

BDO India Services & Solutions Portfolio

Enabling excellence in business

2025

About BDO



About BDO Global

US\$15 BN GLOBAL REVENUE +7% REVENUE INCREASE

1,800 OFFICES worldwide

166 COUNTRIES & TERRITORIES

EMEA

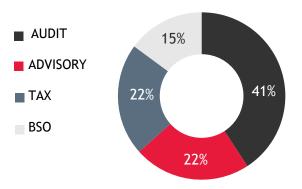
PERCENTAGE REVENUE BY REGION

AMERICAS

FEE SPLIT BY SERVICE LINE

119,611

PEOPLE +3.4%

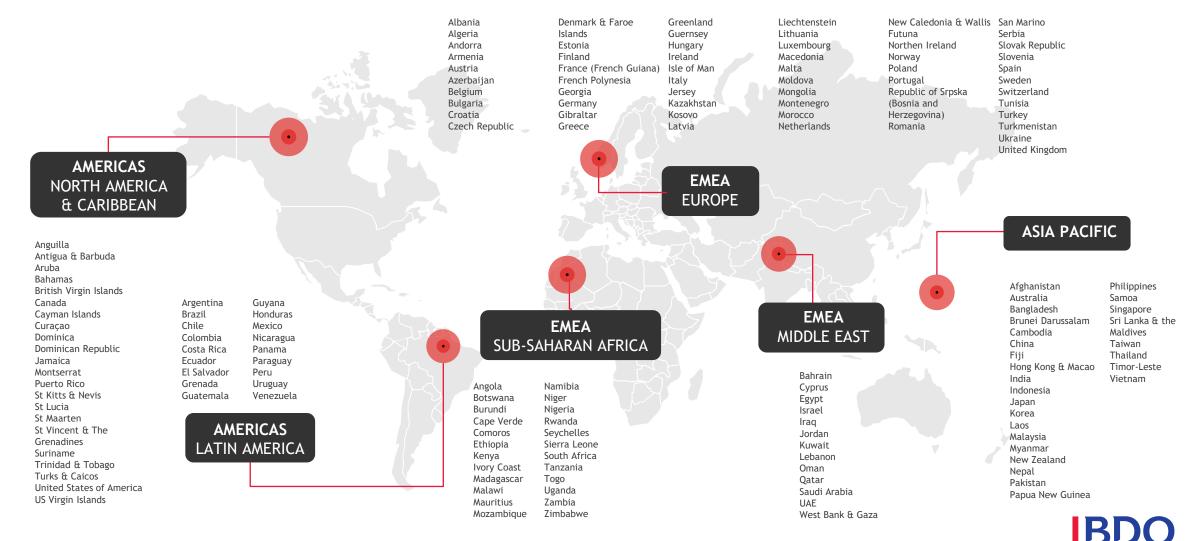




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About BDO Global - Locations

