.
Specific Asset Operations	Concessionaires operate specific assets like water treatment plants, supplying treated water to public authorities at fixed rates.

These models often face challenges in securing support under Union or State funding schemes, as they are primarily treated as capital grants rather than annuity-based investments. However, they can be utilized as viability gap funding during the construction phase of capital assets, ensuring financial feasibility. In most cases lack of structured master planning, risk of over/under estimation and perception of capacities of department hinders the adoption of suitable models.

Despite these challenges, there is significant scope for innovation. Just as PPP models in highways and solid waste management have matured, the water sector can also develop stable public or private utilities with a strong service-oriented approach. By fostering efficient operations and incentivizing consumer-driven innovations, these utilities can enhance water supply management while ensuring long-term sustainability and reliability.



03 | Energy

From few Kilotons to 5 MMT by 2030 – India's Ambitious Green Hydrogen Journey

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Hydrogen is today enjoying unprecedented momentum. The world should not miss this unique chance to make hydrogen an important part of our clean and secure energy future.

”

Dr Fatih Birol ,
Executive Director – IEA

Green hydrogen is an emerging technology globally produced by the electrolysis of water using renewable or green electricity. It is intended to decarbonize 'hard-to-abate' industries, such as fertilizer, refinery and steel, and certain end-use applications in transport, such as shipping and long-distance road freight.

According to the International Energy Agency (IEA), scaling up green hydrogen production could prevent around 830 million tonnes of CO₂e emissions annually—equivalent to those from traditional hydrogen production. This makes green hydrogen a game-changer in mitigating climate change and enabling a cleaner energy ecosystem.

Hence, India with its rapidly evolving energy transition strategy, green hydrogen has emerged as a key pillar aimed at achieving its climate commitments and paving the way for a sustainable future.





Journey so far...

Recognizing the potential of this upcoming technology & with an aim to enhancing country's energy security by reducing dependence on imported fossil fuels, the Government of India (GoI) with an initial outlay of ₹19,744 crore launched the National Green Hydrogen Mission (NGHM) in 2023, setting ambitious production target of 5 Million Metric Tons (MMT) per annum from current production level of few Kilotons. The mission aims to position India as a global leader in production, adoption, and export of green hydrogen and its derivatives such as green ammonia.

With a strong policy commitment towards promoting green hydrogen, the projected investments exceeding ₹8 lakh crore showcases substantial economic opportunities in the sector and is expected to reduce green hydrogen production costs to \$1.5/kg.

Under NGHM, the Ministry of New and Renewable Energy (MNRE) introduced the the Strategic Interventions for Green Hydrogen Transition (SIGHT) Programme providing direct funding for green hydrogen production and electrolyser manufacturing. Under this initiative, contracts have been awarded for Electrolyser Manufacturing for a capacity of 1500 MW per annum & Green hydrogen production for a capacity of 4,12,000 tons per annum.

Combined with India's abundant renewable energy potential, these initiatives positions India as a promising hub for green hydrogen production & exports at the same time it is anticipated that these efforts can avert nearly 50 MMT per annum of CO2 emissions, paving the way for achieving India's Net Zero goals.



Challenges to Overcome

Despite these advancements, India faces several challenges that must be addressed to become a global leader in green hydrogen. While the policy framework is well-structured, India lags in critical areas such as hydrogen technology innovation, infrastructure development, financial incentives and global market competitiveness.



One of the critical challenges is the fact that India is dependent on foreign countries for the technology involving electrolyzer, hydrogen storage and the fuel cell.



The hydrogen infrastructure development needs to be fast-tracked. Unlike countries like Germany & USA, India currently lacks a well-defined hydrogen transportation and storage system.



While substantial financial support has been provided for sector's development, it remains concentrated among a few large corporations, potentially limiting broader market participation.



Though India has been positioning itself as an exporter of green hydrogen and its derivatives, however, it needs to finalize large-scale export contracts and establish a dedicated hydrogen shipping infrastructure.

