White Paper

Water scarcity and regulatory risks

Process Industries

SprintlyWorks©

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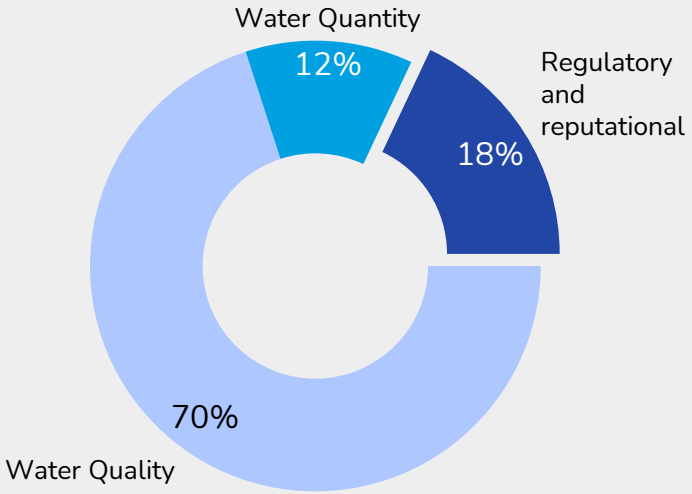
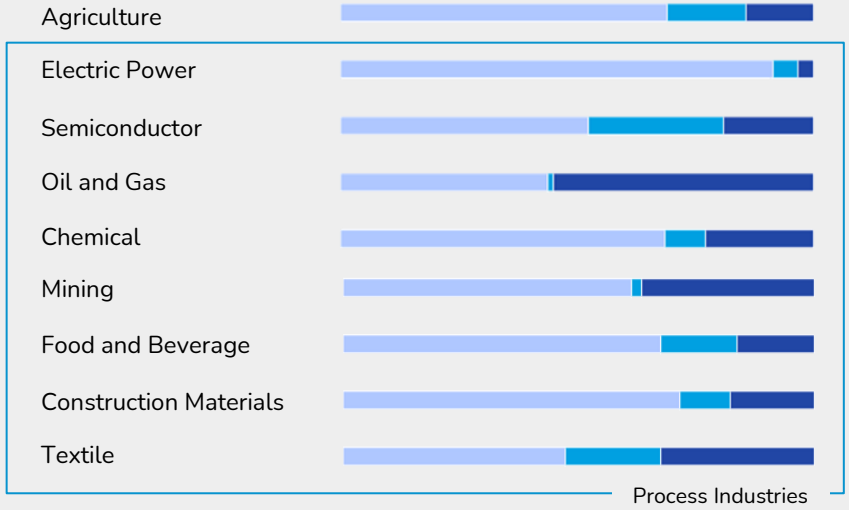
Overview Of Global Water Stress

Businesses must proactively adapt to evolving regulations and public scrutiny to avoid compliance issues and operational disruptions.

Type of Water Risk (By %)



Water Risk by Industry Segmentation



Regulatory and Reputational Risks

Regulatory and reputational risks measures risk related to uncertainty in regulatory change, as well as conflicts with the public regarding water issues

Physical – Water Quantity Risk

Physical risk (quantity) evaluates the challenges faced due to water scarcity or excess, considering factors like droughts, floods, and water resource availability

