

Floating Solar Photovoltaic

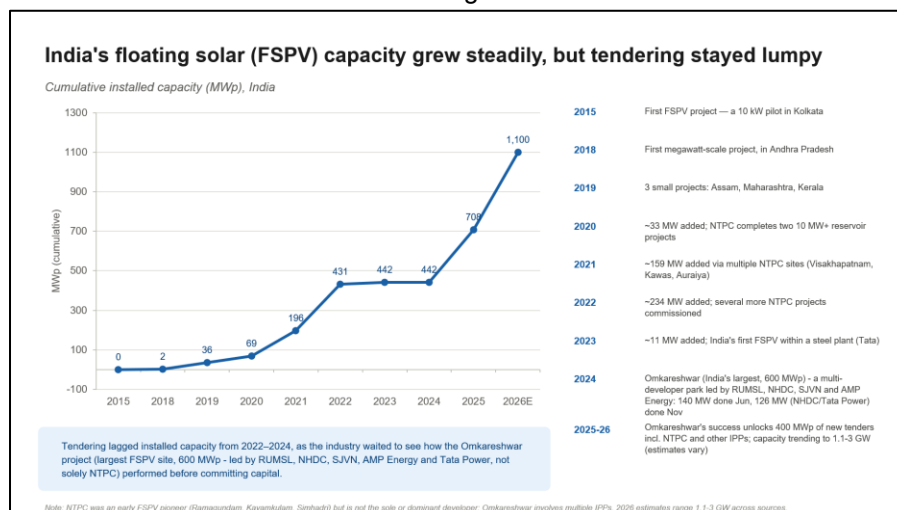
A. Industry Overview

1. Benefits of Floating Solar Plants

- Avoids competition for land
- **Ecological:** Contributes to water conservation by reducing annual evaporation by more than 6%; FSP's shading effect serves as a natural deterrent to harmful alga growth
- **Seamlessly integration with existing infrastructure:** when integrated with hydropower plants operating at less than full capacity. Power output shortfall in hydropower plants opens up capacity in the grid to integrate over 10 GW of floating solar power
- **Functions as a virtual battery** enabling the accumulation or conservation of water during periods of high solar power generation
- **Higher efficiency than ground mounted setups (5 – 7% estimated):** Consistently maintains lower temperature which leads to higher efficiency than ground-mounted solar set-ups since floating solar is on water; Solar efficiency typically diminishes with increased temperature
- Untapped potential exceeding 3 GW for deploying floating solar on thermal power plants and irrigation dams

2. Current Market Size in India & Future Potential

- [As of Jul'25, total solar power capacity in India was 119 GW \(91 GW ground mount, 20 GW grid connected rooftop, 3 GW hybrid, 5 GW off-grid\).](#)
- [Omkareshwar Floating Solar Park in Madhya Pradesh is one of Asia's largest floating solar parks, with a planned capacity of 600 MW.](#)
- The market emerged in India in 2015-19 with very small projects announced
- Current installed capacity in India **is 708 MW** following the success of Omkareshwar FSP Project; 400 MW new tenders awarded following this success.



- Inland bodies of water in India have the technical potential to host ~207 GWp (Gigawatt peak) of floating solar capacity ([as per a report under the Indo-German Technical Cooperation on Innovative Solar](#))

- Includes bodies of water with a usable area greater than 0.015 sq km, with 12 months of water availability, while excluding bodies of water in protected zones. **An area of 0.015 sq km is required to install 1 MW of floating PV.**
- **Madhya Pradesh has the maximum potential of 40 GWp; Followed by Maharashtra with 32 GWp**
- Under a moderate scenario, the report said **India could install 30 GW of cumulative floating solar capacity from 2024 to 2040**
- [India's reservoirs cover 18,000 square Km with the potential to support 280 GW of floating solar, according to a report by think tank TERI](#)
- [Potential of 100 GW of FSP in India assuming conservative estimates TERI Report \(2025\)](#)