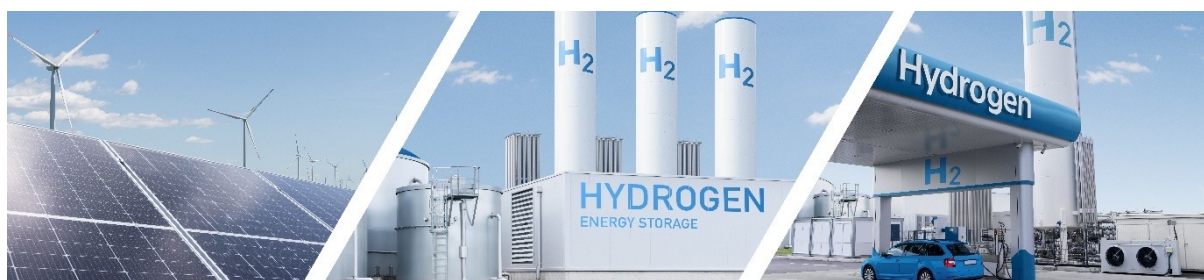


Road Ahead to achieve the mammoth target of 5 MMTPA by 2030

The National Green Hydrogen Mission is poised to deliver widespread benefits across the economy, which includes decarbonization, reduced dependence on imports, employment opportunities, technological innovations and many more. However, to strengthen its position in global markets, India must expedite the development of necessary infrastructure including export terminals, electrolysis manufacturing plants, storage facilities in order to emerge as global hydrogen hub.

Further, extensive research capability is required to improve the efficiency and scalability of green hydrogen technology. This can be achieved by incentivizing domestic hydrogen research and investing in a national hydrogen transportation network.

India must adopt a balanced approach between domestic hydrogen consumption and exports, given its significant demand in industries like fertilizers, steel, and refining, as well as the government's vision to promote hydrogen as a clean transportation fuel and position country as one of the largest exporters of Green Hydrogen.





04 | Aerospace & Defence

Strengthening India's Naval Deterrence Through S5-Class SSBN Program

India is moving to upgrade its maritime defence capability with plans to build the S5-class nuclear-powered ballistic missile submarines (SSBNs). The project supports India's Aatmanirbhar Bharat (Self-Reliant India) vision to strengthen indigenous defence production.



The Strategic Significance of the S5-Class SSBNs

The S5-class submarines are envisioned to have a submerged displacement of about 13,500 tons, which is almost twice that of the previous Arihant-class SSBNs with displacements of about 6,000–7,000 tons. This larger size will supposedly be necessary to fit in more advanced nuclear propulsion technologies and a greater number of submarine-launched ballistic missiles (SLBMs). Particularly, the S5-class is scheduled to be equipped with a maximum of twelve or sixteen K6 SLBMs, each carrying multiple independently targetable re-entry vehicles (MIRVs), thus augmenting India's second-strike capability.



Indigenous Defence Manufacturing Advances

To aid the development of the S5-class submarines India has established a state-of-the-art submarine manufacturing complex near the Cochin Shipyard. This facility, spanning over 600 meters, is capable of simultaneously constructing three S5-class submarines before they are moved to an outer dry dock for final assembly. This initiative underscores India's commitment to reducing dependence on foreign technology and expertise.



Implications for Regional Security Dynamics

The coming into service of the S5-class SSBNs will significantly impact regional security. With nearby nations building their naval strength, India's head start in the development of SSBNs is a deterrent for potential rivals and a demonstration of its resolve in ensuring strategic stability in the Indo-Pacific region. The increased performance of the S5-class submarines will allow the Indian Navy to carry out longer patrols, thus enhancing maritime domain awareness and contributing to the security of crucial sea lines of communication.



Challenges and the Path Forward

While the development of the S5-class SSBNs represents a significant milestone, several challenges remain. Ensuring timely completion, maintaining stringent quality control standards, and effectively integrating advanced technologies are critical to the program's success. Additionally, sustained investment in research and development, along with continuous upskilling of the workforce, will be essential to overcome these challenges and achieve the desired strategic outcomes.

The production of the S5-class SSBNs is a major step in advancing India's defence strength, marking a vision for strengthening maritime security and proving itself as a force to be reckoned with as a naval power. With investment in home-grown defence production and prioritization of technology advancement, India is firmly asserting itself towards securing its own national interests and aiding regional stability.



05 | Drip Irrigation

India's Silent Revolution in Water-Efficient Farming Boosting



Mr. Ramakrishnan

Managing Director,
Primus Partners

“

I was recently at a Horticulture event in Anantapura, Andhra Pradesh. There was a lot of excitement around use of drip irrigation, and how it has massively improved the yields in an otherwise arid region. In fact, overall Andhra Pradesh 9 lakh+ hectares under micro irrigation, ranking among the Top 5 states in the country.

