



MOVING THE NEEDLE

The Journey from Policy To Implementation

July 2025

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Dear Readers

Welcome to the July 2025 edition of Moving the Needle, brought to you by Primus Partners.

At Primus, every day is focused on a collaborative effort to discover Solutions for Tomorrow, aligning with India's ambitious vision for Viksit Bharat 2047. This edition of Moving the Needle exemplifies that synchronization perfectly.

This month, our focus is on:

- Urgent Actions required to scale up India's rare-earth magnet production in our quest to be a Global Electric Vehicle (EV) Hub
- ➤ Unleashing the potential of the Creator Economy at a time when India's AVGC-XR sector (Animation, Visual Effects, Gaming, Comics, and Extended Reality) is growing at 17% annually, with revenues projected to reach ₹42,000 crore (around \$5 billion) by 2025
- Reviving Vedic Mathematics in Indian Schools at a time when its gaining international recognition and acceptance due to its ability to improve the speed, logic, and mental flexibility of students
- Closing gaps in the Ayushman Bharat Digital Mission to ensure that citizens have a smooth experience while accessing healthcare services, particularly now that nearly 80 crore Indians have registered.
- The Strategic Planning required by India in reaching the \$100 billion textile export milestone in 5 years

The Moving the Needle Team hopes you enjoy a wonderful reading experience!

Automotives:

India's EV Surge Needs a Home-Grown Magnet Fix

China's tighter export rules on rare-earth metals, in effect since 4 April, have already begun delaying magnet shipments to India. The episode highlights a hard truth: the success of India's electric mobility push depends on a material that China almost entirely controls.

While India aspires to become a global EV hub, the current crisis exposes the fragility of its supply chains. China accounts for 92 percent of global rare-earth magnet production, with Japan contributing 7 percent and Vietnam just 1 percent. Every electric two-wheeler made in India uses about 600 grams of neodymium-iron-boron (NdFeB) magnets in its traction motor, prized for their high power-to-weight ratio in compact designs.

Domestic consumption stood at 1,700 tonnes in 2022 and is projected to reach 15,400 tonnes by 2032. That's a nearly tenfold increase in volume and value – from ₹1,245 crore to almost ₹15,700 crore. Yet India produces only 1,500 tonnes of neodymium-praseodymium (NdPr) oxide annually, and magnet-making capacity remains minimal.

The gap lies in midstream and downstream capabilities. Although India has the world's fifth-largest rare-earth reserves, it lacks infrastructure for oxide separation, metal refining and sintered magnet production: processes dominated by China.

This crunch is a wake-up call. Short-term responses like seeking alternative sources or diplomatic outreach may offer temporary relief, but India needs a self-reliant value chain for rare-earth magnets from mining and separation to refining, alloying and fabrication. Policy must lead the way. The government could extend Production-Linked Incentive (PLI) schemes to include rare-earth magnet manufacturing. Joint ventures with trusted global partners, technology transfers, and publicprivate models can help build scale. Institutions like DRDO and CSIR should drive focused R&D, while mining clearances must be streamlined. Like semiconductors and solar components, they demand a mission-mode approach.

Three urgent actions can reduce vulnerability:

Scale domestic capacity: Target 4,000 tonnes of magnet production per year by 2030 through fast-track approvals and fiscal support to meet at least a guarter of future demand locally.



Accelerate recycling: Introduce an extendedproducer-responsibility framework for motors and electronics, coupled with subsidies for recycling facilities using hydrometallurgy and magnetic separation.







India's EV dream remains within reach, but only if magnets are treated as vital infrastructure - just like batteries and chips. The next six months will show whether policy urgency can turn into real industrial capacity. The message is simple: batteries may power EVs, but magnets keep the wheels turning, literally.

02

Media and Entertainment

Story. Screen. Stream. How India Is Shaping Global Entertainment

In March 2023, the film *RRR* captured global attention when its song "Naatu Naatu" won an Oscar and the film earned over \$150 million globally. This cultural milestone symbolized India's rising influence in global entertainment. Far beyond a moment of celebration, it marked the arrival of a new creative force—an India that is no longer just a consumer of global content but an active shaper of it.