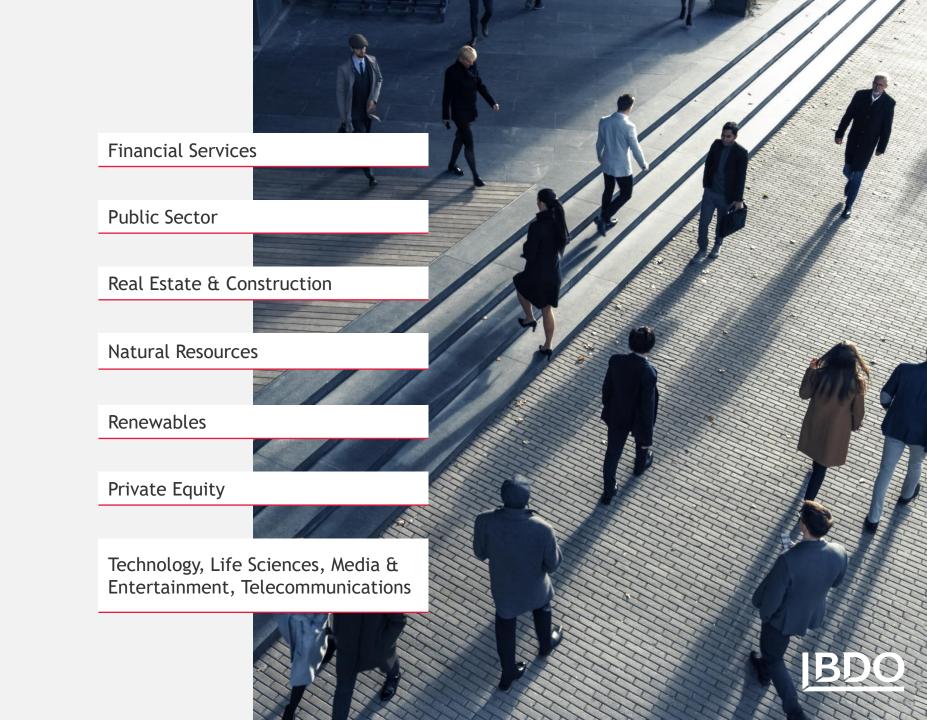
In alphabetical order per BDO region



Global Industries



GLOBAL KEY ACCOUNT MANAGEMENT (KAM) PLANNING, FACILITATED INDUSTRY MEETINGS TO SHARE, SUPPORT AND CHALLENGE



Our Global Vision

Global solutions. Driven to be the best.

BUILD A THRIVING GLOBAL TEAM

We nurture a place of learning and respect where everyone is proud to be part of one BDO.

DO THE RIGHT THING

We bring an unwavering commitment to quality and integrity.

FOCUS ON TOMORROW

We embrace a sustainable future.



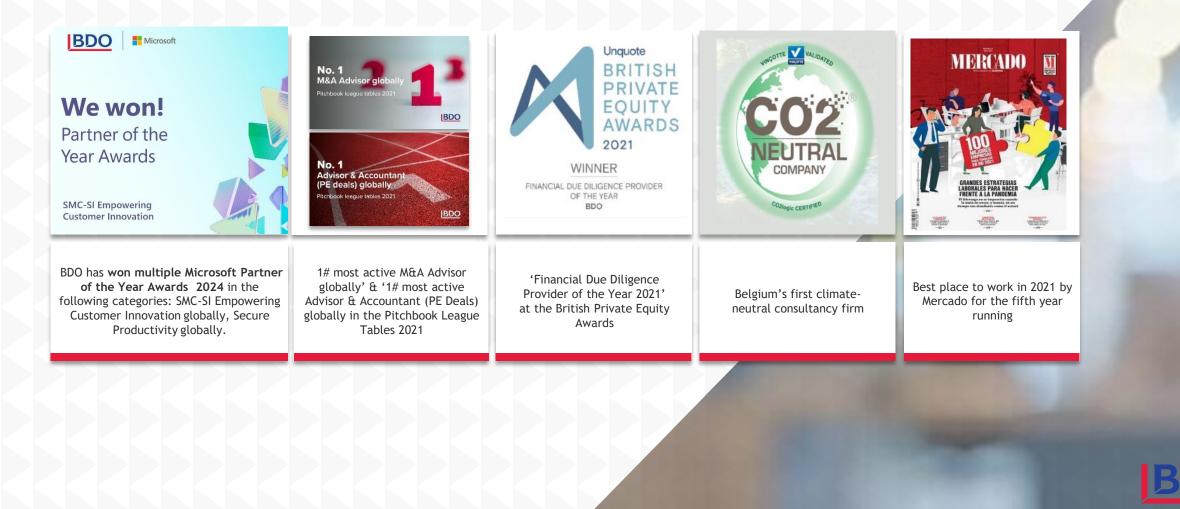
Why BDO

Leading Adviser To Businesses With Client Service At The Heart



Awards & Accolades

BDO Global





ACTUARIAL SERVICES DEAL EXECUTIVE SEARCH & DEAL ADVISORY TAX & BUSINESS REGULATORY & BUSINESS ADVISORY SERVICES & SERVICES RESEARCH AND INSIGHTS MANAGED SERVICES INDIRECTTAX With a comprehensive suite of services, we enable our clients to stay future-ready through our astute and sustainable advice. Our solutions are driven by innovation and backed by technology prowess, ensuring relevance and adaptability in today's evolving business landscape.

Our robust India practice is led by an experienced Partner-and-Director group with business foresight and expertise across industries.



MILIND KOTHARI Managing Partner



YOGESH SHARMA Deputy Managing Partner



Business Leadership

With business foresight and backed by years of experience, the leadership team at BDO India provides strategic direction to the Firm's growth trajectory.

With a focus on progressive transformation, our Leaders combine thought with function and are driven to be the best in everything we do - infusing pioneering ideas and a tradition of innovation into our culture.





The Corporate Team

Bringing aboard relevant expertise and experience in their respective fields, our corporate team collaborates to take on the mantle of fostering an environment that is resilient, empowered for growth and people-centric, thereby enabling us to stay on course to achieve our business goals.