Table 11: Category-wise wetland distribution in India and decadal changes

Sl. No.	Wetland Type	2017-18		2006-07		Change in Wetland Area (%)
		Wetland Area (Ha)	Percentage of wetland area (%)	Wetland Area (Ha)	Percentage of wetland area (%)	
1	Inland-Natural	70,15,718	43.9%	69,31,772	45.2%	1.21%
2	Inland-Man-made	48,34,232	30.2%	43,11,366	28.1%	12.13%
3	Coastal-Natural	36,20,451	22.7%	36,94,412	24.1%	-2.00%
4	Coastal-Man-made	5,11,115	3.2%	4,02,284	2.6%	27.05%
	Total	1,59,81,516	100.0%	1,53,39,834	100.0%	4.18%

Table 12: Estimated Solar potential as per assessment study

Wetland Considered	Total Area (Ha)	Solar potential (GW)
Inland-Reservoir/ barrage	26,84,472	55
Inland-Tank/ pond	18,08,009	37
Inland-Aquaculture	1,51,985	3
Coastal-Aquaculture	2,54,549	5
Total	48,99,015	100

3. **Current & Future Potential – Global (30-77 GW by 2030-33):**

- [4.3 GW installed capacity globally as of 2022 \(41% China, 14% India, 10% Taiwan, 5% Netherlands, 4% Thailand and 26% Others\)](#)
- Global capacity expected to reach 30 GW by 2030 (80% APAC, 13% Europe, 5%, MEA, 2% Americas)
- [Global capacity expected set to reach 77 GW by 2033 \(57 GW in APAC\)](#)
- India, China and Indonesia will be the three largest markets
- In Europe, The Netherlands, France, Germany will significant
- 1.7 GW of FSP capacity to come online in 2024 with APAC being 90% of additions
- Hybrid floating solar-hydro projects are gaining popularity (combines floating solar panels on water bodies with other energy sources like hydropower)
- [Delays in FPV installations globally due to multiple clearance requirements and inconsistent technical standards pushing capacity timelines from 2024 to 2026+](#)
- [Market expected to grow to \\$8.6B by 2032](#)