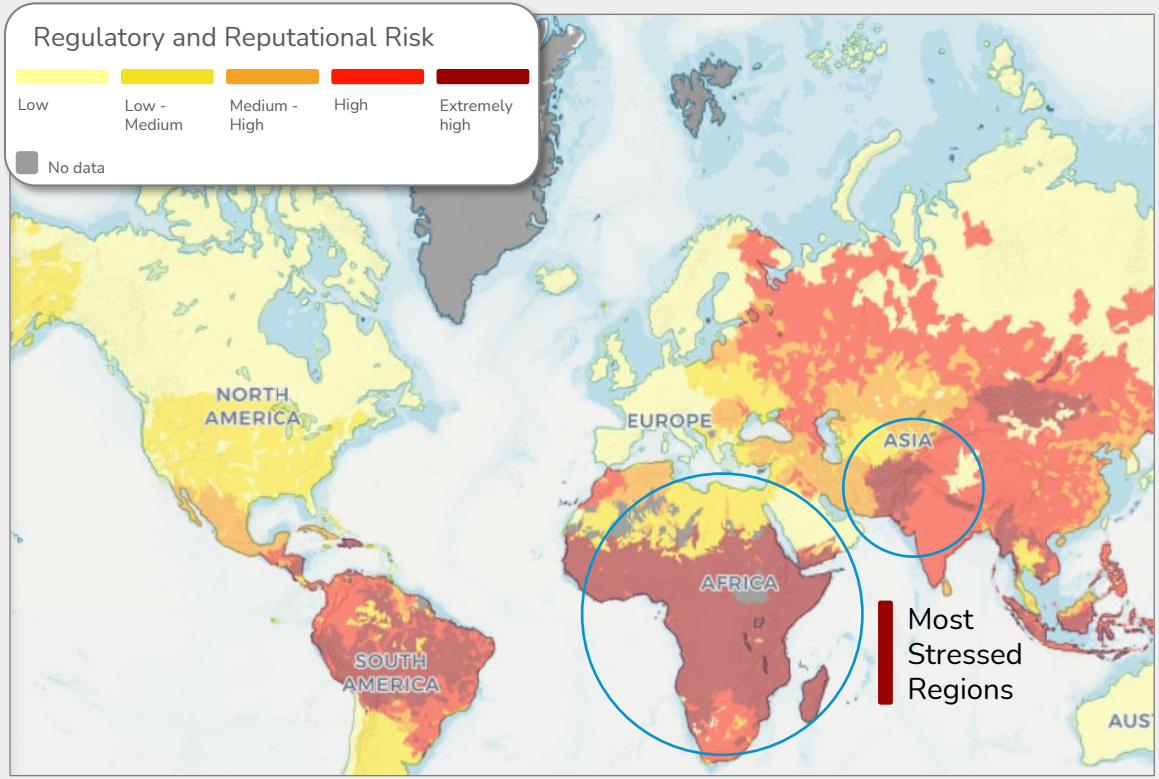
Physical - Water Quality Risk

Physical risks quality measures risk related to water that is unfit for use, considering factors like untreated wastewater and coastal eutrophication potential

Higher values indicate greater vulnerability to water-related disruptions.
Source: World Resources Institute

Regulatory Stress By Regions

The Middle East and North Africa are the most stressed regions with regulatory uncertainties...



Source: World Resources Institute

...whereas, Europe requires urgent attention.

FOCUSED REGIONS

The most water-stressed regions are the

- Middle East and
- North Africa,

where 83% of the population is exposed to extremely high water stress, followed by

- South Asia,

where 74% is exposed.

Europe is not currently facing severe water risks, but concerns are growing. With approximately 30% of the population experiencing water stress annually, the need for proactive strategies and planning is becoming increasingly urgent.

Country Rankings – North Africa

Egypt has the highest water risks in North Africa, with the industrial sector facing slightly lower risks but not by a wide margin.

North Africa | Middle East | South Asia | Europe

Country	Rank	Sectoral Score			Total Score
		Agriculture	Domestic	Industrial	
Egypt	10	4.86	4.85	4.77	4.85
Libya	11	4.81	4.74	4.76	4.81
Tunisia	20	4.27	4.32	4.35	4.28
Morocco	27	4.02	3.73	3.87	3.99
Algeria	30	3.87	3.71	4.22	3.87

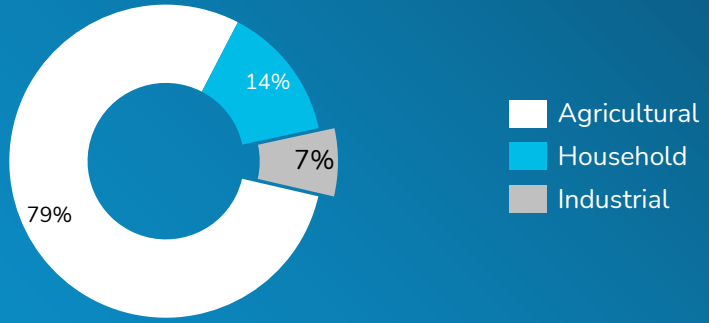
Source: World Resources Institute

Country Profile – Egypt

a) Water use by industries
b) Main regulations for process industries
c) Deep-Dive in one regulation

Egyptian industries faces water shortage challenges due to high...

Sectoral Water Use in Kuwait



- Egypt currently experiences a 13.5 BCM/yr water shortage, and this number is predicted to keep rising
- Water drainage and reuse is used to compensate for this shortage, which degrades the quality of the water
- The industrial sector consumes 5.4 BCM of water annually, according to the “Ministry of Water Resources and Irrigation”

...dependency on Nile river, which is also facing saltwater intrusion.

Challenges faced by Industries

Limited freshwater resources

Egypt has only 20 cubic meters per person of internal renewable freshwater resources, making industrial water consumption a significant strain on the country's limited supply

Nile River Dependency

The industrial sector heavily relies on the Nile River, which provides 98% of Egypt's annual renewable water resources, making it a huge dependency

Saltwater intrusion

Rising sea levels in the Mediterranean are causing saltwater intrusion in the Nile Delta, affecting water quality for industrial use and potentially damaging industrial infrastructure

Source: News Articles

Process industries in Egypt must comply with strict water regulations, requiring permits for abstraction and adherence to pollution controls.