In an era when artificial intelligence and satellite-based analytics dominate discussions on agricultural transformation, one of the most effective yet underappreciated innovations in Indian farming is drip irrigation.

”





The Scale of Adoption: Progress, but Still a Long Way to Go

India, home to 18% of the world's population but only 4% of its water resources, faces an acute water crisis. Agriculture accounts for nearly 80% of the country's freshwater use, with traditional flood irrigation methods leading to humongous wastage. Drip irrigation, by contrast, can reduce water consumption by 30-70% while enhancing productivity by up to 50%, depending on the crop and region.

Yet, the adoption remains limited. As of 2024, micro-irrigation (which includes both drip and sprinkler systems) covered approximately 83 lakh hectares—less than 6% of India's total agricultural land. Contrast this with Israel, where they have achieved 90%+ coverage.



A Neglected Revolution: Why Isn't Drip Irrigation a Bigger Story?

Despite its obvious benefits, drip irrigation has not received the same level of attention as newer agri-tech solutions like AI-powered farm analytics, satellite-based crop monitoring, or blockchain-enabled supply chains. Part of the reason lies in its less dramatic appeal—unlike drones hovering over fields, drip irrigation is a largely invisible technology. Moreover, being a physical tool, it lacks the venture capital-backed glamour of digital agriculture. There are very few start-ups operating in irrigation field, Shopton being one of them. Of course, established firms such as Jain Irrigation and Netafim India, have been at the forefront of deploying large-scale drip irrigation solutions.

What is needed now is a strategic shift in the way policymakers, the private sector, and the agricultural community approach water management.



Success Stories: Transforming Arid Landscapes

Several regions in India have demonstrated the transformative power of drip irrigation. Maharashtra, a key sugarcane-producing state, has pioneered its use in traditionally water-intensive crops. Farmers in Maharashtra have seen water consumption drop significantly, while maintaining or increasing their yields.

I already mentioned Anantapur in Andhra Pradesh—one of the driest districts in India. It has become the "fruit bowl of Andhra" thanks to active deployment of micro irrigation units. With government support and private sector intervention, Anantapur's success could serve as a model for other water-stressed regions.

Similarly, in Rajasthan's Jalore district, drip irrigation has allowed farmers to grow pomegranates and dates—high-value horticultural crops that were previously unviable due to water scarcity. These success stories underscore the need for a more aggressive national strategy to promote micro-irrigation.





Policy and Regulatory Interventions: The Way Forward

While government schemes like the Pradhan Mantri Krishi Sinchayee Yojana (PMKSY) and state-level micro-irrigation programs have provided subsidies for drip irrigation, adoption remains

inconsistent across regions. To drive broader penetration, India must consider the following interventions:



Targeted Subsidy Reforms: Current subsidy mechanisms are often bureaucratic and inefficient. A direct benefit transfer (DBT) model for irrigation subsidies could ensure that benefits reach farmers more effectively.



Disincentives for excess water usage: Water and power usage in Agriculture is heavily subsidised, or offered free, in many states. Making it more expensive for farmers to use water could also drive their behaviour, increasing adoption of efficient systems such as micro-irrigation.



Micro-Irrigation Mandates: Certain water-intensive crops, such as sugarcane and banana, could be subject to phased mandates requiring drip irrigation adoption in high water-stressed districts. Sugarcane is already a well-regulated crop ecosystem, and introducing such rules could be relatively easy and effective, as compared to other crops.



Credit and Financing Models: Small and marginal farmers often lack the upfront capital needed to install drip irrigation. Expanding low-interest loans and microfinance models for irrigation infrastructure could bridge this gap.



Stronger Private Sector Participation: For instance, the Agritech team of IFFCO Kisan engages with farmers, helps them adopt better agronomy practices and new age technologies, and helps them with market linkage. Several large input companies have a team that is already assisting farmers with better agronomy practices. Leveraging such organisations could help propagating micro irrigation.



Conclusion: Scaling a Proven Solution

While much attention is focused on futuristic technologies, it is critical to recognize and scale existing, high-impact solutions like drip irrigation. The technique has already demonstrated success in diverse agro-climatic zones—from the sugarcane farms of Maharashtra to the arid landscapes of Andhra Pradesh and Rajasthan. With the right mix of policy incentives, financial support, and private sector participation, drip irrigation could become the backbone of India's water-efficient agriculture.