According to the Global Entertainment & Media Outlook 2024, the global entertainment industry was valued at over \$2.8 trillion, with emerging markets like India projected to be among the top contributors to its growth over the next decade. India is uniquely positioned to lead this next wave, as the global entertainment industry undergoes a profound transformation - driven by digital technology, immersive formats, and cross-cultural content. With a storytelling heritage that stretches back thousands of years, a rapidly expanding digital economy, and one of the world's youngest populations, India brings depth and scale to the global creative landscape. Netflix Co-CEO Ted Sarandos stated aptly that "India is not just a growing market—it is a content creation powerhouse," a sentiment increasingly echoed across the industry.

The country's storytelling tradition is one of the oldest and richest in the world—from ancient epics like the *Mahabharata* and *Ramayana* to vibrant regional folktales and the world's largest film industry by output that produced over 2,000 films in over 20 languages in 2023. In recent years, Indian stories have found a global audience with streaming platforms like Netflix, Prime Video, and Disney+ Hotstar heavily investing in original Indian content. Global hits like Delhi Crime, Sacred Games, and RRR demonstrates that Indian narratives are resonating across borders.

India's OTT market, valued at \$2.6 billion in 2023, is projected to exceed \$5 billion by 2027.The growth will be fuelled by rising digital access, regional language penetration, and an audience increasingly comfortable with globalized content. At the same time, the country's online gaming sector has emerged as one of the fastestgrowing segments of digital entertainment. According to the IAMAI–Lumikai Gaming Report 2023, India had 568 million gamers as of 2023, making it the second-largest gaming population in the world. The domestic gaming industry, valued at \$3.1 billion in 2023, is expected to grow to \$7.5 billion by 2028.

Games like Ludo King, Raji: An Ancient Epic, and FAU-G have shown that culturally rooted narratives can succeed commercially and creatively. As Salone Sehgal, founding GP at Lumikai Fund, put it, "Gaming is the new cinema—it's storytelling in a different language, and India is fluently catching up".

India has a rich history of mythology and strong characterdriven stories. This is a great opportunity for new ideas in entertainment, especially with interactive and immersive experiences becoming popular. India's young talent can help create both exciting content and the technology that supports it.

India's AVGC-XR sector (Animation, Visual Effects, Gaming, Comics, and Extended Reality) is growing at 17% annually, with revenues projected to reach ₹42,000 crore (around \$5 billion) by 2025. India's world-class VFX and animation capabilities are already powering Hollywood films and OTT content, "Technology is democratizing storytelling. India has the volume, the vision, and now the tools," notes Anil Wanvari, founder, Indiantelevision.com.





At the grassroots level, India's youth are driving an explosion in content creation. With over 600 million people under the age of 25 and more than 80 million digital creators monetizing their work on platforms like YouTube, Instagram, Moj, and TakaTak, India's creator economy is expected to hit \$3.5 billion by 2025. This creator-led boom is reshaping everything from brand engagement to popular culture, providing decentralized, diverse perspectives that reflect a vibrant, rapidly evolving society.

The importance of the sector is well recognized by the Indian government which declared Media and entertainment including gaming a "Champion Services Sector." The key initiatives include the National AVGC-XR Mission, co-production treaties, gaming & animation skill development programs via the National Skill Development Corporation (NSDC) are actively shaping the ecosystem, and the drafting of rules for online gaming regulation under the IT Act, 2023. The result of these combined eBorts is that India's creators, studios, and gamers now influence global digital culture. Participation in global film festivals, international esports events, and collaborations with platforms like Netflix, Twitch, and Steam bring Indian entertainment to global stages. "Content is now diplomacy. India's stories are a global bridge," said Siddharth Roy Kapur, Producer.

Although challenges such as infrastructure, skilling, or global competition remain. With scalable technology, government support, and a massive audience, the country stands at the forefront of a new era in entertainment and India's creative momentum is undeniable. As Nandan Nilekani rightly said, "This is India's creative century. The world is finally ready for the stories we've always known how to tell."