Detailed

Regulation	Year	Key Focus	Relevance to Process Industries
Environmental Law No.4	1994	• Preventing Water Pollution • Requires Env. Impact Assessments • Setting standards for emissions and wastewater discharges	• Process industries must comply with water quality standards, ensuring that wastewater discharges do not pollute the Nile or other water bodies • They may need environmental permits for operations, aligning with EEAA regulations *Environment & Climate Change Laws and Regulations Report 2024-2025 Egypt - ICLG*. • The EEAA enforces compliance through inspections and fines, promoting best practices in water use and pollution control
Water Resources and Irrigation Law No.147	2021	• Water abstraction, distribution, and management • Requires permits for industrial water use	• Process industries must obtain water abstraction permits from the Ministry of Water Resources and Irrigation (MWRI) for using surface or groundwater • The MWRI, through its general administrations, oversees compliance, ensuring that industrial abstractions do not deplete resources, especially given Egypt's water scarcity

Water abstraction and management in Egypt is managed by MWRI, whereas impact assessments and water compliance by EEAA

Ministry of Water Resources and Irrigation (MWRI)

Manages water resources by issuing abstraction permits and regulating distribution for industries, with conditions on sources and quantities

Egyptian Environmental Affairs Agency (EEAA)

Enforces environmental laws, requiring impact assessments, water quality compliance, and monitoring of industrial discharges to prevent pollution.

Source: Regulation Documents

Egypt: Environmental Law No.4 of 1984

Egypt's Environmental Law No. 4 enforces strict industrial permitting, pollution control, monitoring, and penalties to protect water resources.

Themes	Key Requirements	Penalties and Enforcement	Implications for Industries
INDUSTRIAL WASTEWATER MANAGEMENT	• Factories must treat wastewater before releasing it into rivers or canals, following Executive Regulation No. 338/1995 • Companies need permits for wastewater discharge and must monitor water quality	• Fines up to EGP 3 million or 5 years in jail (Law No. 9/2009) • The EEAA and maritime authorities inspect, issues fines, and can shut down operations, and enforce spill response plan • Non-compliant ships or platforms may face detention or heavy fines • Authorities can revoke project approvals for non-compliance	• Must install wastewater treatment systems • Encourages water recycling
MARINE AND COASTAL WATER PROTECTION	• Ships, offshore platforms, and ports must prevent oil, sewage, or chemical discharges into the sea • Must comply with international treaties (e.g., MARPOL) and use waste treatment systems		• Must install onboard treatment systems • Continuous Monitoring
GROUNDWATER AND SURFACE WATER PRESERVATION	• Industrial projects must not pollute groundwater, rivers, or lakes • Large projects near water bodies must conduct Assessments (EIAs) • Strict limits exist for pollutants like heavy metals and toxins to protect water quality		• Faces strict environmental assessments • Encouraged to adopt cleaner technologies

Source: Regulation Documents

Country Rankings – Middle East

The Middle East faces the highest water risk, with all top five countries at peak risk and every sector classified as high risk.

North Africa | **Middle East** | South Asia | Europe

Country	Rank	Sectoral Score			Total Score
		Agriculture	Domestic	Industrial	
Kuwait	1	5.00	5.00	5.00	5.00
Cyprus	2	5.00	5.00	5.00	5.00
Oman	3	5.00	5.00	5.00	5.00
Qatar	4	5.00	5.00	5.00	5.00
Bahrain	5	5.00	5.00	5.00	5.00

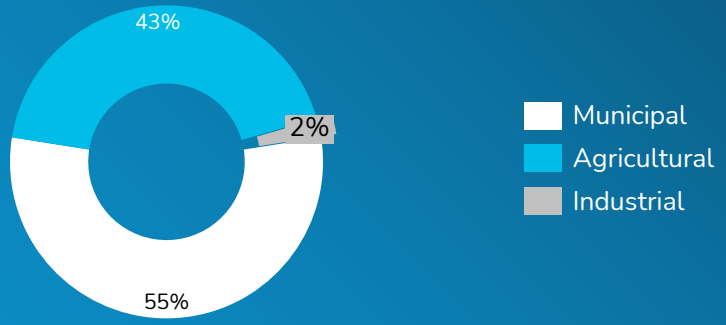
Source: World Resources Institute

Country Profile – Kuwait

a) Water use by industries
b) Main regulations for process industries
c) Deep-Dive in one regulation

Kuwait's industries demands urgent water solutions as they struggle...

Sectoral Water Use in Kuwait



- Kuwait's water consumption is among the highest in the world, with per capita consumption averaging 447 litres per day
- The country depends on desalination plants as the primary source of fresh water, providing around 92% of water for domestic and industrial needs and 60% of total water supply

...with high desalination costs, limited recycling & aging infrastructure.

Challenges faced by Industries

High desalination costs

Kuwait depends on seawater desalination for freshwater, including industrial use. However, high fuel and maintenance costs make it a financial burden for industries

Limited wastewater treatment capacity

Kuwait's four main treatment plants cannot fully meet demand, restricting the availability of recycled water for industrial use

Outdated desalination infrastructure

Many desalination plants suffer from inefficient fuel use, poor weld quality, and low-grade materials, reducing efficiency and limiting industrial water supply

Source: News Articles

Process industries in Kuwait, especially oil and chemical firms, must comply with various regulations, primarily for wastewater discharge.

