IEW
INDIA ENERGY WEEK 2027

UNDER THE PATRONAGE OF

पेट्रोलियम एवं प्राकृतिक गैस मंत्रालय
MINISTRY OF PETROLEUM AND NATURAL GAS
सत्यमेव जयते

STRATEGIC CONFERENCE

UNLOCKING INNOVATION
SECURING ENERGY
SHAPING TOMORROW

ORGANISED BY

FIPI
Federation of Indian Petroleum Industry

mc²
Multiply. Collaborate. Create.

CONFERENCE ORGANISER

informa markets

28 - 31 January 2027

New Town Convention Centre, Kolkata

www.indiaenergyweek.com



“Today’s India is riding on the Reforms Express to empower domestic hydrocarbons. We are creating a transparent and investor-friendly environment for global collaboration. India is now working on the mission of energy independence, moving beyond energy security.”

Shri Narendra Modi

Hon’ble Prime Minister of India



IEW
INDIA ENERGY
WEEK 2027

“India Energy Week is more than an event - it is a global platform for collaboration, investment and innovation. Together, we are shaping the future of energy through dialogue that leads to action.”

Shri Hardeep S Puri

Hon’ble Union Minister of Petroleum and Natural Gas
Government of India



India Energy Week 2027 will be held from 28–31 January 2027 at the New Town Convention Centre, Kolkata, bringing global energy leadership to Eastern India for the first time. Now in its fifth edition, India Energy Week has grown into one of the world's foremost energy platforms; convening policymakers, industry leaders, innovators and investors from across the world and across the value chain.

Held under the patronage of Ministry of Petroleum and Natural Gas, Govt. of India and organised by the Federation of Indian Petroleum Industry (FIPI), with Informa Markets as conference organiser, the 2027 edition focuses on three theme pillars - **Unlocking Innovation, Securing Energy, Shaping Tomorrow.** These are structured around technological advancements, strengthening energy supply resilience amid ever-growing demand and charting the sector's long-term trajectory.

The past year has shown how quickly disruption to global energy trade can test security of supply, and India, poised to account for a quarter of the growth in global energy demand, will play a key part in shaping the response. India Energy Week 2027 offers direct access to the technologies, partnerships and capital shaping how energy is produced, secured and delivered.

IEW 2026: A SNAPSHOT

75000+
Energy Professionals

6500+
Conference Delegates

700+
Exhibiting Companies

550+
Conference Speakers

120+
Conference Sessions

12+
Country Pavilions

Kolkata: The Eastern Gateway

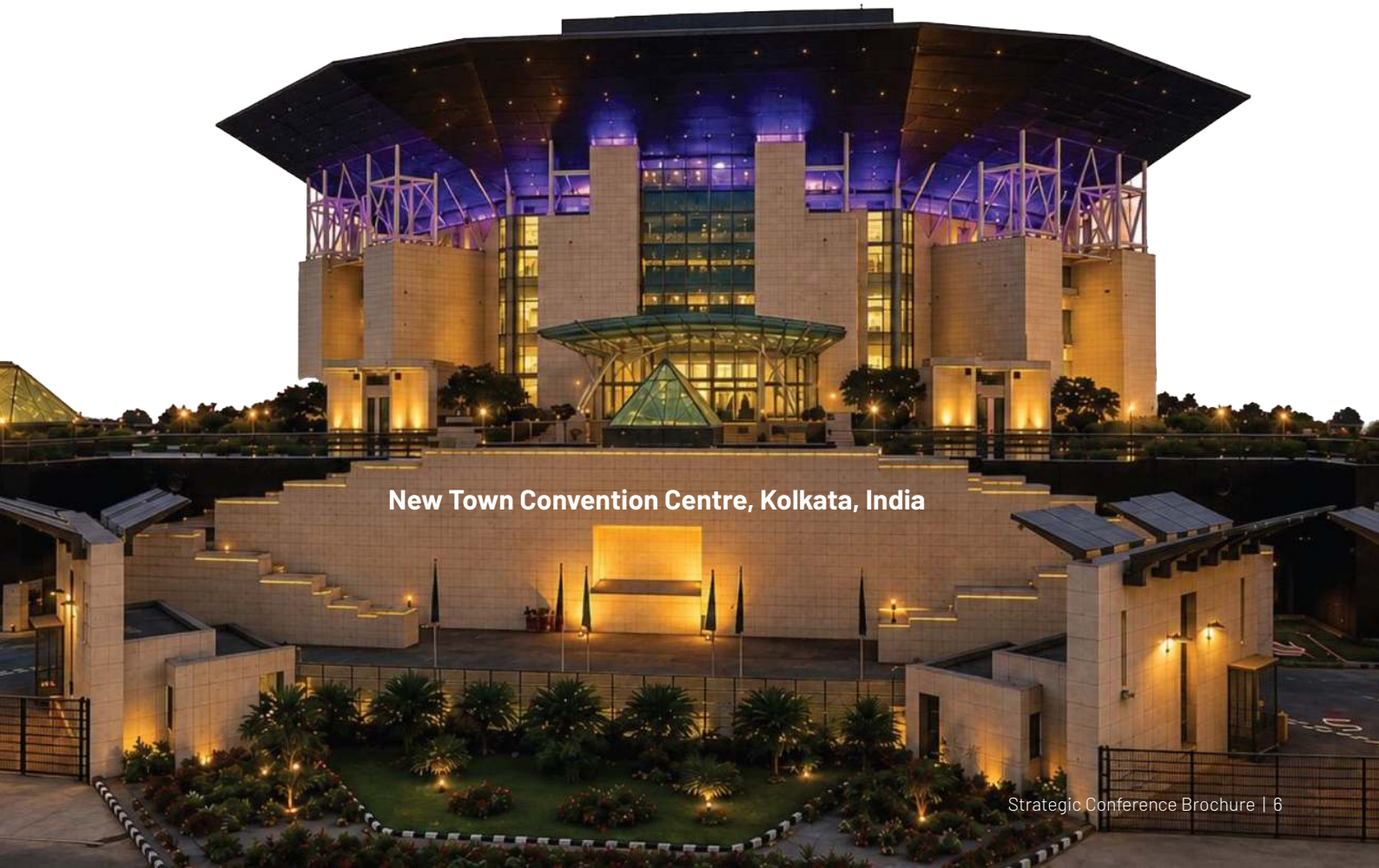
India Energy Week 2027 moves to Kolkata, the commercial capital of Eastern India and the gateway to one of the country's most significant energy and industrial corridors.

West Bengal has been central to India's energy agenda, from the Haldia refinery-petrochemicals complex to the Pradhan Mantri Urja Ganga pipeline, with the Bay of Bengal and Andaman offshore among the country's most closely watched exploration frontiers. Around it sits the belt that anchors India's mining, metals, steel, engineering and chemicals economy, connecting directly to the markets of Odisha, Bihar, Jharkhand and the Northeast, as well as providing a gateway to the larger Asia-Pacific region.

A world-class venue: The New Town Convention Centre, Kolkata offers a main auditorium seating around 3,000, two mini auditoriums, expansive exhibition and banquet halls, pre-function areas and modern visitor amenities, including VIP lounges and extensive parking. A proven stage for government summits, investment meets and international conferences, it is complemented by the adjacent Eco Park Ground, a dedicated outdoor exhibition space for large-scale country pavilions, technology showcases and live industry demonstrations.