In this unfolding global narrative, India is not just telling its story. It's helping to write the future of storytelling itself.



03

Technology:

Trust is the true currency of AI – and explainability is its mint



Responsible & Explainable AI (XAI) isn't optional rather it's the foundational building block for sustainable digital governance. Entities which have gone deeper in AI based service & operations have already experienced the threat of not simultaneously maturing the AI product.

> Case for Explainable AI (XAI)

Explainable AI enables users to understand the rationale behind AI-generated decisions. This is especially critical when Ais are used in high volume transactions scenarios, for example, a) Point of View (POV) generation from opensource content b) aggregator Platform service providers sharing recommendation on food, cost, taste, etc. Traditional "black box" models provide little visibility into decision logic, increasing the risk of bias, errors, and legal exposure.

A 2024 IBM Global AI Adoption Index revealed:

85% of enterprises believe explainability is critical to AI deployment,

Yet only **27%** feel their AI systems are suSiciently explainable.

Incidents like the 2020 UK exam grading failure, where an AI model was scrapped due to public outcry over bias and opacity, underscore the reputational and operational risks of poorly governed AI.





> Responsible AI (RAI): Ethics in Action

RAI expands the scope of governance by embedding principles such as:

- **Fairness:** Preventing discrimination in algorithmic decisions,
- **Privacy:** Ensuring robust data protection,
- Safety: Mitigating unintended harm,

Accountability: Defining clear ownership and oversight of AI outcomes.

Standards such as **ISO 42001** which provides a Global Governance Framework for both RAI and XAI would aid organisations to combat such pitfalls. To ensure consistent and auditable AI governance, ISO 42001 was introduced as the world's first AI Management System Standard (AIMS). The standard helps organizations:

- Implement structured **AI risk assessments**,
- Maintain transparency through documentation of data, models, and decisions,
- · Monitor models for performance drift or bias,
- Define governance roles and escalation procedures.

ISO 42001 compliance strengthens alignment with upcoming global regulations, such as the **EU AI Act** and **India's Digital Personal Data Protection Act (DPDP).**

> Strategic Imperative

As AI systems grow in influence across critical sectors, from healthcare to governance, their ability to justify decisions, align with ethical norms, and earn public trust must be embedded by design. The path forward lies not in unchecked innovation, but in accountable AI stewardship grounded in global standards like ISO/IEC 42001 and driven by a shared commitment to transparency, fairness, and human dignity. In short, the future of AI is not just intelligent—it must be intelligible.



4 Education, Entrepreneurship, Employment:

Reviving Vedic Mathematics in Indian Schools

In today's dynamic and fast-paced world, education systems are constantly evolving to equip students with skills that go beyond rote learning. With an emphasis on mental agility, critical thinking, and lifelong learning, educators are increasingly looking for techniques that sharpen young minds. One such method, rooted in India's own intellectual legacy, is Vedic Mathematics. Drawn from the Indian Knowledge Systems (IKS), Vedic Math is gaining global recognition for its ability to make mathematics more engaging, intuitive, and impactful. As international schools incorporate it into their curricula, it is time for Indian schools to embrace this ancient yet timeless approach to learning.



What is Indian Knowledge Systems (IKS)?

Indian Knowledge Systems (IKS) encompass the diverse body of traditional knowledge developed in India over thousands of years. These include disciplines like Ayurveda, architecture (Vastu), astronomy, linguistics, philosophy, and mathematics. IKS represents a holistic approach to knowledge – one that blends intellectual, practical, and spiritual insights. The National Education Policy (NEP) 2020 strongly encourages the integration of IKS into mainstream education, recognizing its potential to foster innovation, cultural pride, and cognitive development. Among the various branches of IKS, Vedic Mathematics stands out for its effectiveness in transforming the way students understand and engage with math.