SAMIR SHETH International Liaison Partner



RAJESH THAKKAR Partner Affairs



SOUMEN BOSE Chief Financial Officer



PADMASHREE CRASTO Corporate Legal



SALONI KOTHARI Group General Counsel



SMRITI SALUJA Chief Marketing & Communications Officer



MILONI KOTHARI Corporate Strategy



Awards & Accolades

BDO In India

ITR Asia Pacific Tax Awards 2024 BDO India Wins Indirect Tax Advisory Firm of the Year	India deal advisory BDDO India deal advisory India deal advisory India deal advisory India deal advisory India deal advisory India deal advisory India deal advisory	ITR WORLD TP TOP TIER FIRM 2024	ITR WORLD TAX TOP TIER FIRM 2024	TAX INNOVATOR S TAX INNOVATOR S OF THE YEAR S WINNER BDO
2024 Indirect Tax Advisory Firm of the Year International Tax Review (ITR) Asia-Pacific Tax Awards	2024 #5 for PE and #5 for M&A deals on the League Table Venture Intelligence report	2014 - 2024 Leading Transfer Pricing firm World Transfer Pricing- Comprehensive Guide to World's Leading Transfer Pricing Firms	2012 - 2024 Leading Tax firm International Tax Review - Comprehensive Guide to World's Leading Tax Firms	2021 Tax Innovator of the year International Tax Review (ITR) Asia-Pacific Tax Awards



Sector Focus BDO In India

OUR PROGRAMME AND LEADERSHIP

At BDO India, we work with businesses across sectors providing them with comprehensive solutions that aid their strategic growth and enable future readiness.

Aligning our expertise with market dynamics, we aim to provide focused, tailored and innovative services that meet the unique needs of our clients and drive sustainable growth whilst fostering lasting relationships.











Our Services



Our Services

ASSURANCE	тах
Financial Statement Audit and Attestation Services	INDIRECT TAX
	Customs & International Trade
	Goods & Services Tax (GST)
	Indirect Tax Assessment & Litigation Assistance
	Incentives & ESG
	Tax Technology
	TAX & REGULATORY SERVICES
	Corporate Tax Services
	Financial Services Tax
	Global Employer Services
	International Tax Services
	Private Client Services
	Tax Outsourcing
	Transfer Pricing

ADVISORY

ACTUARIAL SERVICES

BUSINESS ADVISORY SERVICES

201.33

Forensics

Government Advisory

IT Risk Advisory & Assurance

Management Consulting

Risk Advisory Services

Sustainability & ESG

DEAL ADVISORY SERVICES

Business Restructuring Services Corporate Finance and Investment Banking Deal Value Creation Financial Due Diligence M&A Tax and Regulatory Strategy & Commercial Due Diligence Valuations

RESEARCH & INSIGHTS

MANAGED SERVICES

BDO DIGITAL

Accounting Advisory

Compliance Management

Human Resource Outsourcing

Finance & Accounting

(HRO) and Payroll

Tax Compliance

Digital Services Technology Products and Solutions

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Forensic Talent Diligence

Executive Assessments

BDO EXECUTIVE SEARCH SERVICES

Board Services

Executive Search

HR Advisory



ADVISORY

Assurance

Our Assurance professionals understand your sector, business and specific requirements and offer bespoke solutions to fit your immediate, short and long-term business needs.

Our processes are robust, transparent, and technologydriven, enabling us to provide globally consistent quality through all our engagements.



Assurance

Our Services and Solutions

Financial Statement Audit And Attestation Services

The evolving regulatory landscape and heightened importance of financial reporting necessitate companies to navigate complex professional requirements and ensure compliance. With understanding of the company's financial information becoming widely recognised, clarity, agility and reliability are highly needed for financial information.

Leveraging our global expertise, our professionals provide a comprehensive range of financial statement auditing, business consulting, and certification services.

Our service offerings include:

- Audits and Reviews of US GAAP/ IFRS/ International GAAP Financial Statements
- > Audits of US-listed entities under PCAOB standards including SOX Attestation
- Audits of entities planning to go for US Listing (US IPO + SPAC)
- SOC I & SOC II Attestation
- Agreed-upon Procedures
- Audits of overseas subsidiaries (Finance Shared Service Centre) Hub & Spoke Model
- Concurrent Audits



Assurance

Representative Client Credentials

A leading online travel agent

Audit of IFRS financial statements in accordance with PCAOB Standards

Leading provider of end-to-end technology products and services for mortgage, consumer, and commercial lenders in the U.S. & abroad

US GAAP financial statement audit of NASDAQ listed US Domestic Registrant in accordance with PCAOB Standards