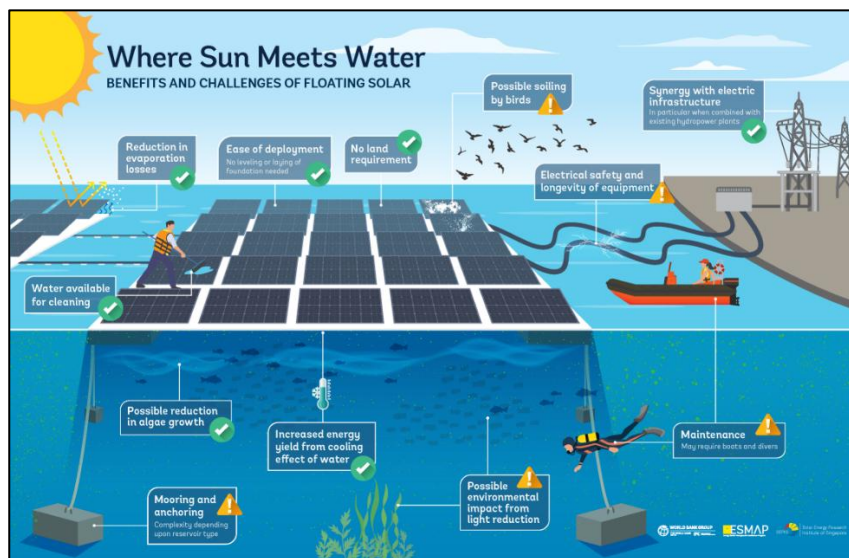
4. Government Push

- **Viability Gap Funding (VGF) for Floating Solar + BESS :**
 - MNRE originally sought ₹7,000–8,000 crore in VGF (Dec 2025) for floating solar-plus-storage projects across ~300 GW of reservoir capacity.
 - The Finance Ministry's Expenditure Finance Committee (EFC) approved a reduced ₹5,500 crore VGF scheme for floating solar + BESS (May 2026) — this directly addresses the VGF gap your note flags as a key financing constraint. It's now awaiting final Union Cabinet approval; MNRE has been asked to revise parts of the incentive structure first.
- **Draft National Floating Solar Policy & Site Identification**
 - MNRE held a national stakeholder consultation (Feb 2026) on a draft FSPV Potential Assessment Report (NISE) and draft floating solar policy (IIT Roorkee) — covering site identification, execution guidelines, approvals, and risk-reduction for developers.
 - States/UTs were asked to identify and prioritize suitable water bodies; a "plug-and-play" model and pre-cleared site allotment are being explored to de-risk developers.
 - As of June 2026, MNRE has assessed India's floating solar potential at 102+ GW and says a dedicated national program is in the works. *Gol provisioning higher subsidies for FSP vs. rooftop solar (30% capital subsidy benchmark) to offset higher generation costs.*

5. Variability Drivers of Water Bodies:

Each waterbody (reservoir, lake, pond) has unique features: Water depth, reservoir bed topography, wave and wind exposure, direction of prevailing winds, water-level fluctuation (seasonal), sedimentation, aquatic ecology, anchoring substrate (rock vs mud vs silt). These drive the design parameters for floats, mooring/anchoring, and mounting systems.

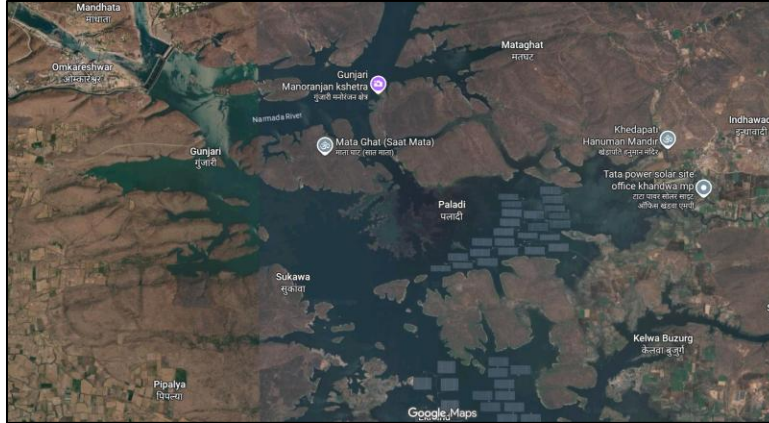
6. Key Challenges



- **High Upfront Costs:** Floating solar system costs 15-30% more than ground mounted systems due to inclusion of floating structures, mooring systems, and submerged water cables.

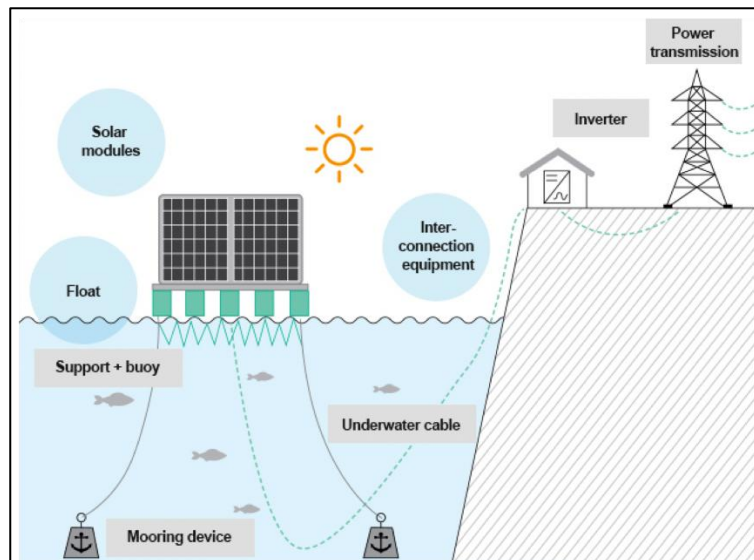
- Very few domestic manufacturers of mooring and anchoring components for FSP in India, creating a huge dependency on imports.
- [Cost of setting up a FSP is currently 5-6 Cr/MW \(\\$650K-780K\), vs land-based solar projects cost \\$520K/MW](#)
- **Absence of specific standards:** Impacts the entire floating solar value chain – from initial feasibility studies to design, testing, construction and operation. There is also a need for customised testing infrastructure for structures while recognising the diversity in float designs and site conditions to optimise and validate product designs.
- **Transportation of floaters:** Per MW farm requires ~5,000–7,000 floats. Although light weight, transport is a major cost and logistical challenge – plants need to be near project sites or major reservoirs to bring costs down further.
- Limited manufacturing capacity for FSP equipment is limited
 - Water/humidity increases risk of corrosion, biofouling (algae, organisms attaching), so materials must be chosen accordingly
- **Execution challenges:** Maintenance complexity, biofouling, anchoring & mooring challenges, grid integration issues
- **Real life project examples of mishaps / challenges at FSPs:**
Most failures have been due to mismatch between designing & actual execution; Suggests a track record of executional capability, building a data bank of real-life projects/situations across different scenarios which can help with better designing & heavy engineering analysis, and ability to convert the design into successful installation is key.