06 | Primus Outreach & Impact

The C3 Summit: Climate + Circularity + Community

The C3 Summit, organised by Outlook Planet in collaboration with Primus Partners, served as a strategic platform to advance the sustainability agenda for MSMEs in India. With participation from 300-400 stakeholders, including industry leaders, policymakers, and sustainability experts, the event facilitated critical discussions on integrating climate resilience, circularity, and community approaches into MSME operations.

The summit featured key stakeholders, including NVIDIA, Coca-Cola, ADB, SIDBI, NABARD, Carbon Market Association of India, TERI, and SAIL, who engaged in high-level dialogues on reducing environmental footprints, optimising resource efficiency, and fostering multi-sectoral collaboration. The C3 Awards recognised pioneering sustainability initiatives while dedicated sessions focused on policy enablement, financial access, and technology adoption to accelerate the MSME transition towards a green economy.

The summit featured discussions on circularity, climate finance, India's net-zero transition, and state readiness, as well as masterclasses on carbon accounting and technology adoption for micro, small, and medium-sized enterprises (MSMEs). It provided actionable insights and practical solutions, emphasising the role of MSMEs in climate action and reinforcing their alignment with India's net-zero and circular economy goals. The event also saw the release of two Thought Leadership pieces and the launch of Bharat Carbon, an end-to-end decarbonisation platform by Vishwa Carbon in collaboration with Primus Partners.

Outlook PLANET



Climate + Circularity + Community

SUMMIT & AWARDS

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Reports Launched at the C3 Summit

Financing the Future: Bridging India's ₹11 Trillion Annual Green Capital Gap

India faces a ₹11 trillion annual shortfall in green financing, posing a challenge to its Panchamrit climate commitments. The report examines challenges, opportunities, and innovative solutions required to bridge this gap and unlock sustainable investments on a large scale.



Key Highlights of the Report



Massive Funding Gap

India requires ₹162.5T (\$2.5T) by 2030, but current green finance meets only 30% of the need.



SMEs Face Barriers in Climate Finance

Policy uncertainty, strict lending norms, and lack of tailored financial instruments limit SME access to green capital.



Rising ESG Investments

The global ESG market is projected to reach \$130.88T by 2032, highlighting growing investor interest in sustainability-linked finance.



3I Framework

A roadmap leveraging Instruments, Institutions, and Incentives to boost climate finance via green bonds, blended finance, and sustainability-linked loans.



Urgency for Policy Reforms

The faster implementation of SEBI's green bond regulations and the RBI's climate risk framework is crucial for scaling green investments.



The Way Forward

India must adopt technology-driven, inclusive green financing to achieve its Panchamrit climate goals. Strengthening the green capital market will enhance SME access to green bonds and carbon credits, while blended finance can de-risk investments. Standardised sustainability reporting will improve transparency, and Decarbonization-as-a-Service (DaaS) will facilitate the adoption of green technology by small and medium-sized enterprises (SMEs). A blockchain-based carbon credit system will enable real-time tracking and monetisation of emissions reductions.

The Intersection of Power Sector Regulation & Sustainability Goals in India

The report examines how policies are shaping the transition from a coal-dependent market to a competitive, investment-friendly, and renewable energy-driven sector.



Key Highlights of the Report



Regulatory Reforms

The Electricity Act (2003) introduced open access and renewable mandates, while the Energy Conservation Act (2022) accelerated clean energy adoption through RECs, VGF, and PLIs.



Financial and Infrastructure Challenge

Discom debt, transmission delays, and policy inconsistencies are hindering the integration of renewable energy and eroding investor confidence.



Case Studies

Gujarat's stable policies and Madhya Pradesh's Rewa Ultra Mega Solar Park showcase successful renewable energy models.



Global Commitments

India's adherence to the Paris Agreement, COP26 targets, and Nationally Determined Contributions (NDCs) reinforces its clean energy ambitions.