Detailed

Regulation	Year	Key Focus	Relevance to Process Industries
Environmental Protection Law No. 42	2014 Amended - 2015	• Water Treatment • Wastewater Discharge	• Mandates environmental impact assessments (EIAs) for projects that could affect the environment, including industrial operations • Prohibits discharging pollutants into water bodies without a permit from KEPA, setting standards for wastewater quality • Establishes penalties (fines up to KD 1 million or imprisonment) for violations, such as illegal discharges
Decree No. 12 of 2017 issuing the Executive Regulations for the Protection of the Aquatic and Coastal Environment from Pollution	2017, under the authority of Law No. 42 of 2014	• Mandates Treatment Technologies • Monitoring Systems • Discharge limits	• Sets specific discharge limits for pollutants (e.g., oil, chemicals, heavy metals) into coastal waters • Requires industries to install monitoring systems and report discharge data to KEPA quarterly • Mandates treatment technologies (e.g., oil-water separators, biological treatment) based on the type of industrial effluent
Law No. 12 of 1964 on Preventing Pollution by Oil in Navigation Water	1964	• Wastewater Management • Wastewater Discharge	• Prohibits discharging oil or oily mixtures into navigable waters from ships or land-based facilities • Prohibits discharging oil or oily mixtures into navigable waters from ships or land-based facilities • Imposes fines and cleanup responsibilities for violations.

Source: Regulation Documents

Kuwait imposes heavy fines and criminal charges that could lead up to 5 years imprisonment for non-compliance; O&G companies at high risk.

Themes	Key Requirements	Penalties and Enforcement	Implications for Industries
INDUSTRIAL WASTEWATER TREATMENT AND DISCHARGE	• Industries must treat wastewater before discharge to meet effluent standards • Discharging untreated or hazardous waste without permits is prohibited • Requires installation of treatment systems and regular reporting to the EPA	• Fines up to KD 50,000 (~$165,000) and/or up to 5 years imprisonment for violations	• Petrochemical and refinery industries face high costs for treatment systems and monitoring • Encourages investment in wastewater recycling
WATER CONSERVATION IN INDUSTRIAL PROCESSES	• Industries must implement water-saving measures and minimize waste • Environmental Impact Assessments (EIAs) are required for water-intensive projects • Promotes recycling and reuse of water in industrial operations	• Fines up to KD 10,000 (~$33,000) and/or up to 3 years imprisonment • Repeat violations can increase fines up to KD 50,000 or halt projects	• Manufacturing and power plants must invest in water-efficient technologies • EIAs may delay project approvals
PROTECTION AGAINST INDUSTRIAL CONTAMINATION OF WATER RESOURCES	• Industrial activities must not contaminate groundwater, surface water, or marine environments • Sets strict pollutant limits for discharges near water bodies	• Fines up to KD 1 million (~$3.3 million) and/or up to 10 years imprisonment for contamination • Severe penalties for major environmental damage	• Oil, gas, and chemical industries must invest in containment and monitoring systems

Source: Regulation Documents

Country Rankings – South Asia

India faces the highest water risks in South Asia, with the industrial sector second to agriculture, while domestic faces the least challenges.

North Africa | Middle East | **South Asia** | Europe

Country	Rank	Sectoral Score			Total Score
		Agriculture	Domestic	Industrial	
India	24	4.14	3.77	4.07	4.11
Pakistan	31	3.80	3.60	3.55	3.79
Afghanistan	40	3.39	2.51	2.25	3.37
Nepal	45	3.21	2.82	3.13	3.18
Bangladesh	56	2.67	2.39	2.66	2.66

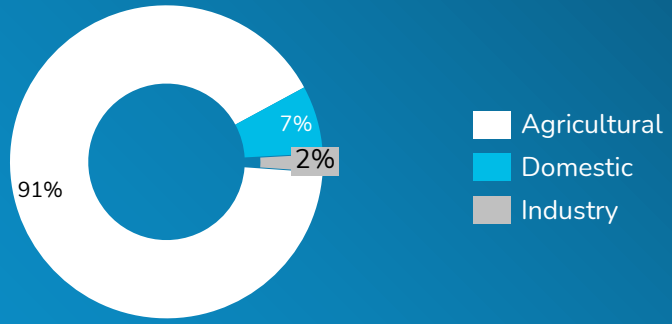
Source: World Resources Institute

Country Profile – India

a) Water use by industries
b) Main regulations for process industries
c) Deep-Dive in one regulation

Indian industries consume more water per unit than other countries..