Project / Site	Country	Approx. Capacity	Main issue / failure	Underlying cause type
Omkareshwar Dam Floating Solar Park	India	Multi-MW	Parts of installation damaged in April 2024 storm; section had insufficient anchoring for local weather conditions.	Technical design underestimated hydrodynamic/wind loads and required anchoring strength; execution/design mismatch.
Jayakwadi Dam Floating Solar Project	India	Proposed ~1,200 MW FPV	Project faced significant opposition from local fishermen and environmental/legal challenges because reservoir is in National Wetland Inventory.	Social/environmental risk; livelihood concerns; legal risk under wetland rules (permanent structures).
Yelahanka Reservoir Floating Solar Park	India	Planned ~1.1 MW	Tender failed to attract bidders due to small scale, higher cost vs returns, FPV tech/installation risk, and possible raw water supply uncertainty.	Commercial/bidding failure; perceived poor risk-return and technological risk at small scale.
Cirata Reservoir Floating Solar Project	Indonesia	Large-scale FPV (hundreds planned)	Extremely deep reservoir (up to 100 m), large bottom-slope variation, muddy bed complicated anchoring/mooring; existing fishing and water-use rights caused socio-spatial conflict.	Technical complexity (anchoring in deep, sloped, muddy reservoir) plus social/community conflict over existing rights.
Statkraft Banja Hydropower Reservoir FPV	Albania	~0.5 MWp	FPV array severely damaged and partly submerged; wind speeds exceeded design criteria for the installed Ocean Sun solution.	Design basis error: wind load assumptions too low; resilience of membrane/floating structure inadequate.
Nangal Dam Floating Solar Plant	India	Not specified	Reportedly collapsed within a month of operation due to severe weather; highlighted inadequate design and failure to account for local wind/wave conditions.	Insufficient structural and anchoring design for local metocean conditions; poor site-specific engineering.
Yamakura Dam Floating Solar (13.7 MW)	Japan	13.7 MW	Typhoon Faxai (2019) led to mooring/anchoring failure: anchors loosened, floating island broke up, floats/modules piled up, some caught fire; METI found anchor failure as root cause.	Extreme-weather event exposing weak mooring design; inadequate anchor design/installation and fire risk from pile-up.
Kawashima “Sun & Nature’s Megumi” FPV	Japan	~8 MW	Typhoon in 2016 damaged ~152 panels; floating racks damaged.	Structural vulnerability of racks/floating mounts under typhoon-level wind/wave loads.
Ostsee Lake FPV (near Cottbus)	Germany	29 MW	Before full grid connection, many pontoons/“solar boats” floated free; modules slipped or sank; substructure couldn’t resist wave/wind loads at exposed site.	Substructure design not robust for site’s exposure; insufficient wave/wind load engineering and mooring integrity.