Seamlessly connected: Located minutes from Netaji Subhas Chandra Bose International Airport, beside the Sector V technology hub and major international hotels, New Town anchors Kolkata's rise as one of India's fastest-growing MICE destinations, combining world-class facilities with competitive participation and accommodation costs for exhibitors and delegates.

A city with capital and capability: Kolkata brings to the platform legacy business houses with both the intent and capability to partner global players and back innovation, alongside access to one of the deepest technical talent pools in the country.



New Town Convention Centre, Kolkata, India



UNLOCKING INNOVATION

Across the world, new technology is moving from promise to deployment, from artificial intelligence and clean fuels to advanced nuclear, energy storage and frontier exploration. Discover which breakthroughs are ready to scale, where the economics now work, and how innovation is reshaping the way energy is produced and delivered.



SECURING ENERGY

As global demand rises and energy trade grows less predictable, security of supply has returned to the top of the agenda. Explore how supply diversification, LNG and gas, refining capacity and new upstream investment reduce dependence and risk, and how modern grids and storage keep power reliable as renewables scale.



SHAPING TOMORROW

The energy system of the coming decades will be built on long-term investment, stable policy and decisive decarbonisation. See how global partnerships, a skilled workforce and wider energy access, including across the Global South, turn shared challenges into a more secure and affordable energy future.

Strategic Conference Overview

The Strategic Conference puts the decisions shaping the international energy industry firmly in focus.

Ministers, global CEOs, policymakers, investors and technology leaders will engage in a high-level dialogue on the market shifts, investment priorities and technological advances redefining the global energy landscape.

The agenda gets to the heart of the industry's most pressing commercial and strategic questions. How will changing geopolitical relationships reshape energy trade? Where will the next wave of upstream, LNG and infrastructure investment flow? How can nations strengthen energy security while meeting rising demand? And which emerging technologies have the economics, infrastructure and market readiness to achieve commercial scale?

From critical minerals and advanced nuclear to AI-powered operations, grid modernisation, carbon markets and industrial decarbonisation, the conference examines the policies, investment decisions and business models shaping the industry's future.

Three strategic priorities guide the agenda: Unlocking Innovation. Securing Energy. Shaping Tomorrow.

Ministerial panels bring national priorities and international policy perspectives together. Leadership panels examine market opportunities, investment strategies and the commercial realities of the energy transition. Expert masterclasses give practical industry insight, while the Kolkata Debate challenges conventional thinking on the choices that matter most.

A dedicated start-up pitching format adds another dimension, placing emerging energy innovations before industry leaders and investors to explore funding and pilot opportunities.

300+ Strategic Conference Speakers

60+ Strategic Conference Sessions



Past Speakers at IEW

IEW INDIA ENERGY WEEK 2027



H.E. Hardeep S Puri
Minister of Petroleum and Natural Gas
Government of India



H.E. Dr. Sultan Ahmed Al Jaber
Minister of Industry and Advanced Technology and ADNOC MD and Group CEO
United Arab Emirates



Hon. Tim Hodgson
Minister of Energy and Natural Resources
Canada



H.E. Rt. Hon. Obongemem Ekperikpe Ekpo
Honourable Minister of State (Gas) Petroleum Resources
Federal Republic of Nigeria



H.E. James Opiyo Wandayi
Cabinet Secretary for Energy and Petroleum
Republic of Kenya



H.E. Dr. Saleh A. Al Kharabsheh
Minister of Energy and Mineral Resources
Jordan



H.E. Haitham Al Ghais
Secretary General
Organization of the Petroleum Exporting Countries (OPEC)



H.E. Jassim Al Shirawi
Secretary General
International Energy Forum (IEF)



Patrick Pouyanné
Chairman and CEO
TotalEnergies



Arun Kumar Singh
Chairman and CEO
Oil and Natural Gas Corporation Limited



Arvinder Singh Sahney
Chairman
IndianOil Corporation Limited



Vikas Kaushal
Chairman and MD
Hindustan Petroleum Corporation Limited



Sandeep Kumar Gupta
Chairman and MD
GAIL (India) Limited



Dr. Ranjit Rath
Chairman and MD
Oil India Limited



Vartika Shukla
Chairman and MD
Engineers India Limited



Akshay Kumar Singh
MD and CEO
Petronet LNG



Sumant Sinha
Founder, Chairman and CEO
ReNew



Tayba Al Hashemi
CEO
ADNOC Offshore



Dr. Jennifer Holmgren
Chairman and CEO
LanzaTech



Loyiso Tyabashe
Group CEO
South African Nuclear Energy Corporation (Necsa)



Fatema Al Nuaimi
CEO
ADNOC Gas



William Lin
VP, Gas and Low Carbon Energy (G&LCE)
bp



Andrew Barry
Chairman, ExxonMobil LNG Market Development Inc.; and VP, Global LNG Marketing
ExxonMobil Asia Pacific Private Limited



Izumi Kai
CEO
JERA Asia



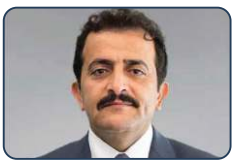
Yoshinori Kanehana
Chairman
Kawasaki Heavy Industries Limited



Gurdeep Singh
Chairman and MD
NTPC Limited



Bhuwan Chandra Pathak
Chairman and MD
Nuclear Power Corporation of India Limited



Dr. Ayed Al-Qahtani
Director, Research Division
OPEC



Amit Singh
CEO, International Energy Business
Adani Group



Leon De Bruyn
President and CEO
Lummus Technology

Session Formats





MINISTERIAL PANELS

Energy ministers and senior policymakers set out national priorities and the policy choices that will secure supply, enable innovation and shape the next phase of the global energy landscape.



LEADERSHIP PANELS

Global energy leaders and industry experts share how they are unlocking innovation and securing affordable, sustainable supply as power demand grows.



THE KOLKATA DEBATE

Two sides put forward opposing views on a critical energy question, giving the audience a sharp, structured take on both sides of the argument.



MASTERCLASS

Expert-led panels that give participants practical skills and deeper knowledge of the technologies and disciplines shaping the energy sector.



ENERGY TALKS

Focused one-on-one conversations between high profile energy leaders and expert moderators.

mc² Multiply. Collaborate. Create.

MC²

Multiply. Collaborate. Create. India's flagship energy innovation platform, led by the Ministry of Petroleum & Natural Gas and backed by the country's energy majors. A highlight of the 2027 edition, the MC² platform connects select start-ups with prominent energy leaders, PSU chairmen and investors to support the growth of new energy solutions.

The Energy Trilemma: Can we have it all?

Governments everywhere are trying to balance three objectives: securing energy supply, keeping it affordable, and reducing emissions. They have done this through diversifying supply, expanding renewables and cleaner fuels, reforming pricing, and bringing in private capital.

India has taken many of these steps - scaling solar, biofuels, city gas and clean mobility alongside a growing conventional base. Recent supply shocks have put more focus on energy security, and on holding it without losing ground on affordability or emissions.

The panel will examine how governments can set the right balance across these priorities, align capital allocation across the energy portfolio, increase public and private participation, and use fiscal and non-fiscal measures to support delivery.