Sectoral Water Use in India

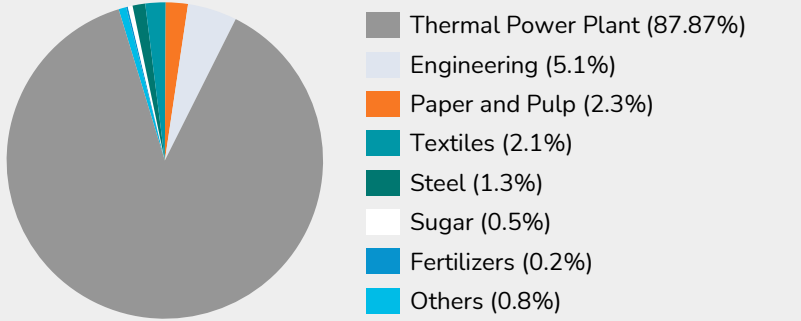


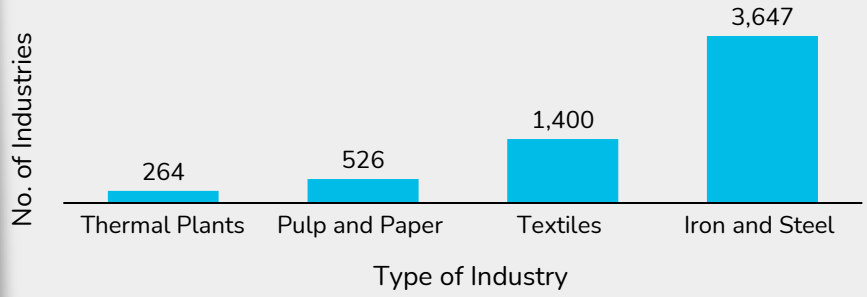
- The present utilization of water can be estimated as about 750 BCM whereas for the year 2050 it is estimated to be 1180 BCM
- The industrial plants in India consume about 2 to 3.5 times more water per unit of production compared to similar plants operating in other countries

Source: News Articles

...mostly used in thermal plants, followed by paper and pulp.

Water consumption by industries





India: Main Regulations Governing Process Industries

Process industries in India must navigate a range of water regulations to ensure compliance with environmental standards.

Detailed

Regulation	Year	Key Focus	Relevance to Process Industries
Water (Prevention and Control of Pollution) Act	1994 Amended-2024	• Pollution control, and • Recently amended penalty reforms for decriminalization for minor offenses	• The act regulates water pollution and establishes enforcement bodies like the Central Pollution Control Board (CPCB) and State Pollution Control Boards (SPCBs) • The 2024 amendment decriminalizes minor offenses, replacing them with penalties, and exempts certain industrial plants from consent requirements, potentially easing compliance for some process industries
Water (Prevention and Control of Pollution) Cess Act	1977	• Water taxation, and • Efficient use of water	• This act requires industries to pay taxes based on water consumption, encouraging efficient use • Provides funding for pollution control efforts, crucial for process industries with high water usage
Environmental (Protection) Act	1986	• Sets effluent standards for wastewater discharge	• This act sets general effluent standards for wastewater discharge under the Environmental (Protection) Rules, 1986, ensuring industries treat waste to protect water bodies
CPCB Industry-specific Effluent Standards	Varies	• Sector specific rules for process industries	• The CPCB sets tailored standards for process industries like petroleum refineries, paper and pulp, etc. ensuring sector-specific compliance

Source: Regulation Documents

India: Water (Prevention and Control of Pollution) Act of 1994

Indian companies must follow SPCB's guidelines to avoid fines and criminal charges and must install cleaner discharge technologies, etc.

Themes	Key Requirements	Penalties and Enforcement	Implications for Industries
Industrial Effluent Discharge	• Industries must treat wastewater before discharging into water bodies or sewers • Discharge of poisonous or polluting substances beyond limits is prohibited • Requires SPCB's approval for new or modified discharge outlets	• Non-compliance leads to fines from ₹10,000 to ₹15 lakhs • Failure to pay may result in up to 3 years im-prisonment or double fines	• Must install treatment plants • Cleaner discharge technologies
Water Use Consent and Monitoring	• Industries need prior SPCB approval to operate, specifying water usage and effluent disposal plans • SPCBs have authority for sampling and monitoring inspections • Industries must regularly report water use	• Operating without consent: Punishable by up to 6 years imprisonment and fines • SPCBs can revoke consent or take legal action	• Delays due to lengthy consent approvals • Continuous monitoring • Non-compliance risks operational shutdowns
Prevention of Water Resource Contamination	• Prohibits industries from contaminating wells, or groundwater with pollutants • Requires emergency pollution prevention measures in case of accidental spills • Industries must follow SPCB directives to restrain polluting activities	• Non-compliance leads to fines from ₹10,000 to ₹15 lakhs • Failure to pay may result in up to 3 years im-prisonment or double fines	• Must install spill prevention systems • Adoption of safer technologies

Source: Regulation Documents

Country Rankings – Europe

Belgium has Europe's highest water risks, with industrial and domestic sectors alike, and an overall high-risk score of 4.41.

North Africa | Middle East | South Asia | **Europe**

Country	Rank	Sectoral Score			Total Score
		Agriculture	Domestic	Industrial	
Belgium	18	4.37	4.42	4.41	4.41
Greece	19	4.43	4.37	4.41	4.34
Spain	29	4.11	3.79	3.62	3.94
Italy	41	3.34	3.41	3.32	3.34
Portugal	43	3.22	3.42	3.24	3.26

Source: World Resources Institute

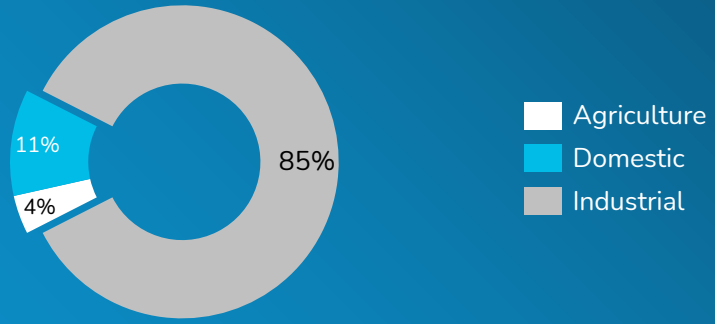
Country Profile – Belgium

a) Water use by industries
b) Main regulations for process industries
c) Deep-Dive in one regulation

Belgium: Overview of Industrial Water Consumption

Belgium's industries must optimize water use amid rising scarcity...