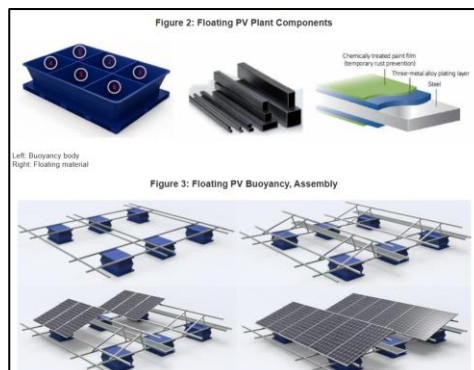


[Google Maps screenshot of Omkareshwar Dam FSP](#)

7. Key products used in FSP (diff from ground-mounted) & their manufacturing complexity:



“The solar floating system needs to hold solar panels on the water for over 25 years, so the racking system needs to be highly resistant to corrosion, must have a long lifespan and high load capacity. It requires specialised solar power equipment and more niche solar panel installation knowledge”
 – Centre for Science and Environment



- **Floating Barges (Carry the PV panels and mounting structure on the water surface):**
 - Manufacturing: Requires plastics (HDPE) or sometimes steel/FRP barges; Involves welding or spin-welding of floats, sealing processes to ensure joints are leak-proof
 - Complexity: Floats must be precision manufactured with strong joints and should ensure: long durability (>20 years), UV resistance, resistance to water / chemistry / corrosion / fouling.
 - The materials used must ensure buoyancy, stability, durability in a water environment; must take into account water-level variations.
 - Standardisation: One float design can be used across projects, but the configuration (number of floats per array, mooring spacing, float spacing, connections) may vary.
 - Material grade (e.g., HDPE vs FRP) may vary depending on water conditions
- **Anchoring & Mooring (Helps floating panels to be secured amid water currents, changing water levels, wave action and wind):**
 - **Most technically demanding and risk-sensitive components in FSP design because they directly determine strength & durability of overall plant**
 - Need for compliance with international standards (e.g., DNV GL, ISO offshore mooring standards), which are often adapted ad-hoc in India.
Single miscalculation can cause catastrophic loss; insurance companies demand certified mooring analysis, which only experienced FSP designers can provide
 - Complexity: Requires structural/geo/marine engineering: assessment of reservoir bed, bottom topography (bathymetry), soil type (rock, silt), water depth, wave/wind loads, anchor design, chain/cable design, corrosion of materials.
 - Standardisation: Because of bed conditions (rock vs silt), water depth, waves; the anchoring system is almost always tailored. E.g., a project would use rock-bolt anchoring because bed was hard rock and conventional methods wouldn't work.
- **Mounting structure adapted for floats:**
 - Different from ground-mount racking
 - Standardisation: Racking systems may use standard rails/clamps but may require adaptation for float mounting, flexibility & movement allowances (since floats shift), corrosion resistance for aquatic environment.
- **Barge / floating equipment houses (inverters / transformers / substations are placed on these floating barges vs onshore)**
 - These are structurally engineered items (e.g., FRP barges for inverters) o Since in FSP, solar array is far from land, placing inverters onshore will result in transmission losses; hence inverters are placed on floating barges close to arrays.
- **Electrical/Balance-of-System (BoS):**
 - Includes cabling, combiner boxes, junctions, isolation transformer, interface to grid, often specialized for water environment.; Should tolerate high humidity, splash, water-mist potentially leading to cable insulation issues.

8. Value Chain & Analysis

Per MW project cost and breakdown (India)

- Indian floating solar notes total project cost typically in INR 5.5 - 7 crore/MW range, higher than ground mounted PV (approximately 1.4 - 1.6× ground-mount). Although with more complex sites (deep dams, high water-level variation) going up to INR 6.5–9 crore/MW.