Walking the Talk: Turning Energy Ambition into Action

National energy ambitions require more than clear targets. They require long-term policy guidance, regulatory stability, a credible path to implementation, and clear markers of success. Successful energy economies have shown this: setting a clear strategic direction, communicating it consistently, and giving the industry and investors the certainty to make long-term decisions.

Turning strategy into delivery then requires the ability to secure investment for bankable projects, and an execution ecosystem that can move at pace. This means aligning technology, infrastructure, talent, industrial capability and partnerships, with clear measures for cost, timelines and delivery. Regional and international collaboration can help countries access specialised capabilities, technologies and supply chains where needed.

The panel will examine how governments should continue to establish and communicate long-term policy stability, how that stability can attract investment, and how countries build the capability to deliver first-quartile energy projects.



Rewiring the Producer-Consumer Landscape

Global energy demand is shifting. The world's largest energy-consuming economies are changing, with countries like India set to be one of the largest sources of future demand growth. As demand and supply centres shift, producers increasingly need to be closer to key markets - to serve customers better and to maintain supply during global disruptions.

This is changing producer–consumer relationships beyond traditional buyer-seller contracts. Producers are investing closer to demand through refining, storage, infrastructure and downstream capacity. As these markets grow, there is also greater scope for trading, consolidation and other forms of market participation.

The panel will examine how producer and consumer economies should respond to these shifts, how producers can build viable businesses closer to demand, and how consumers can secure reliable and competitive supply.

The Energy Future and the Climate Challenge

As renewables, storage and new technologies scale, energy could become available in far greater quantity and at far lower cost than today. This future must be built within the limits of the climate. The question for governments is how to move towards abundant energy while limiting its climate impact.

Getting there means scaling renewables and clean power at pace, building the grids and storage to deliver it reliably, and ensuring that as energy supply grows, its carbon footprint keeps falling. Countries will take different paths, shaped by their resources and development needs.

The panel will discuss how to meet growing energy needs while limiting climate impact, the role of renewables and clean technology, and how governments balance energy for all with their climate goals.



Unlocking Innovation

Small Reactors, Big Bets: Achieving Commerciality for Small Modular Reactors (SMRs)
Leadership Panel

Investor Clinic: Cracking the Term Sheet
Masterclass

Digital Wildcatting: Data's New Find
Leadership Panel

New-age Operations Built on AI and Autonomous Machines
Leadership Panel

Unlocking Geothermal Energy: Technology, Capital, and the Path to Scale
Leadership Panel

The Energy Station of the Future: Reinventing the Fuel Stop
Leadership Panel

Making Carbon Capture Pay: CCUS at Commercial Scale
Leadership Panel

Energy GCCs: From Support Centre to Global Control Room
Leadership Panel

Green Hydrogen: Making it Bankable, from Startup to Scale
Leadership Panel

Lab to Market: Energy Innovation at Forefront
Leadership Panel



Securing Energy

Moving the Molecules: Energy Trade Through Chokepoints
Leadership Panel

The Commodity Trader's Playbook
Masterclass

Strategic Reserves for a Volatile World: Stockpiling for Shock
Leadership Panel

New Frontiers: India's Deep-Sea Exploration Push
Leadership Panel

Cleaner Coal: Gasification's Second Act
Leadership Panel

Securing the Minerals of the Transition: Building Resilient Critical Mineral Supply Chains
Leadership Panel

From Dry Dock to Deep Trade: Building the Energy Fleet
Leadership Panel

The Bharat Way: How India Took on the Clean Cooking Challenge
Leadership Panel

Powering AI: Meeting the Data-Centre Energy Demand
Leadership Panel

The Next Generation of Energy Contracts: Safeguards, Indexation and Market Depth
Leadership Panel

Cracking the Last Mile: Global Models for City Gas Distribution
Leadership Panel

Cross-border Pipelines: Lifeline or Liability?
Kolkata Debate

Old Fields, New Life: The Offshore Comeback
Leadership Panel

Clearing for Takeoff: Building a Sustainable Aviation Fuel Industry
Leadership Panel

Value Creation in Petrochemicals: Where the Margin Sits
Leadership Panel

Grid Modernisation: The Defining Constraint on Energy Growth
Leadership Panel

The Second Life of Batteries: Reuse, Recovery & Recycling
Leadership Panel

The Export Barrel: India's Rise as a Global Refining Hub
Leadership Panel

Reinvesting the Refinery: The Refinery's New Playbook
Leadership Panel

Bioenergy Breakthrough: From Trash to Tank
Leadership Panel

Powering the Clean-Energy Future: The Global Solar Manufacturing Picture
Leadership Panel

Nuclear vs Renewables: The Global Race for Clean, Firm Power
Leadership Panel

Delivering Energy at Scale: EPC's Next Wave
Kolkata Debate

Shaping Tomorrow

Building Gas-based Economies: Direction and Centres of Growth
Leadership Panel

Energy Diplomacy in a Multi-Polar World: Building Alliances for Supply, Capital and Technology
Leadership Panel

The Road to 2047: Powering a Developed India
Leadership Panel

Greening Steel: Decarbonising a Hard-to-Abate Sector
Leadership Panel

Build It or Buy It: The Clean-Tech Dilemma
Kolkata Debate

The Global Indian: Turning Diaspora Talent into Capital
Leadership Panel

Drilling for Capital: Financing Upstream Oil and Gas Through the Transition
Leadership Panel

Rising East: India's Emerging Energy Hub
Leadership Panel

Better Together: M&A, JVs and Alliances in Energy
Leadership Panel

Follow the Money: Where Energy Investment Is Really Flowing
Leadership Panel

Pricing Carbon: Lessons from the World's Carbon Markets
Leadership Panel

Clean Cooking for All: The Last Mile of Energy Access
Leadership Panel

The Energy-Water Nexus: Powering the Transition Without Draining Water
Leadership Panel

Fuelling the Fleet: Making Cleaner Shipping Work
Leadership Panel

Powering the Future, Together: Women Leading the Global Energy Century
Leadership Panel

Building the Energy Workforce of the Future
Leadership Panel



IEW
INDIA ENERGY
WEEK 2027

Strategic Conference

Detailed Programme



Unlocking Innovation

Small Reactors, Big Bets: Achieving Commerciality for Small Modular Reactors (SMRs)

Leadership Panel

More than 80 Small Modular Reactors (SMRs) are under development worldwide, though few have reached commercial operation. SMRs promise smaller projects, factory-built units and greater site flexibility, allowing placement at retiring coal plants, remote grids or industrial loads.

Execution is where the difficulty sits. Projects must overcome high costs, financing hurdles, regulatory approvals and thin supply chains for critical components. Standardisation and repeat builds are what eventually bring costs down.

The discussion will focus on technical design hurdles, project cost and financing, regulatory readiness, supply-chain depth, and the standardisation required for repeat builds.

Investor Clinic: Cracking the Term Sheet

Masterclass

Energy and climate-technology ventures typically require more capital, longer development periods and greater physical demonstration than conventional digital businesses. The term sheet therefore sets more than valuation. Ownership, control, downside protection, future funding and founder incentives are all determined in it. Poorly understood clauses can materially affect both company and investor long after the financing round closes.

This masterclass examines how investors assess value and risk, and which deal terms carry the greatest consequence. It covers dilution, liquidation preferences, governance rights, anti-dilution provisions, milestone structures and exit terms.

The session will focus on sharing experiences on how structuring capital can protect investors without constraining the company's ability to raise further funding and scale.