A NASDAQ-listed leading data engineering company specialising in business process, technology, and consulting services

US GAAP financial statement audit in accordance with PCAOB standards

One of the first and largest Fintech as a Service (FaaS) company in Indonesia

Audit of US GAAP financial statements in accordance with PCAOB standards

A leading global producer of software for business process management

Audit of US GAAP financial statements in accordance with PCAOB Standards

A leading global provider of technology-enabled business process outsourcing solutions

US GAAP financial statement audit of NYSE listed US Domestic Registrant in accordance with PCAOB Standards

One of the leading technology solution providers to the insurance industry

Audit of US GAAP financial statements in accordance with PCAOB standards

Manufacturer of advanced surgical robotic systems-

Audit of US GAAP financial statements in accordance with PCAOB standards



BDO DIGITAL BDO E

Tax

Drawing on deep experience and industry-specific knowledge, our tax teams offer clients comprehensive advisory and solutions backed by technology to enable them to maintain compliance and drive value - wherever they do business.

We serves clients across the country and around the world as they navigate an increasingly complex tax landscape.



Indirect Tax Our Services and Solutions

We help domestic and international companies with various indirect tax levies.

Our technology-enabled compliance services assist companies in meeting their statutory obligations and provide advisory on complex issues/ tax positions to bring tax certainty and efficiency to business models.

- Customs & International Trade
- Goods & Services Tax (GST)
- Incentives & ESG
- Indirect Tax Assessment & Litigation Assistance
- Tax Technology
- Other Indirect Tax Services

One of the leading automotive company, band saw blades manufacturer	Company dealing with renewable energy products; Leading manufactures of car interiors in India
MOOWR compliance	SVB
A motion picture company	Engineering and ITES support entity for the global group entities
Setting up entity, Incorporating, SEZ set up, etc.	GST Refund claim support
The world's leading producer of essential nutrients like vitamins; ITES Unit in Special Economic Zone	Recruitment advisory (HR Consultancy), Multinational freight company, and India's largest retail pharmacy
Compliance, Advisory, Litigation in areas of Customs, Foreign Trade Policy, SEZ, GST, Pre-GST Indirect Taxes	E-invoice solution
Leading provider of specialised digital transformation	One of the leading infra players providing high-quality
services, engine components manufacturer & distributor	infrastructure and financial solutions
GST annual return and GST advisory	Indirect tax retainer and litigation support



Tax & Regulatory Services

Our Services and Solutions

Alongside business operations, organisations must stay abreast with new developments and tax and regulatory issues arising from their operations. Our tax experts offer advisory services across corporate, domestic, and international tax specialisms backed by experience in advising companies to achieve their objectives.

- Corporate Tax Services
- Financial Services Tax
- Global Employer Services
- International Tax Services
- Private Client Services
- Tax Outsourcing
- Transfer Pricing

World's largest library of creative stock photos
Tax compliance
India's largest manufacturer of cables and wires
Tax compliance, Representation, Litigation support
Indian conglomerate with global operations in EPC & real estate
Tax certification
India's first electronic securities depository
Tax compliance, Representation and Litigation support



TAX

Advisory

Actuarial Services

We offer support across disciplines within the insurance industry and corporate sectors, particularly in pension fund management. Our solutions enhance financial health, ensure regulatory compliance, and drive long-term profitability.

Business Advisory Services

- Deal Advisory Services
- Research & Insights



Actuarial Services

Our Services and Solutions

Our core offerings encompass a range of specialised actuarial services designed to address the dynamic challenges of the financial landscape. We focus on delivering strategic insights and practical solutions that align with industry standards and drive sustainable growth:

- Technical aspects of adopting new financial reporting standards
- Technical support for auditing actuarial items
- Risk Management
- Mergers and Acquisitions
- Product innovation and pricing
- Capital Management and Optimisation
- Pension and Employee Benefits Consulting

Our service offerings provide expert-driven solutions to elevate business performance, mitigate risks, and optimise financial outcomes.