The Way Forward

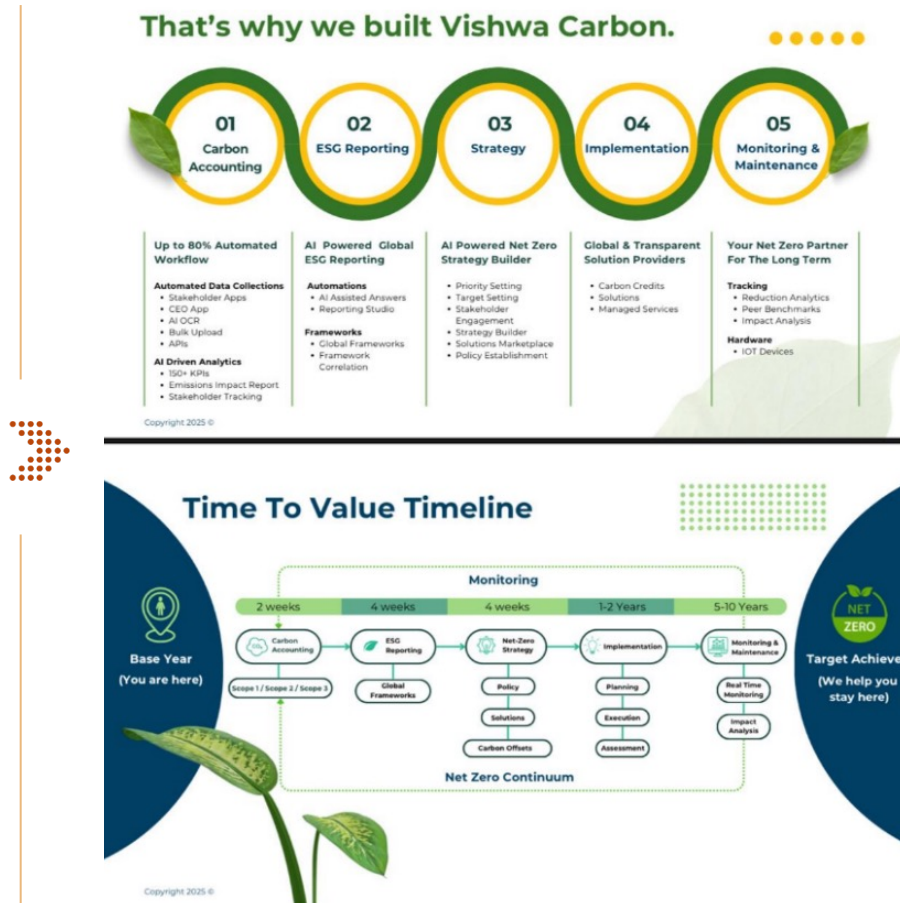
To achieve 500 GW non-fossil capacity by 2030 and net-zero by 2070, India must strengthen regulations, discom finances, grid infrastructure, open access policies, and carbon markets for a seamless clean energy transition. By adopting investment-friendly policies, regulatory clarity, and infrastructure modernisation, India can lead the global clean energy transition while ensuring affordable and reliable power for its growing economy.

Launch of Bharat Carbon

Outlook Planet C³ Summit & Awards 2025 also launched Bharat Carbon, an end-to-end decarbonisation platform by Vishwa Carbon, in collaboration with Primus Partners.

Explicitly designed for MSMEs, Bharat Carbon will simplify the path to a net-zero strategy by providing localised support, Expert guidance, and seamless ESG Integration.

Bharat Carbon will make sustainability accessible and actionable, allowing MSMEs to transition towards greener practices without navigating complex frameworks.



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for providing solutions to help clients achieve their goals

RESPECT

for all and alternate viewpoints

INTEGRITY

of thoughts and actions

MASTERY

of our chosen subject to drive innovative and insightful solutions

US

representing the Primus collective, where each individual matters

STEWARDSHIP

for building a better tomorrow



PRIMUS PARTNERS®

Solutions for Tomorrow

Primus Partners has been set up to partner with clients in 'navigating' India, by experts with decades of experience in doing so for large global firms. Set up on the principle of 'Idea Realization', it brings to bear 'experience in action'. 'Idea Realization'— a unique approach to examine futuristic ideas required for the growth of an organization or a sector or geography, from the perspective of assured on ground implementability.

Our core strength comes from our founding partners, who are goal-oriented, with extensive hands-on experience and subject-matter expertise, which is well recognized in the industry. Established by seasoned industry leaders with extensive experience in global organizations, Primus Partners boasts a team of over 250 consultants and additional advisors, showcasing some of the finest talent in the nation.

The firm has a presence across multiple cities in India, as well as Dubai, UAE. In addition, the firm has successfully executed projects across Africa, Asia Pacific and the Americas.

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