Digital Wildcatting: Data's New Find

Leadership Panel

Exploration starts with data: acquiring seismic, well and geological data, processing it into a usable subsurface picture, and holding it where it can be found and reused. Few countries have this data consolidated into a single repository, and those that do hold an asset most operators cannot replicate. The quality of the picture depends as much on how data is collected and processed as on what is done with it afterwards.

AI is now being added on top of this foundation. It can sharpen seismic interpretation, reprocess legacy surveys and stitch inconsistent datasets together, improving prospect identification. But the obstacle is not only the algorithm. Much of the value depends on the data itself: making decades of legacy records machine-readable, interoperable and easy to analyse at scale. Without that, AI has little to work with. Global technology partnerships can help on both fronts, from reprocessing old data to applying new tools.

The discussion will focus on how exploration data is collected, processed and stored to build the right subsurface picture, how AI is then used to get more from it, and how operators and technology partners share both the data and the upside.

New-age Operations Built on AI and Autonomous Machines

Leadership Panel

Energy companies are using AI to improve predictive maintenance, reservoir modelling, inspection, process optimisation and asset performance. Robotics, drones and autonomous systems are extending these applications into field and plant operations. Some use cases are already delivering measurable value, while others remain at pilot stage.

Scaling requires reliable data, integration with operating workflows and trust from frontline teams. Autonomous systems also need clear safety standards and defined operating controls before they can move into routine use.

The discussion will focus on where AI is creating measurable value today, which autonomous use cases are ready to scale, and what companies need to build to move from pilots to repeatable deployment.

Unlocking Geothermal Energy: Technology, Capital, and the Path to Scale

Leadership Panel

Geothermal power has been limited to a few regions with accessible heat close to the surface. New drilling techniques, enhanced geothermal systems and closed-loop designs could extend geothermal power beyond traditional locations. This would provide access to a scalable source of firm clean power.

Commercial scale depends on lower drilling and resource costs, workable financing models and treatment of geothermal as infrastructure. The technology still has to prove itself economically. Exploration risk in particular remains difficult to finance.

The discussion will focus on optimizing for exploration and discovery costs, financing models that absorb exploration risk, and the policy enablers needed to bring geothermal into the firm-power mix.

The Energy Station of the Future: Reinventing the Fuel Stop

Leadership Panel

The fuel station is becoming a broader energy and mobility hub. As demand shifts and margins on traditional fuel come under pressure, operators are adding multi-fuel charging, convenience retail, food and services, and digital payments, and combining them into formats that look very different from a conventional forecourt.

Operators must judge which formats travel across markets and which need local adaptation. The service mix, loyalty and technology will determine the economics, and charging returns in particular vary with local vehicle mix and dwell time. The core shift is from selling fuel to serving the whole customer visit.

The discussion will focus on the retail strategy behind the energy station of the future: which formats and services work, how the economics hold together beyond the fuel margin, and where operators should own, partner or adapt.

Making Carbon Capture Pay: CCUS at Commercial Scale

Leadership Panel

Carbon capture, utilisation and storage (CCUS) sit at very different levels of maturity and cost across applications. Capture on concentrated streams is commercially viable in places, while capture on dilute streams and harder sectors remains costly or unproven at scale. With global CCUS investment increasing, the question moves from an academic one to a practical one about what pays.

Commercial viability is complicated by the gap between theoretical and operational figures. Efficiency metrics such as capture rates and cost per tonne differ materially from those projected at design stage, and projects also depend on transport-and-storage access, a workable carbon price and secured offtake to be bankable.

The discussion will focus on transport and storage infrastructure, the business models and policy support that make projects commercially viable, and separating what is deployable now from what still needs another cost-and-scale cycle.

Energy GCCs: From Support Centre to Global Control Room

Leadership Panel

Energy GCCs are moving into a new phase. Beyond engineering and digital delivery, they can increasingly own global digital products, remote asset monitoring, AI platforms, cyber response and other mission-critical capabilities.

The next step is not simply bringing more complex work to India. It is giving India-based teams end-to-end accountability for products and business outcomes, supported by operating data, budgets and global decision rights.

The discussion will focus on which mission-critical mandates can move to GCCs next, what it takes to run them from India at global scale, and how companies build centres that own outcomes rather than tasks.

Green Hydrogen: Making it Bankable, from Startup to Scale

Leadership Panel

The majority of global hydrogen production is still not low-emissions, and most countries are on track to miss meeting the 2030 targets they have announced. The IEA estimates that 22 Mt of announced capacity will not be operational by 2030 unless investment decisions are taken by early 2027. Announcements have never been the constraint. Offtake at a price that covers production cost has.

Large projects need demand certainty, lower costs and infrastructure that does not yet exist. Startups face a different constraint: long development cycles and capital-intensive hardware that must be funded years before revenue. Both ends of the ecosystem have to become investable, and the capital that serves one rarely serves the other.

The discussion will focus on how innovation finance and project finance connect so that hydrogen can scale.

Lab to Market: Energy Innovation at Forefront

Leadership Panel

Energy companies are widening their innovation portfolios across clean fuels, digital, AI and advanced technologies. At the same time, startups are bringing new technologies and business models into the sector. The challenge is not only finding good ideas, but moving them from research and pilots into commercial deployment.

Many promising technologies stall between technical validation and the first scaled contract. Better portfolio choices, earlier customer involvement and partnerships between corporates, startups and investors can shorten that journey.

The discussion will focus on how companies choose the right innovation bets, structure partnerships that accelerate adoption, and move successful technologies from the lab to repeatable commercial scale.

Securing Energy

Moving the Molecules: Energy Trade Through Chokepoints

Leadership Panel

A large share of global oil, gas and LNG trade passes through a small number of maritime chokepoints. Disruption around routes such as Hormuz and the Red Sea has rerouted cargoes and lengthened voyages. Longer delivery times raise freight costs, and the delivered price of every cargo moves with them. Insurers have raised war-risk premiums on affected routes, adding further cost to each delivery.

In the midst of this, buyers and sellers have to keep cargoes moving. Supply has diversified, and contracts increasingly allow a cargo to be redirected mid-voyage. Hedging mitigates the resulting price exposure. Flexible routing and coordination between producers, traders and consumers form the contingency plan behind all of it.

The discussion will focus on how buyers and sellers keep cargoes moving when routes shift, what redirection and insurance actually cost, and who ends up carrying that cost.

The Commodity Trader's Playbook

Masterclass

Geopolitical shifts, sanctions and redrawn trade routes are reshaping how crude is bought and sold. Disruptions around a single route can move prices sharply and redirect flows within days. Sourcing and pricing models built for a more predictable market now carry materially greater risk.

This masterclass will take participants through how importers and trading desks respond: diversifying supply, building and running hedging strategies, and adapting to new benchmarks and settlement patterns. It will work through the practical capability a desk needs - reading the market rather than simply executing against it, managing price and supply risk together, and knowing when to hedge, switch benchmarks or change counterparties. Trading capability is becoming as important as procurement scale.

The session will focus on the tools and judgement traders / importers use, to protect both supply and margin as routes, rules and prices keep shifting, drawing on real examples of how desks have navigated recent disruptions.