Cost component	Share of total capex	Illustrative cost at ₹60 million/MW
PV modules (mono/bifacial utility-scale)	~52–55%	INR 3.1–3.3 crore/MW
Floaters (HDPE pontoons) + anchoring/mooring	~23–24%	INR 1.3–1.4 crore/MW
Electrical BoS (inverters, cabling, switchgear, transformers)	~15–18% (subset of BoS)	INR 0.9–1.1 crore/MW
Civil works, design & engineering, surveys, contingencies	~7–9% (subset of BoS)	INR 0.4–0.5 crore/MW
Total (illustrative)	100%	INR ₹6.0 crore/MW

Value Chain Segmental Analysis

Stakeholders	What do they do?	Primary revenue basis	Indicative gross margins (range)	Pricing power & moat signals
Project owner / IPP / CPSU – e.g. NTPC, NHPC, SJVN, KPI Green Energy	Owns and operates FPV assets over 25–35 years; raises project finance; earns tariff under long-term PPA	PPA tariff per kWh (e.g. Omkareshwar, tenders at ₹3.21–3.93/kWh for FPV)	IRR ~11–15%	Some pricing power via site selection and bid strategy; moat from scale and sovereign backing.
EPC integrators (floating solar) – e.g. BHEL, Tata Power, L&T, Sterling & Wilson RE	End-to-end EPC: FPV design (platform, mooring, cabling); bundled with long-term O&M.	Lump-sum EPC contract per MW (₹/MW), often awarded	~8–12% on large, Lower on smaller projects	Limited pricing power due to tender competition; moat from complex marine engineering capability
Module manufacturers – e.g. Adani Solar, Waaree Energies, Trina Solar, JinkoSolar,	Manufacture high-efficiency modules used in FPV plants; supply through EPCs or directly to IPPs	Module ASP per Wp (₹/Wp); typically, 52–55% of FPV capex per MW in India	12 – 15%	Low pricing power in standard commodity modules; more pricing power in niche optimised modules.
Floaters & anchoring / FPV platform specialists – e.g. Ciel & Terre, Ocean Sun	Design and supply HDPE pontoon platforms, membrane systems, anchoring and mooring solutions	Floater + anchoring hardware; ~23–24% of FPV capex per MW in India	~13% - 20% on hardware, given specialised IP	Strong pricing power and moat: small number of proven suppliers worldwide
Inverter & electrical BoS suppliers – e.g. Sungrow, FIMER, KACO New Energy	Supply inverters, transformers, switchgear, DC/AC cabling, junction boxes	Equipment ASP per unit; for ~22–24% of capex.	~10–15%	Moderate pricing power; competition among global OEMs
O&M service providers – often EPC arms: NTPC, Tata Power Solar, BHEL, Hartek	Provide multi-year O&M: panel cleaning, pontoon inspection, mooring/cable checks, etc.	O&M contracts on ₹/MW/year basis over plant life	~20–30% on service contracts	Reasonable pricing power for high-quality marine O&M
Software / SaaS / analytics providers (solar + FPV optimisation)	Provide monitoring, performance analytics, AI-based fault detection, yield optimisation	Subscription (per plant / per MW-year) or SaaS licence fees	>70%	High potential pricing power and moat once embedded across IPP/EPC portfolios

The blue highlighted segments are where Quant Solar is present in

9. Moats in the business:

a. Floating Barge Manufacturing:

- Manufacturing at scale** and cost efficiency (capital required for large scale). Currently in India only 2 players manufacture barges: Floatex and Ciel & Terre; Localization gives an edge in cost, speed, logistics, supply chain.
- Proprietary/Patented material designs** that can handle panel weight + mounting + wind loads + waves + water level variation