Sectoral Water Use in Belgium



- Belgium's water management is decentralized, with regions like Flanders, Wallonia, and Brussels handling their own data
- The data above is discussed in the Water Action Hub, a global platform for water sustainability collaboration, developed by the CEO Water Mandate and Pacific Institute

Source: News Articles

...high consumption, pollution risks to ensure sustainable operations.

Challenges faced by Industries

Inefficient Rainwater Management

Much of Belgium's rainwater drains into sewers instead of replenishing groundwater, worsening water scarcity, especially in urban areas with impermeable surfaces

High Pollution Levels

Industrial and urban wastewater, along with agricultural runoff, degrade water quality, particularly in Brussels and Flanders, threatening industries that depend on clean water

Extreme Water Stress

Belgium faces severe water scarcity, using 80% of its available water annually. Climate change and rising demand further endanger water-dependent industries like manufacturing and agriculture

Process industries in Belgium must follow region-specific water regulations for abstraction, discharge, and environmental compliance.

- Belgium's water management is decentralized across its three regions, Flemish, Walloon, and Brussels-Capital, each with its own regulations aligned with EU directives
- Process industries must comply with EU's regional laws on water abstraction, discharge, and environmental standards, guided by EU directives like the Water Framework Directive (WFD) and Industrial Emissions Directive (IED). Regional local laws include:

Detailed

Regulation	Year	Key Focus	Relevance to Process Industries

Flemish Water Act (Vlaamse Waterwet)	2003	• Regulates water abstraction
		• Permits for wastewater discharge
		• Use of best available techniques and water efficiency
		• Compliance with:
		  ○ Water Framework Directive (WFD), and
		  ○ EU's Industrial Emissions Directive (IED)
			• The Flemish Water Act (Vlaamse Waterwet) of 2003 is the primary legislation of the region
			• It requires a permit for any abstraction, with exceptions for small quantities, such as below 10 m³ per day for surface water and 1 m³ per day for groundwater
			• Process industries must obtain an integrated environmental permit that regulates their wastewater discharges, ensuring compliance with emission limit values through the "Environmental Permitting Order"

Walloon Water Code (Code de l'eau)	2004		• The Walloon Water Code, manages water resources and requiring permits for abstractions above 10 m³ per day, overseen by the Walloon Agency for Nature and Forests (AWN)
Brussels Environmental Code (Code de l'Environnement de Bruxelles)	1995		• Water management, including abstraction, falls under the Brussels Environmental Code, enacted in 1995, with the Brussels Environment Agency handling permits, given Brussels' urban context and limited water resources

Source: Regulation Documents

Belgium follows EU laws; failing to meet WFD targets by 2027 can result in EU fines for non-compliance for the industries.

Themes	Key Requirements	Penalties and Enforcement	Implications for Industries
Industrial Wastewater Discharge Regulation	• Industries must obtain permits with pollutant limits under WFD standards • Wastewater must be treated before being released into water bodies or sewers • Regular reporting to the Flemish Environment Agency is mandatory	• Fines up to €100,000 for non-compliance • Permit suspension or revocation for serious violations	• Encourages adoption of BAT and water recycling to meet regulations. • High investment in wastewater treatment facilities
Water Abstraction and Use Permits	• Industries need permits to withdraw water from rivers, groundwater, or canals • Must implement water-efficient technologies and report usage to VMM • Restrictions apply during droughts or low water levels to ensure conservation	• Fines €10,000 to €50,000 for exceeding limits • Permit revocation or operational restrictions • Immediate bans on water usage during shortages	• Permit approval delays impact project timelines • High costs for implementing water-saving technologies
Water Quality Standards for Industrial Activities	• Industries must prevent pollution of surface and groundwater • Compliance with WFD and biological water quality standards is mandatory • Requires spill prevention plans and safe handling of hazardous substances	• Fines up to €100,000 for pollution incidents • Mandatory cleanup costs imposed on violators	• Higher costs for pollution control and spill prevention • Compliance adds operational constraints but avoids legal risks

Source: Regulation Documents

SprintlyWorks Water Sustainability Offerings

SprintlyWorks support businesses tackle every water challenge

Business Challenges	Solutions we Provide		
Water Scarcity Disrupting Operations	**Water Risk Assessments** Deep dive next slide	Water Efficiency Strategies	Alternative Sourcing Models
Poor Water Quality Impacting Production Processes	Water Treatment Optimization	Process Adaptation Consulting	Supplier Diversification
Floods Causing Plant Shutdowns	Flood Risk Modelling	Business Continuity Planning (BCP)	Infrastructure Resilience
High Dependence on Water for Production	Water Footprint Analysis	Closed-loop Water Systems	Alternative Water Sourcing
Ecosystem Degradation Leading to Water Shortage	Ecosystem Impact Assessment	Sustainable Manufacturing Practices	Stakeholder Collaboration