Understanding Vedic Mathematics

Vedic Math is a system of mathematical techniques derived from ancient Indian scriptures known as the Vedas. It was rediscovered and systematized in the early 20th century by Swami Bharati Krishna Tirthaji, who identified 16 sutras (formulas) and 13 sub-sutras that can be applied to solve a wide array of mathematical problems quickly and efficiently. Rather than relying on complex and lengthy algorithms, Vedic Math simplifies mathematical operations using logical, visual, and often intuitive methods. It promotes mental calculations and encourages learners to understand the underlying patterns in numbers, enhancing both speed and accuracy. From basic arithmetic to advanced algebra and geometry, Vedic Math offers tools that make problem solving not only easier but also more enjoyable.

Benefits of Vedic Mathematics

Vedic Mathematics offers a multitude of benefits that go far beyond faster calculations. It provides a holistic foundation for developing critical thinking and lifelong skills.

 Improved Calculation Speed: Vedic Math techniques enable students to perform complex calculations in seconds. This speed is particularly helpful in timesensitive environments such as exams and real-life problem-solving scenarios.





- Enhanced Mental Math Skills: Since most techniques emphasize doing calculations mentally, students gradually develop strong mental math abilities, reducing dependence on calculators.
- Boosts Confidence: As students master quick and accurate methods, their confidence in handling numbers and solving problems increases, transforming math from a source of anxiety to a source of empowerment.
- Simplifies Problem Solving: Vedic Math breaks down difficult problems into manageable steps, often using visual or logical strategies that are easy to grasp and apply.
- **Strengthens Cognitive Abilities:** The methods train the brain to think logically and creatively, improving memory, concentration, and abstract thinking.
- Better Understanding of Math Concepts: By revealing the logic behind operations and promoting pattern recognition, Vedic Math deepens students' conceptual understanding rather than just procedural knowledge.
- Encourages Logical Thinking: Many Vedic methods are based on logical deductions, encouraging students to explore different ways to reach a solution rather than rely on rote formulas.
- Helps in Competitive Exams: With its focus on speed, accuracy, and mental processing, Vedic Math is an excellent tool for competitive exams like Olympiads, SATs, GRE, and various Indian entrance tests, where quick thinking can make all the difference.

- Lifelong Skill: The techniques learned through Vedic Math are not limited to school exams. They foster a mindset of clarity and problem solving that benefits individuals throughout life
 - in careers, business, finance, and everyday decisions.

> Example 1:

Multiplying 94×96 using the base method (base 100):

94 is 6 less than 100; 96 is 4 less. Multiply $6 \times 4 = 24$. Subtract cross-wise: 94 - 4 = 90. Final answer: 9024.

This method is faster, builds number sense, and illustrates the beauty of mathematical symmetry.

Example 2:

Squaring a number ending in 5, say 75²:

Take the base number without 5: 7. Multiply it by the next number: $7 \times 8 = 56$. Append 25 to the result: 5625.

Such shortcuts simplify mental math and boost problemsolving speed.







 Global Recognition: International Schools Leading the Way The relevance of Vedic Math is not limited to India. Many international schools have begun integrating it into their math curricula or after-school programs. For instance, several schools in the UK and the US use Vedic Math to enhance students' number fluency and support gifted education programs.

The Waldorf School of California has used it as part of its alternative learning approach, while enrichment centers in Singapore offer Vedic Math to improve mental math and prepare students for international Olympiads.

These examples highlight Vedic Math's adaptability and appeal across educational systems – from traditional to progressive.

How Indian Schools Can Adopt Vedic Math

Given its origin in India and its growing global traction, Indian schools are uniquely positioned to lead the way in Vedic Math integration. Here are a few steps they can take:

- Teacher Training Programs: Conduct regular workshops and certification programs to train teachers in Vedic Math principles and teaching methods.Curriculum Integration: Introduce Vedic Math as a part of the formal curriculum or as an elective subject from grades 5 onwards. It can also be embedded in morning brain exercises or math warmups.
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- Math Clubs and Competitions: Encourage students to explore Vedic Math through clubs, quizzes, and interschool competitions, promoting both fun and learning.
- Use of Digital Tools: Leverage educational apps and e-learning platforms that teach Vedic Math in interactive and gamified formats.

Community Engagement: Involve parents through workshops or newsletters so they can support their children's learning journey at home.