- Ciel & Terre has patented the designs for its floating barge “Hydrelio”
 - Material formulation: Exact HDPE polymer blend determines the UV resistance, crack resistance, Stress-crack resistance under constant buoyancy pressure.
 - This is not a simple commodity plastic drum; it’s more of an engineered polymer part with stringent performance specs.
 - For example, for the Omkeshwar project, Ciel & Terre built the floating barge using spin welding method to ensure leak-proof joints. This technology accommodates the thermal expansion of floats during high temperature to prevent any kind of water ingress as well as cracks to the float.
- **Ability for Mechanical Integration:** Floats must connect seamlessly (with bolts, pins, or couplers) to create a large floating mat. Connection design determines array flexibility under wind/wave motion. Engineering analysis is needed to optimise these joints. Improper tolerance can cause float cracking or array misalignment.
 - **Strategically located plants:** Each MW requires 5K–7K floats (light but voluminous). Transport is a major cost; plants need to be near project sites or major reservoirs.
 - **DOWNSIDE TO MOAT:** Low barrier to Entry and it can become commoditised over time since technology used is blow molding which is available – once design is ready it can be copied since product is sort of standardised.
 - **Long Term Defensibility:**
 - Proprietary/patented floats that have high durability and are widely recognised
 - Material R&D; If company innovates with say hybrid polymers/fiber-reinforced floats
 - Scale advantage once market matures

b. Anchoring & Mooring Design / Engineering (CFD, mooring analysis, marine engineering etc.)

- More specialized and harder to replicate quickly
- **Cross-discipline skill set is rare in India currently:** This requires engineers who understand marine/offshore engineering, structural engineering, geotechnical engineering + solar-EPC engineers (to integrate this marine engineering design knowledge with PV modules, BOS etc). Anyone who is able to build a competent team (across engineering / designing + installation) and retain them is a moat
- **Building a track record since FPS is new:** Gives credibility and multiple reference cases. Executional capability across difficult water bodies (rock, silt, deep, waves) and situation.
 - If companies have proprietary engineering tools, performance data, damage / maintenance experience in Indian conditions (monsoon, high wind, sedimentation, tropical environment), databank of anchoring/mooring designs & scenario analysis for various difficult reservoirs across various of its projects that it has collected, it can differentiate.
 - **Executional capability here refers to ability to design & engineer the FSP + implement this design in practicality & successfully install the FSP**
 - **Time to credibility:** It takes 2–3 projects of 10–20 MW+ size to build validated models — new entrants cannot instantly jump in with bankable designs.

- **Ability to integrate with manufacturing/installation:** Engineering team must be able to feed the designs into the manufacturing of floats / structures, installation (mooring & anchoring) and O&M (monitoring of float/anchor integrity).
- **Local site data & relationships:** Understanding local bathymetry, reservoir authorities' rules, and permissions can be a localised moat (especially in India).
- **DOWNSIDE TO MOAT:** Large EPCs or established marine / offshore contractors could eventually build in-house capability or can partner with firms; so the moat may be eroded. EPCs may:
 - Build or acquire in-house marine engineering divisions
 - Develop standardised float + anchoring templates for typical reservoir types.
 - Buy or JV with float manufacturers to secure supply chains.
 - Integrate installation capability, possibly through partnerships or acquisition of companies like Floatex.
- **Long Term Defensibility:**
 - Continuous feedback loop between design and field execution which comes with years of experience in actual designing & execution.
Many consulting/engineering firms that could be hired by EPCs can provide modelling. However, the challenge is doing it repeatedly for FSPs, learning from the execution, and having actual installed references. Experience of knowing how a design performs over cycles & weather by using learnings from each project over time is the real moat. In longer term, the engineering team of the company must constantly update its data analytics - proprietary CFD & mooring databases across many sites and conditions
 - Develop standard float + anchoring kits for various reservoir profiles.
 - Continue to expand execution capacity and local presence near major reservoirs.
 - Possibly become a preferred turnkey subcontractor or JV partner for large EPCs, instead of a replaceable vendor.

c. End to end Installation:

- **Track record of sequencing of float assembly, anchoring, towing, and electrical connection - all done in variable weather conditions.**
- **Track record of project management experience:** FPV assembly must sequence float connection → anchoring → module mounting → cabling → towing.
 - Mistimed or poor sequencing can cause misalignment, cable strain, or float damage.
- **Track record of integration of engineering with execution (As mentioned previously):**
 - Installation must follow anchoring design precisely; field feedback refines design models. The “engineering + installation + feedback” loop is hard to outsource piecemeal.
- **DOWNSIDE TO MOAT:** Pure play installation not that complex; Although it still has execution risk, many EPCs or floating solar specialist contractors globally exist; as the market grows the number of players will increase, so the barrier will diminish.