Strategic Reserves for a Volatile World: Stockpiling for Shock

Leadership Panel

Geopolitical disruptions, contested maritime chokepoints and concentrated supply have renewed interest in strategic energy reserves. Crude remains central, though import-dependent economies are also weighing LNG, LPG, commercial inventories and overseas or reciprocal stockholding as complementary buffers.

Reserves are costly insurance, and capacity that sits idle in normal markets still has to be financed. Size, location, ownership and release triggers have to be settled together, alongside connections to ports, pipelines and demand centres. Cross-border collaborations can change how reserves are held. Producers store closer to their buyers, importing economies share terminal capacity, and reciprocal agreements extend cover beyond any single country's holdings.

The discussion will focus on striking the balance between meaningful supply security and the cost of holding idle capacity. It will also deep dive into cross-border arrangements that make reserves affordable to build and hold.

New Frontiers: India's Deep-Sea Exploration Push

Leadership Panel

Deepwater basins globally were unlocked through a combination of technology and sustained capital, a playbook India is now applying to its own coastline. Gas finds along the eastern seaboard, in the Andaman and Mahanadi basins, have opened a new frontier. The recent $8.8 billion Samudra Manthan scheme now funds 60 deepwater and ultra-deepwater wells, and the latest OALP round has put 21 more blocks covering over 80,000 sq. km up for bid.

Turning this acreage into production is now the task ahead for industry and its partners. Advanced technology, sustained capital and experienced global operators will all need to come together at scale alongside India's upstream champions. Global operators weigh deepwater acreage against alternatives worldwide, and what draws them in is fiscal terms, speed of approvals and clarity on gas pricing and marketing freedom.

The discussion will focus on what it will take to convert India's offshore potential into production, what global operators look for before committing deepwater capital, and how quickly the ecosystem can move to get there.

Cleaner Coal: Gasification's Second Act

Leadership Panel

Coal gasification can convert coal into syngas that feeds chemicals, fertilizer and fuels, allowing coal-rich economies to reduce dependence on imported feedstocks. Economics rather than technology remains the constraint.

Commercial gasification has been proven largely on higher-grade feedstock, so gasifier selection and gas cleaning have to be adapted wherever coal quality differs (contains high ash quantity). Projects remain capital-intensive relative to the imported ammonia, methanol and urea they displace, and the spread between the two moves with global gas prices.

The discussion will focus on technology adaptation for high-ash coal, capital and emissions intensity, and offtake at costs that hold against imported alternatives.

Securing the Minerals of the Transition: Building Resilient Critical Mineral Supply Chains

Leadership Panel

Demand for critical minerals is rising sharply as clean-energy systems, electrification and AI infrastructure expand. The IEA estimates that more than USD 750 billion of investment in mining and refining will be needed through 2040. Mining and processing remain concentrated in a limited number of markets, while resource-holding countries increasingly seek to capture more value through downstream processing rather than exporting raw material.

New mines can take close to a decade to develop, making supply resilience a long-term strategic issue rather than a short-term procurement decision. That means overseas equity in assets, processing capacity closer to demand, recycling at meaningful scale, and partnerships that give producing economies industrial development alongside supply security for buyers.

The discussion will focus on what will enable this across diversified sourcing, domestic processing, recycling and partnerships between producers and buyers.

From Dry Dock to Deep Trade: Building the Energy Fleet

Leadership Panel

Growing energy trade and an ageing fleet are increasing demand for tankers, LNG carriers and specialist vessels. Global shipbuilding is currently concentrated in just a few countries, creating an opening for new manufacturing and repair centres to build capacity. Established domestic shipyards, with existing order books and skills, are well placed to move up into larger and more complex energy vessels as that demand grows.

New entrants need yard capacity, specialized skills, technology and long-term financing to arrive together. Support must also hold across investment cycles that run for decades. The opportunity is large, and the task is to scale capability and capital in step.

The discussion will focus on how the maritime supply chain expands to carry growing energy trade, and where new capacity can credibly be built.

The Bharat Way: How India Took on the Clean Cooking Challenge

Leadership Panel

India has run one of the world's largest clean-cooking efforts, using several approaches at once. LPG access was extended at scale through PM Ujjwala Yojana, with over 10 crore connections. Piped natural gas was brought to homes through the City Gas Distribution roll-out. Electric and induction cooking are being supported alongside rooftop solar; while compressed biogas and biogas are being promoted in rural areas. Together, these have moved the problem from giving a household a connection to keeping it on clean fuel.

The task now is sustained use. Refill affordability, distribution reach and free biomass still pull households back to traditional fuel, so the goal is to make clean cooking the default rather than the occasional choice.

The discussion will focus on what has worked across LPG, piped gas, electric and biogas, what it has cost and delivered, how India sustains and completes the shift, and what are the learnings for other economies.

Powering AI: Meeting the Data-Centre Energy Demand

Leadership Panel

AI and data-centre growth is creating a new source of large, concentrated and round-the-clock electricity demand. For power providers, this creates a significant growth opportunity while placing new pressure on generation capacity and grids.

Power availability and grid connection are increasingly shaping where new data centres can be built. Meeting demand at pace will require new generation, stronger networks and more efficient power infrastructure.

The discussion will focus on how energy providers prepare for AI-driven demand, what generation and grid capacity needs to be built, and how reliability and affordability are protected as the load grows.

The Next Generation of Energy Contracts: Safeguards, Indexation and Market Depth

Leadership Panel

Global LNG demand is forecast to rise by around 60% over the next fifteen years, and the long-term contracts that underwrite new capacity are being written now. Recent years have tested whether terms drafted for stable markets hold under stress. Buyers have gone to arbitration over cargoes sold on the spot market during price spikes rather than delivered under long-term agreements. However, outcomes have varied, drawing focus on how contracts are structured.

As a result, contracts are being redrafted. Commercial operations triggers, force majeure definitions, diversion rights and failure-to-deliver remedies are all being tightened. Indexation is changing alongside them, as buyers move from single-benchmark pricing towards hybrid formulas and hub-linked structures that reduce exposure to any one market. Those structures only work where a liquid reference price exists, and liquidity remains concentrated in a handful of hubs. Hedging covers the residual exposure, though positions have to be collateralised and the cash required can rise faster than a business generates it.

The discussion will focus on which contractual safeguards actually hold under disruption, how multi-indexation and hub development can reduce price volatility, and what depth a market needs before hedging becomes available to everyone in it.

Cracking the Last Mile: Global Models for City Gas Distribution

Leadership Panel

City gas networks have scaled successfully in Japan, Italy and the UK, where dense demand and stable regulation made the economics work. Emerging economies are now extending piped gas to homes, industry and transport, and the global market is expected to grow significantly over the next decade. However, cracking the last mile economics remains a challenge, hindering this expansion.

Low-density demand, high connection costs and competition from electricity all weaken returns. Pricing, cross-subsidy, infrastructure cost and clear regulation will determine how far networks can realistically extend.

The discussion will focus on challenges and enablers to reach the last mile, without breaking the economics that fund the rest of the network.

Cross-border Pipelines: Lifeline or Liability?

Kolkata Debate

Cross-border pipelines are returning to the agenda as countries seek new supply routes and stronger regional energy links (such as the Albania–Italy corridor, the proposed Oman–Saudi connections and west-to-east pipeline concepts in the UAE). Many of these routes involve long distances, multiple jurisdictions and shallow- or deepwater sections, requiring large upfront investment.