> Conclusion:

Vedic Math is more than a set of clever shortcuts — it's a profound cognitive tool that enhances how students think, calculate, and solve problems. In a world where speed, logic, and mental flexibility are highly prized, this ancient Indian system offers a powerful way to future-proof young minds. As international schools recognize its value, Indian schools have the opportunity — and responsibility — to reclaim and champion their own mathematical heritage. The time to integrate Vedic Math into mainstream education is now.

Healthcare: Ayushman Bharat Digital Mission 2.0-What's next for India's Digital Health

Revolution

The Ayushman Bharat Digital Mission (ABDM) has laid the foundation for the interconnected healthcare ecosystem. With nearly 80 crore citizens, 62K healthcare providers and 52Khealthcare facilities from across the country already onboarded, from both the private and the public sector, the mission has proven the enthusiasm for digitisation in healthcare delivery. In the four years since its introduction, ABDM has managed to achieve a critical mass for the ecosystem creation, generate over 55 Cr ABHA-linked health records, initiate features like Scan & Share and demonstrate end-to-end digitisation across multiple stakeholders. The mission aims to provide a seamless experience to the citizens when seeking healthcare services, however, there are still some gaps that hinder the path to that goal.

- The Missing Piece ABDM, by design, puts the citizen in the centre and gives the whole and sole ownership of the data to them. In reality however, the average citizen remains unaware of the value of health data ownership. The disinterest and distrust in the beneficiary leads to the provider resorting back to the pen-and-paper ways, defeating the whole purpose.
- The Creamy Layer Through initiatives like the 100 Microsites Project, many small to medium level facilities have been onboarded with ABDM. However, the larger hospitals - regional and national chains still depend on the legacy software that are incompatible with the ABDM-enabled solutions, creating a broken link.
- Who's Left? Insurers and TPAs are a significant part of the ecosystem, inclusion of which can add a huge value proposition to the mission and increase the adoption and usage of the solutions.



What's next for ABDM?

As the foundation has been laid strong, the immediate focus of the next phase of ABDM should be on the interoperability of the different software used by the stakeholders. Unification through standardization of APIs and establishing the PHR apps as a single window to all the features of ABDM for the patients will ensure a wrinklefree experience for patients and providers alike.





The timing is crucial as any faults in the digital infrastructure at this point can lead to apprehension in the public mind about the whole mission.

Additionally, the National Health Claims Exchange (NHCX) has the potential to revolutionize the health insurance claim and settlement processes. Streamlining the claims processing through standardized protocols, using only digital records and identification details will not just lower the turnaround time but also improve transparency for public and private insurers alike. This will add tremendous value to the mission for adoption in larger healthcare establishments and for the citizens to use the patient-facing Personal Health Records app.

Aligning policies and technological innovations towards ecosystem-driven growth will ensure the success of ABDM and realize its potential of becoming a global benchmark for digital health.



06

Primus Outreach and Impact:

Roadmap for US\$100 Bn Exports in 5 Years: Six Recommendations that will drive the Textiles Industry

In what could mark a defining chapter in India's industrial resurgence, the domestic textile industry is laying the groundwork for a transformative leap—targeting \$100 billion in textile exports by 2030. With global market dynamics shifting, India finds itself at the cusp of an unprecedented growth opportunity, provided it can navigate longstanding structural bottlenecks with targeted reform.

Currently the world's second-largest textile producer and fifth-largest exporter, India's textile sector contributes over 2.3% to GDP, 13% to industrial output, and 10.5% to exports. But despite this scale, India commands a very less share of global textile exports, trailing far behind China's overwhelming ~48% share.

Rising trade tensions, shifting supply chains, and the evolving geopolitical landscape have disrupted textile exports from key players like China and Bangladesh, creating a strategic gap in the global value chain, India stands out as a sustainable and reliable alternative. This is a timely opportunity for India to position itself as the preferred sourcing destination for global brands under the "China Plus One" strategy.

India currently holds a 6–9% global market share, with readymade garments and home textiles comprising 75% of textile exports. A modest 10–12% shift in orders from Bangladesh alone could translate into a 2.4 billion annual export boost, as per our analysis.