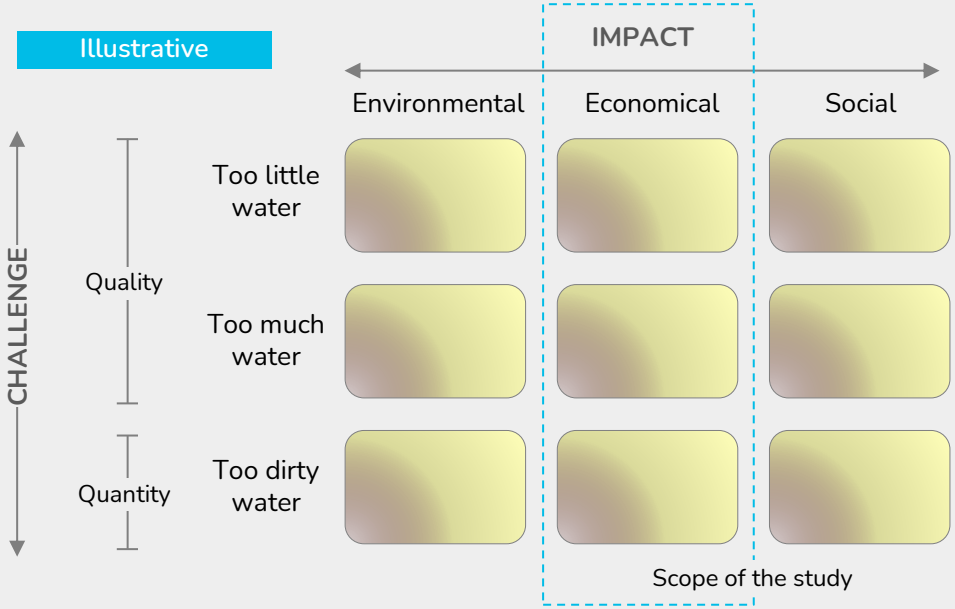
Our methodology for emerging topics under water risk assessment

	ASSESS	DEVELOP	IMPLEMENT	MONITOR
1 Water Resource Dependency (Operations)	Assess water usage, source dependency, and water intensity in operations.	Recommend water reduction targets and efficiency strategies. Provide benchmarking insights for similar industries/companies	Implement water efficiency measures.	Track reduction progress through data insights and operational benchmarks.
2 Physical & Climate Water Risks	Identify water-stressed areas, climate change impact, and physical water risks.	Develop water risk mitigation strategies. Recommend alternate sourcing, water storage solutions, and impact analysis.	Deploy mitigation measures.	Evaluate risk reduction impact using data models. Provide forward-looking insights.
3 Community Water Impact	Analyze shared water challenges in the community (e.g., depletion, contamination). Identify social water risks.	Recommend social water stewardship strategies (e.g., community access, conservation projects).	Execute community water conservation projects.	Measure community water availability improvement. Provide social impact assessment.
4 Water Governance & Compliance	Assess current governance frameworks, regulatory risks, and reporting gaps.	Develop a water governance roadmap (reporting standards, policy frameworks).	Implement internal governance measures.	Track governance performance through audits. Provide benchmarking.

Our Framework

The Water Impact Matrix consolidates key water challenges...

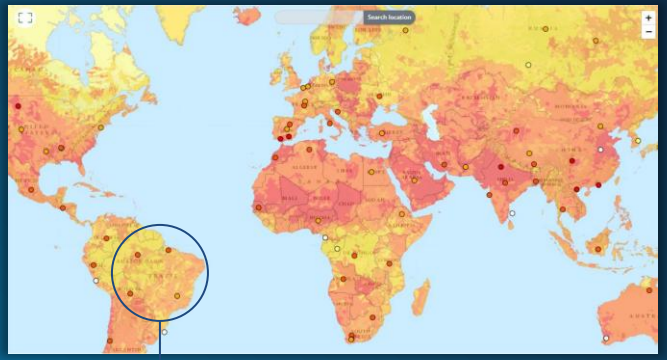
Illustrative



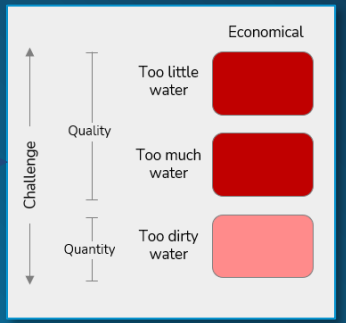
Note: The matrix shown here is a template version, with risk values not filled in. Water challenges can be acute (such as flash droughts) or chronic (such as long-term water scarcity). Both types are considered here.