One side argues that pipelines remain the most reliable and economic way to move large energy volumes and can underpin trade for decades. The other argues that geopolitical exposure, risk and long payback periods make fixed infrastructure less attractive in a market increasingly served by flexible LNG and seaborne supply.

The debate will focus on whether the next generation of transnational and subsea pipelines can justify the capital and political commitment required, or whether flexibility in sea-based sourcing will increasingly win over fixed infrastructure.

Old Fields, New Life: The Offshore Comeback

Leadership Panel

Many of the world's offshore fields are mature, having produced for decades, but still hold significant reserves. As capital for new fields tightens, operators are focusing on these assets: redeveloping mature fields, extending the life of platforms and infrastructure, or deciding to decommission. Redevelopment is often the cheapest barrel available, coming on faster and at lower cost than a new field.

The choice between redevelopment and decommissioning depends on remaining reserves, the condition of ageing infrastructure, and the cost and liability of removal. Subsea tie-backs, infill drilling, boosting and enhanced recovery can extend field life by years, while decommissioning carries large, long-dated costs for operators and governments.

The discussion will focus on how operators decide between extending, redeveloping and decommissioning mature offshore assets, the technologies that make life extension work, and how India can approach its own ageing offshore fields.

Clearing for Takeoff: Building a Sustainable Aviation Fuel Industry

Leadership Panel

The aviation industry has committed to blending targets that current sustainable aviation fuel supply cannot meet across most economies. Several countries hold the feedstock, the refining base and the aviation demand to build a domestic industry. The ecosystem, however, remains fragmented, and production economics and airline affordability are both difficult.

Every part of the chain depends on another becoming credible first. Scaling SAF requires conversion pathways suited to available feedstock, reliable supply aggregated at refinery scale, a reduced cost premium over conventional jet fuel, and proper certification before the fuel can be used commercially.

The discussion will focus on aligning producers, airlines, technology licensors and financiers around credible offtake, certification, price-sharing and policy support that can move projects from announcement to operations.

Value Creation in Petrochemicals: Where the Margin Sits

Leadership Panel

Refiners across the world, and especially in Asia, are investing heavily in petrochemical capacity, with the majority of it concentrated at the commodity stage. As that capacity comes online, commodity margins compress. Forward-looking players are already evaluating a move into specialty and niche chemicals, to secure feedstock offtake and capture margin closer to the end market.

Specialty chemicals rest on formulation capability, technical service and customer relationships. Acquisition and licensing is therefore emerging as the faster route, offering process know-how and access to an existing customer base. At the same time, plastics circularity is opening a parallel source of value, as regulation, recycled-content targets and mechanical and chemical recycling reshape demand and give producers a new reason to integrate towards the end market.

The discussion will focus on which capability to buy and which to build, where along the chain the margin actually sits, and how circularity and recycled plastics factor into that mix.

Grid Modernisation: The Defining Constraint on Energy Growth

Leadership Panel

Electrification, variable generation and rising demand are increasing both the scale and complexity of electricity systems. Across markets, ageing infrastructure and long connection queues are slowing growth. Global grid spending will need to nearly double to over USD 600 billion a year by 2030.

Investment has to rise across the whole grid value chain: connectivity, transmission, distribution, storage and digital systems. It must also raise the productivity, efficiency and utilisation of existing assets, while maintaining reliability, affordability and flexibility. Build-out must move faster, and permitting timelines are a material part of that constraint.

The discussion will focus on investment across the grid value chain, permitting and regulatory enablers, and the digital capability and efficiency gains needed to run flexible networks and get more from existing infrastructure.

The Second Life of Batteries: Reuse, Recovery & Recycling

Leadership Panel

The first major wave of EVs and storage batteries is approaching end of life, creating new opportunities for reuse and mineral recovery. Recycling can recover lithium, cobalt and nickel, reducing dependence on primary supply and easing pressure on mining. Second-life applications can extend asset life further, though the economics behind it are still developing.

Viability depends on proven recovery technology, reliable collection systems and competitiveness against virgin material. Location will also matter as recycling capacity competes with established mineral-processing hubs.

The discussion will focus on how a commercially viable battery circularity industry is built, spanning reuse, recovery and recycling.

The Export Barrel: India's Rise as a Global Refining Hub

Leadership Panel

India is one of the world's largest refiners and a major exporter of petroleum products, with capacity above 267 MMTPA and expected to grow to 310 MMTPA by 2030. Stagnant or declining refining capacity and maturing transport-fuel demand create an opportunity to increase India's role in global product trade.

Capturing that share will require technological upgrades, global fuel compliance and trade relationships that secure market access. Export ambitions must also stay aligned with rising domestic demand. Both have to advance together rather than one at the expense of the other.

The discussion will focus on how India grows its refining footprint globally while keeping domestic supply secure.

Reinvesting the Refinery: The Refinery's New Playbook

Leadership Panel

Refineries are being redesigned as crude slates vary, fuel specifications tighten and margins come under pressure. Three shifts stand out: flexibility to process more crude grades and tune product yield to the market; AI and advanced process control for yield, predictive maintenance and real-time operations; and modular design for faster, phased build.

Each has a trade-off. Flexibility adds cost and complexity. AI pays off only where data and systems are ready. Modular units suit remote sites and phased capacity, not large refineries, which still hold the scale advantage.

The discussion will focus on where each shift is commercially viable today, how it changes refinery economics, and what the refinery of the future looks like.

Bioenergy Breakthrough: From Trash to Tank

Leadership Panel

Agricultural residue, municipal waste and used cooking oil can be converted into ethanol, biogas and sustainable aviation fuel. The opportunity spans transport, industry and waste management, though commercial viability varies by technology and feedstock.

Projects need reliable feedstock supply, proven technology and long-term offtake. Collection and logistics often matter as much as the production plant itself, and scaling depends as much on finance and common standards as on the technology.

The discussion will focus on technology readiness across pathways, the finance and offtake structures that make projects bankable, and the standardisation of feedstock, fuel specifications and certification needed to scale.

Powering the Clean-Energy Future: The Global Solar Manufacturing Picture

Leadership Panel

Manufacturing of solar modules, cells, wafers and polysilicon is concentrated in a small number of countries. One country holds more than 80% of capacity at every stage of the solar supply chain, rising to around 90% for wafers, giving it a decisive cost and scale advantage. Governments elsewhere are investing in domestic capability to improve resilience and capture industrial value.

New manufacturers must close cost, scale and technology gaps against established producers. Industrial and trade policy will shape where competitive positions can realistically emerge. The upstream stages - cells, wafers and polysilicon - also have to deepen, rather than building module capacity on imported components.

The discussion will focus on closing the cost and technology gap across the solar value chain, the role of industrial and trade policy, and where to compete, partner or continue importing.

Nuclear vs Renewables: The Global Race for Clean, Firm Power

Kolkata Debate

Rising electricity demand is increasing the need for clean, round-the-clock power. Close to 80 GW of nuclear capacity is under construction globally, while renewables and storage are scaling faster than any other source.

One side argues for nuclear on firm output, long asset life and the promise of small modular reactors, though cost and delivery timelines remain unsettled. The other argues that renewables with storage are cheaper and faster to build, though dependent on concentrated supply chains.

The debate will focus on total system cost, delivery timelines, reliability and land use, and exposure to concentrated supply chains.