Reaching the \$100 billion textile export milestone will require significant strategic planning and, as the journey is fraught with structural challenges that must be systematically addressed.

India's production cost per garment remains among the highest in Asia, largely due to labour ineBiciencies and fragmented supply chains. Labour costs are nearly 70% higher than in Bangladesh, owing to a higher Standard Allowed Minute (SAM) rate—₹5-6 in India vs ₹3 in Bangladesh.

Moreover, only 15% of the textile workforce has formal training, compared to over 70% in advanced economies. This skills gap, coupled with inadequate multimodal logistics infrastructure, leads to logistics costs at 14% of GDP, far above the global benchmark of 8–10%.

Primus Partners recent report on "Roadmap for USD 100 billion Exports in 5 years" outlines Six Strategic Recommendations aimed at enabling India to leverage the existing capacities and ongoing global reconfiguration as a springboard for growth to pivot the sector towards scale and global leadership:







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Primus Partners recent report on "Roadmap for USD 100 billion Exports in 5 years" outlines **Six Strategic Recommendations** aimed at enabling India to leverage the existing capacities and ongoing global reconfiguration as a springboard for growth to pivot the sector towards scale and global leadership:

Signing Free Trade Agreements (FTAs) with US and EU will boost sector's competitiveness:

With countries like Sri Lanka enjoying duty-free access to EU markets, Indian textiles suffer from tariff disadvantages. Expediting FTAs with the US and EU would lower tariff barriers on Indian textile exports, enhancing their price competitiveness in global markets.

Industry 4.0 Integration will lead to reduction in operational waste:

The adoption of Industry 4.0 technologies is reshaping India's textile sector by enhancing efficiency, intelligence, and responsiveness to global market needs. Advanced solutions such as IoT-enabled looms, AI-based quality checks, and automated dyeing are driving measurable gains—reducing operational waste by 15%, machine downtime by 20%, and electricity costs by up to 15%.



This digital shift is also redefining workforce roles, transitioning from manual tasks to data-driven decision-making through dashboards and predictive analytics.

Operational subsidies to enhance Textile Competitiveness:

Operational subsidies can play a pivotal role in enhancing the global competitiveness of India's textile sector. By lowering key input costs—including energy, logistics, and labour—they enable manufacturers to produce more cost-efficient goods, thereby strengthening their position in international markets. States like Madhya Pradesh are already offering up to ₹6,000 per employee in wage reimbursements. Scaling such **employment-linked operational subsidies** nationally could reduce input costs and spur investment.

• Specialised Skill Development Hubs will raise skilled workforce share to 50%:

The Indian textile industry remains heavily dependent on informal, on-the-job learning, with limited formal training—leading to an estimated 20–30% productivity loss. To bridge this gap and raise the share of formally trained workers to 50%, establishing dedicated training centres in key textile hubs, especially in Tier 2 and Tier 3 cities, is essential to aligning India with global norms and enhancing quality assurance for exports.



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Moving from Small to Scalable by transforming Textile MSMEs to Global Giants:

The MSMEs form the backbone of the industry, contributing significantly to employment, regional development, and export value. However, they often face barriers related to limited access to finance, technology, skilled manpower, and global market linkages. Aggregating textile MSMEs into cooperative clusters, akin to FPOs in agriculture, will help them scale up, access credit, adopt new technologies, and improve bargaining power with international buyers.

Oriving growth and exports through Technical Textiles:

With the global technical textile market poised to hit **\$274 billion by 2027**, India's share could reach **\$39 billion**. There is a need to launch State Misions for Technical Textiles on the lines of **National Technical Textiles Mission** that can drive innovation in sectors like medical, geo, and protective textiles.

The coming decade offers an unprecedented opportunity. With global supply chains recalibrating due to geopolitical disruptions, and India's domestic market projected to reach US\$ 350 billion by 2030, there is a strategic window to push exports to US\$ 100 billion over the next five years. However, to realize this ambition, India must overcome structural challenges and strategically harness emerging trends that are reshaping the global textile industry.



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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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