Source: WWF Risk Filter, SprintlyWorks Analysis

...to analyse the impact on businesses in key hotspots



*Data presented is only for representation purposes



About SprintlyWorks

About

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SPRINTS-AS-A-SERVICE

Answer Big Questions &
Deliver Sustainable Impacts

Visit Our Website

- Established in 2018
- Headquartered in Helsinki
- Headcount: 15
- 100+ projects delivered

We advise top management across industries...

Industrials	Metals & Mining	Chemicals
Healthcare	Oil & Gas	Automotive
Consumer Goods	Pulp & Paper	Utilities

...on most pressing & complex problems in:

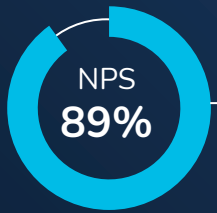
Manufacturing	Corporate Finance & Strategy
Supply Chain	People & Organisation
AI & Technology	Business Development
Operations	Sustainability

Recognition & Awards

Featured on World Economic Forum for being a trailblazer in Future of Work

One of The Top 8% Achievers in 2024 ranked by Kauppalehti – Finland's largest economic publication

Customers appreciate our impact



ABB

> *"**The work of the team was important** in increasing the level of awareness and urgency on the selected subject internally.*
>
> ***Director, ABB***

Kemira

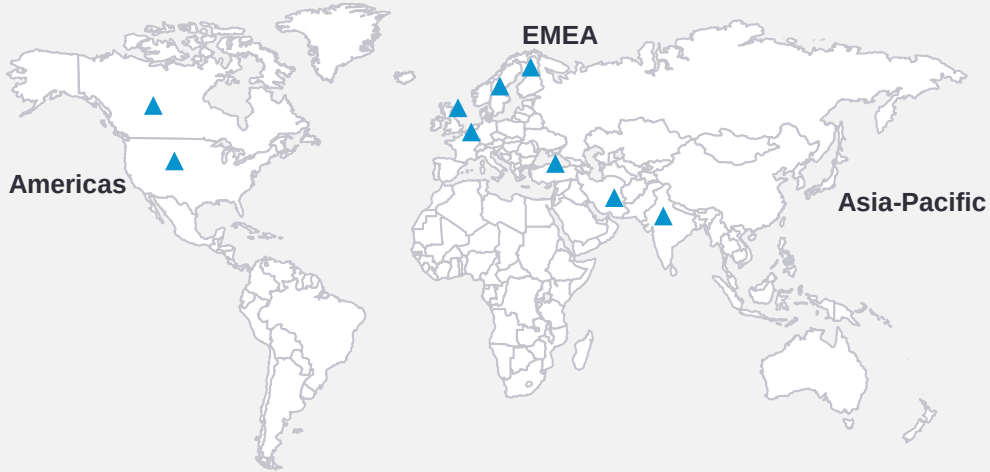
> *"I have to say that from quality perspective team exceeded all targets. **Fast, intense – "Sprint Manner"** way of working showed well its power.*
>
> ***Senior Vice President, Kemira***

TOYOTA

> *"I have completed 23 years in the industry and I'm not that easily impressed but I must **say astonished by the result** you have here.*
>
> ***Director Strategic Innovation, Toyota - Material Handling***

We have 50+ country research experience, with sector knowledge in Chemical, Industrial Equipment, Paper & Pulp to name a few

- Deep geographic coverage, we have conducted market interviews in 50+ countries namely.
  - **Americas** – US, Canada
  - **Asia** – India, UAE
  - **EMEA** – Finland, Sweden, UK, Germany
- This help customers in building comprehensive knowledge of their business worldwide with strategic decision-making.



Our Notable Customers:

NOKIA SIEMENS GE TOYOTA ABB Fazer UPM storaenso ANDRITZ VATTENFALL
kemira SANDVIK FINNAIR Metsä fortum Alko Danfoss NESTE essity st1
L&T Valmet Huhtamaki outokumpu elisa PAULIG Orkla VAISALA posti

Our in-house capability

Team to lead, supervise, and drive the project

Partner

Rahul Abhisek

- **Background:** MSc Business and Design from Aalto University, Finland
- **Notable references:** Bill & Melinda Gates Foundation, Kemira, ABB, GE, Stora Enso, UPM

Director

Tuomas Marttila

- **Background:** MBA from IMD
- **Previous experience:** Bain & Company and private equity across multiple industries, with a focus on industrial goods and services and energy.

Senior Consultant

Quy Pham

- **Background:** MSc. in Finance & CEMS from Aalto University
- **Previous experience:** Lead and delivered 30+ projects across multiple industries, like Energy, Pulp & Paper, Consumer Goods

Consultant

Jongsuk Hyun

- **Background:** MSc. in Management from London Business School
- **Previous experience:** Lead & delivered 10+ projects across a variety of sectors, like Chemical, Industrial Equipment and Food & Beverage

Knowledge Analysts

Lam Nguyen

- **Background:** BA, Economics at Foreign Trade University of Vietnam
- **Previous experience:** Designed market strategies & opportunity diagnosis in APAC region for 10+ European clients

Nanak Moolchandani

- **Background:** BCom Honors at Delhi University
- **Previous Experience:** Led & executed more than 20+ projects for clients across Sustainability, FMCG, Digitalization in EMEA and APAC

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