Delivering Energy at Scale: EPC's Next Wave

Leadership Panel

The next wave of upstream, LNG, grid, renewable and lower-carbon projects is colliding with limited engineering capacity, constrained fabrication yards, long-lead equipment, skilled-labour shortages and disrupted supply chains. Traditional delivery models that bring contractors in late and transfer risk through fixed-price contracts are increasingly producing claims, delay and cost escalation rather than certainty.

Owners, EPCs and oilfield-service companies are responding through earlier contractor involvement, alliance and EPCM models, modularisation, standardisation, shared procurement and digital engineering. The discussion will focus on which models are improving cost and schedule outcomes, how project pipelines should be sequenced against capacity, and what partnerships can expand engineering and fabrication capability in India and globally.

Shaping Tomorrow

Building Gas-based Economies: Direction and Centres of Growth

Leadership Panel

Gas is expected to grow its share of global primary energy, and several economies have set explicit targets to build around it. India is working to raise gas from about 6% to 15% of its energy mix by 2030, while African demand is forecasted to rise 60% by 2050. The centres of both supply and demand are shifting, and economies that have long exported are now building domestic markets of their own.

Gas demand is price-sensitive, infrastructure is capital-intensive, and the long-term question is whether gas is a bridge to a cleaner system or a lasting part of it. For economies building a gas-based model, the task is to grow demand, secure supply and build infrastructure in step, without stranding capital or locking in emissions.

The discussion will focus on what is driving gas demand across sectors, what it takes to build the supply and infrastructure to meet it, and where the gas-based economy is heading as the transition advances.

Energy Diplomacy in a Multi-Polar World: Building Alliances for Supply, Capital and Technology

Leadership Panel

Energy relationships now span supply, investment, technology and strategic cooperation. Large importers source crude from dozens of countries and have built ties across the Gulf, Africa, the Americas and Central Asia, where a handful of relationships once sufficed. Emerging economies are expected to account for the large majority of future energy-demand growth, giving them a stronger collective voice.

Sustaining these relationships requires more than commercial terms. Bilateral and multilateral engagement can strengthen supply security while opening access to capital and technology. Emerging economies are also building collective weight in the forums where the rules are set.

The discussion will focus on how durability of partnerships, rather than cargo availability, defines energy security.

The Road to 2047: Powering a Developed India

Leadership Panel

India's ambition to become a developed economy by 2047 will require a much larger and more resilient energy system. Demand will rise rapidly with industrialisation, urbanisation and rising incomes, while import dependence keeps energy security critical.

India must expand and diversify supply while strengthening domestic infrastructure and capability. Long-term commitments on fuels, technology and capital will shape the next two decades. Those commitments have to be sustained across policy and commodity cycles.

The discussion will focus on expanding and diversifying supply, building domestic infrastructure and capability, and the long-term policy and investment commitments required.

Greening Steel: Decarbonising a Hard-to-Abate Sector

Leadership Panel

Steel accounts for roughly 7 to 11% of global CO_2 emissions and remains central to economic growth and infrastructure. Lower-carbon production routes require clean power, hydrogen, carbon capture and different feedstocks while also staying cost-competitive.

These routes carry a cost premium over conventional production (requiring advanced technology, financing) that buyers have so far been reluctant to absorb. With steel being a global commodity, a producer decarbonising ahead of its competitors risks losing share rather than gaining it.

The discussion will focus on technology maturity, transition financing, demand for lower-carbon steel, and the policy needed to bridge the early cost gap.

Build It or Buy It: The Clean-Tech Dilemma?

Kolkata Debate

Clean-energy deployment depends on cells, batteries and electrolysers that are manufactured in a small number of countries. Several economies are deciding to reduce this concentration risk. Subsidy programmes across North America, Europe and Asia are building domestic capacity against incumbents whose cost advantage rests on scale. Localising shortens supply chains and builds industrial capability but takes years to reach competitive scale. Continuing to import keeps deployment fast and cheap but leaves it exposed to a handful of suppliers.

The trade-off differs by technology and by component. Some parts of the chain have short learning curves and modest capital requirements, while others are dominated by producers operating at a scale no new entrant can match quickly.

The debate will focus on supply security and industrial capability, the cost and speed of deployment, and where partnership offers a better route than either.

The Global Indian: Turning Diaspora Talent into Capital

Leadership Panel

Indian professionals hold senior positions across global energy companies, research institutions and investment firms. This represents a substantial pool of expertise, capital and networks sitting largely outside India's domestic energy economy.

Engagement today depends heavily on personal initiative and individual relationships, which limits how far it can scale.

The discussion will focus on what channels would make diaspora investment and technology partnership straightforward, how mentoring and advisory engagement can be structured to repeat, and what India needs to offer to sustain it.

Drilling for Capital: Financing Upstream Oil and Gas Through the Transition

Leadership Panel

The upstream oil and gas sector faces substantial investment requirements even as actual spending has declined, with much of current capital used to offset natural field depletion rather than add new supply. OPEC estimates cumulative oil-sector investment needs of USD 18.2 trillion between 2025 and 2050, with more than 80% required upstream.

Instruments such as bank finance, private credit, project structures, NOC partnerships and offtake-backed models can broaden the investor base. Capital providers are also setting clearer expectations on risk-adjusted returns and governance.

The discussion will focus on funding sufficient supply without weakening capital discipline or transition credibility.

Rising East: India's Emerging Energy Hub

Leadership Panel

Eastern India brings together large energy demand, power and fuel infrastructure, refining and petrochemicals, metals and mining clusters and access to ports and regional markets. The opportunity is to connect these assets into a stronger energy ecosystem that can support the region's next phase of growth.

Realising this potential will require coordinated investment across power, fuels, transmission, ports and logistics. Faster project development, predictable policy frameworks and bankable projects will be important to attract private capital at scale.

The discussion will focus on the energy infrastructure priorities that can unlock growth, how government and industry coordinate investment, and what will make Eastern India more competitive for domestic and global capital.

Better Together: M&A, JVs and Alliances in Energy

Leadership Panel

Energy companies are using acquisitions, JVs and partnerships to access capital, technology, capabilities and markets. These structures can also de-risk large or unfamiliar investments by sharing capital exposure, execution risk and market uncertainty across partners.

The range of models is widening, from minority stakes and technology licensing to full joint ventures and long-term alliances. Each offers a different balance of risk-sharing, control, capital commitment and integration.

The discussion will focus on how companies select partners, structure deals to allocate and reduce risk, and build governance models that can hold through market cycles and create lasting value.

Follow the Money: Where Energy Investment Is Really Flowing

Leadership Panel

Capital is moving unevenly across energy technologies, geographies and business models. Investment patterns frequently diverge from stated ambitions. Where capital goes is decided by risk-adjusted returns, bankability and credible routes to market.

Reading these flows means examining funding models and the barriers specific to each market. Fast-growing economies compete for the same global pool as everyone else.

The discussion will focus on what drives capital allocation, the barriers specific to each market, and how fast-growing economies can compete for a larger share.

Pricing Carbon: Lessons from the World's Carbon Markets

Leadership Panel

Carbon markets are expanding across major economies, from established compliance systems such as the EU Emissions Trading System to a range of voluntary markets. Their designs differ widely in coverage, price formation and compliance rules. Border measures are also linking domestic carbon policy with international trade and competitiveness.