- **Long Term Defensibility:** A large EPC could buy boats, hire divers, and set up water installation teams but until they do multiple projects themselves, productivity will be low, and risk of installation errors would be high. Companies that have experience and track record of integrating engineering/design with execution in varied conditions & reservoirs could survive.

d. Combination of manufacturing + marine-engineering expertise + installation is a moat

Capability	Moat Strength	Replicability by EPCs
Float/barge manufacturing	Moderate	Easy–Moderate (requires CapEx, not deep know-how)
Anchoring & mooring design	Medium-High	Hard (needs site data + simulation know-how)
Installation execution	Medium	Moderate (needs training, boats, SOPs)
Engineering + execution integration	High	Hardest (experience-driven feedback loop)

e. Relationships with downstream EPCs and regulators could be another moat: Using water bodies (reservoirs) often needs negotiation with dam/reservoir owners, hydropower utilities, municipal authorities, environmental clearances, anchoring rights etc

f. As FSP matures, cost will become a key differentiator: Being able to deliver floats/installation at lower cost than imports will matter.

10. Competitive Landscape

Company	Brief	Year	Revenue	Gross Margin	EBITDA Margin	Key investors	Total Money Raised	Last funding raised	Last round raised at
QuantSolar (India)	IIT-Guwahati–incubated cleantech startup providing advanced floating solar PV platforms and turnkey FPV EPC solutions	FY25 (India)	INR 625 mn	50%	15%	Sun Power & Consultants; Angels	INR 60 mn	INR 20 mn	2.6x (revenue multiple)
Floatex (India)	India-based floating solar platform provider; designs, engineers and supplies floating structures and platforms for reservoir FPV	FY24 (India)	INR 2145 mn	40%	18%	Family run company	NA	NA	NA
Key global companies									
Ciel & Terre (France)	French pioneer in large-scale floating PV; designs and supplies Hydrelia modular floating platforms and develops FPV plants globally	FY2023	USD 27 mn	NA	15%	Bpifrance, Nord, Noria, Rev3 Capital,	USD 1.6 mn	USD 1.6mn	NA
Sungrow FPV (China)	Global develops FPV systems combining floats, PV and proprietary inverters, and is a leading FPV supplier in Asia	FY2025 (group entity)	USD 11.6 bn	32%	NA	Kleiner Perkins, TDF Capital	USD 400 mn	USD 400 mn	4x (trades at rev multiple)
Ocean Sun (Norway)	Developer of patented membrane-based FPV units; provides location analysis and FPV systems. Listed in euronext Growth	FY24	USD 0.7 mn	48%	-250%	Retail investors	USD 14.3 mn	USD 2 mn (IPO)	6.5x (trades at rev multiple)
Xiamen Mibet New Energy (China)	Manufacturer of solar mounting and FPV structures (HDPE floaters, racking, ground mounts, trackers), supplying FPV platforms globally	NA	NA	NA	NA	NA	NA	NA	NA

B. Recommendation

Proceed with further evaluation, but with a sector-first diligence approach rather than a company-first approach.

My preliminary assessment suggests that floating solar represents an attractive emerging niche within India's renewable energy ecosystem, supported by a very large technical addressable market (100–200+ GW potential), favourable economics for land-constrained projects, and increasing policy support. Importantly, the Government has recently introduced a dedicated policy framework for floating solar, signalling stronger institutional support for project development and improving the long-term demand outlook beyond the earlier tender-driven market. However, despite the attractive long-term opportunity, the sector remains at a relatively early stage with limited commercial deployment, evolving technical standards and an execution-heavy business model.

Floating solar appears to be a structurally attractive, policy-supported niche with significant long-term potential. The recently announced Government policy further strengthens the sector's long-term outlook, making this an appropriate time to undertake deeper diligence while remaining selective on business quality and competitive positioning.