Design choices determine whether a market delivers a real price signal or simply shifts emissions elsewhere. Systems already in operation provide a decade or more of evidence on what has worked.

The discussion will focus on market design choices, the interaction with border measures, and the lessons available from systems already in operation to build credible markets that preserve environmental integrity without placing domestic industry at a competitive disadvantage.

Clean Cooking for All: The Last Mile of Energy Access

Leadership Panel

Around 2 billion people still rely on traditional fuels for cooking: wood, charcoal and biomass, with significant health, environmental and economic consequences. The burden falls overwhelmingly on the Global South, and disproportionately on women and children.

Access programmes have connected large numbers of households, but sustained use has proven harder than initial adoption. Traditional fuel remains free to collect, which sets a difficult benchmark for any alternative that has to be bought.

The discussion will focus on the role of each fuel (LPG, piped gas, electricity, biogas), affordability at both connection and refill, and the distribution reliability that sustains adoption.

The Energy-Water Nexus: Powering the Transition Without Draining Water

Leadership Panel

Energy and water are tightly linked. Power generation, hydrogen production, mining and refining all need water, while pumping, treatment and desalination all need energy. As both systems come under pressure, they increasingly have to be planned together.

The energy transition adds to this. Green hydrogen, lithium extraction and thermal and nuclear cooling are water-intensive, and much of this capacity is planned in water-stressed regions. At the same time, cleaner and cheaper power makes energy-intensive water solutions such as desalination and treatment more viable. The question is how to build the clean-energy system without straining water, and how energy can help secure water in return.

The discussion will focus on where energy and water stress intersect, how the transition can be made water-secure, and where integrated planning and technology can serve both systems at once.

Fuelling the Fleet: Making Cleaner Shipping Work

Leadership Panel

Globally, there is a broad push to address shipping emissions, with LNG, methanol, ammonia and biofuels all in contention as the fuel of choice. Regional rules in Europe are already imposing emissions costs on ships trading there, while a global framework remains under negotiation. Shipowners want confidence in fuel availability across their routes, while suppliers and port operators want visible demand.

Green shipping corridors offer one route through this, linking ports, suppliers, cargo owners and operators along specific trade lanes. Viable delivery models, safety standards and long-term offtake all have to be established.

The discussion will focus on fuel pathway choices, infrastructure and delivery models, the role of green corridors, and who absorbs the cost of cleaner fuel.

Powering the Future, Together: Women Leading the Global Energy Century

Leadership Panel

Women hold senior operating, technical, investment and board positions across the global energy sector. They are directly shaping decisions on where capital goes, which technologies scale and how security is balanced against affordability and emissions. The conversation can therefore move beyond representation alone.

This session draws on leaders who are taking those decisions. Their experience spans commercial, technical and investment roles across both conventional and new energy businesses.

The discussion will focus on the investments and technologies these leaders are backing, how they read the trade-offs their organisations face, and what they have changed within their own businesses along the way.

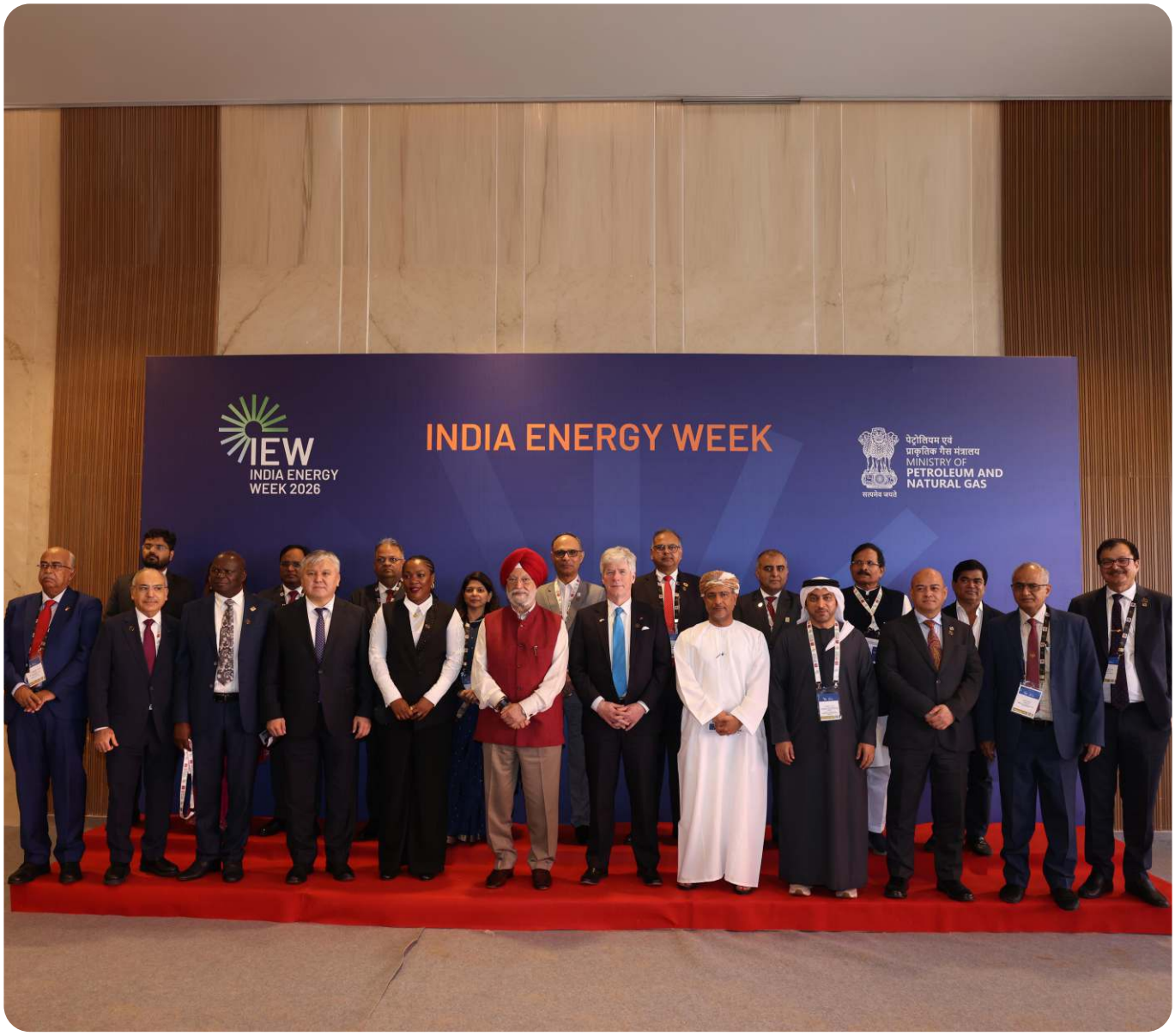
Building the Energy Workforce of the Future

Leadership Panel

Clean-energy employment is expanding rapidly, while conventional energy systems continue to require deep specialist expertise. The skills the sector needs are changing faster than its talent pipelines. AI, automation and new technologies are also changing the capabilities required across frontline, engineering and management roles.

Employers must reskill existing workers while competing for scarce digital and technical talent. Education and apprenticeship routes need to modernise at the same pace.

The discussion will focus on how the sector builds a workforce that can run both the conventional system and the one replacing it, what education and training need to change, and how employers compete for talent against other industries.





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