- IFRS 17 Implementation (Including Accounting Advisory)
- Process Reviews & Model Reviews
- Systems Support
- Risk-based Capital
- Support On Analytics
- Credit Underwriting Models For Banks & Nbfcs
- Reviews And Due Diligence
- Risk Management
- Advice On Insurance Solutions For Business Risk Management
- Product Design And Pricing
- Capital Management
- Employee Benefit Valuation



Actuarial Services

Representative Client Credentials

Leading Domestic Life Insurance Company

Independent review of embedded value, value of new business and related metrics

Leading Domestic Life Insurance Company

Developed a robust framework for credit life portfolio and related modelling in Actuarial Software

Leading Domestic General Insurance Company

Business planning review and support in getting the regulatory license

Reinsurance company in Kingdom of Bahrain

IFRS 17 post implementation year end audit and quarterly reviews

Leading Domestic Life Insurance Company

Pricing and product development support for new innovative products

Leading Domestic General Insurance Companies

Independent review of the catastrophe modelling and reinsurance program

Leading General Insurance Company based out of Fiji

IFRS 17 gap assessment and financial impact assessment

Large listed company & subsidiaries in KSA

Employee benefits actuarial valuation



ADVISORY

MANAGED SERVICES

Advisory

Actuarial Services

Business Advisory Services

Our experts work with clients across sectors and industries to help them respond to the changing business environment. With deep analytic skills and state-of-theart technologies, we deliver customised and innovative solutions to clients across geographies.

Deal Advisory Services

Research & Insights



Business Advisory Services

Our Services and Solutions

Risk Advisory Services

We assist in embedding robust governance, meeting risk and compliance requirements across processes and technologies, and enabling improvements in operating effectiveness.

Government Advisory

We assist governments and public sector organisations address complex challenges through focused advisory, implementation, project management, and monitoring third-party services in e-governance, infrastructure and citizen services.

Forensics

Our team of forensic experts support clients across a spectrum of issues, including corporate investigations, anti-bribery and anti-corruption (ABAC) investigations, regulatory inquiries, and integrity due diligence. We leverage advanced analytics to transform data into actionable insights.

Sustainability and ESG

We assist companies in defining their sustainability and ESG priorities, and developing strategies, advising on integrating sustainability across various functions and supporting governments, bilateral organisations, and multilateral agencies in sustainable development and climate action programmes.

IT Risk Advisory & Assurance

Our services are designed to help companies identify and mitigate IT risks effectively by enabling them to build resilience. We also assist in complying with various IT regulatory requirements, setting up security & compliance frameworks and testing IT controls impacting financial statements or external audits.

Management Consulting

We assist clients with business transformation, strategy, growth advisory, operational excellence, and project management to improve revenue and profitability. We help multilateral agencies, social developmental institutions, and private sector companies across sectors including agriculture, healthcare, manufacturing and infrastructure, education and skilling, etc.



Risk Advisory Services

We provide solutions to address gaps by analysing and understanding the organisation's policies, procedures, risks, controls, and strategic objectives.

We use a four-step approach—**Diagnostic, Evaluation, Design, and Testing—to deliver** independent and unbiased reports. This process highlights areas for improvement while ensuring compliance with regulations.

- Internal Audit
- Governance Risk & Compliance
- Third-Party Assurance

A leading global FMCG company's Indian business	An integrated logistics player
Internal audit	Enterprise risk management
A global passenger car maker	The largest retailer and manufacturer of footwear in India
Dealer & Service centre audit	Internal audit
An Indian dairy cooperative society based in Gujarat	Indian multinational paint company
Internal audit	Concurrent audit of shared services and Data analytics of all transactions of shared services
One of the fastest growing real estate companies in India	Largest food delivery service provider and restaurant aggregator
Designing of Standard Operating Procedures (SOPs) and Delegation of authority	Internal audit, Internal financial control



Government Advisory

We leverage efficient governance principles and technology solutions to offer sustainable and strategic insights to our clients.

Our team of professionals provide "Concept to Realisation and Sustenance" services across the entire project lifecycle including project report preparation, procurement assistance, technology transition & transformation, implementation support, verification and validation. **CLIENT CREDEN**

- Consulting Services
- Data Analytics and Emerging Technologies
- Public Sector Cyber Security Services
- Software Development and System Integration

Third-party assessments: Multiple states/ smart cities	Education & Skilling: State technical education & vocational training department
TPA services for functional and network audit	Improvement of quality in technical education both in government-run polytechnics and ITIs of Odisha
Urban: State urban development mission	Public policy: Investment promotion
Implementation of Urban Platform for deliverY of Online Governance (UPYOG) & reference municipal service applications	Programme management unit for industry promotion & facilitation for IT/ITeS sector of the state
Finance: Directorate of Treasuries	Data Centre: Multiple states
Consultancy to implement next-gen financial management system	HOTO, Bid Management, SLA monitoring etc for multiple state data centres
Healthcare: Emergency response	IT Network: Bharatnet related consulting
End-to-end transaction advisory services	Third-Party Audit for Bharatnet Phase II Project of state



Forensics

We provide insights across various sectors enabling businesses to address high-stake matters involving forensic audits, accounting malpractices, anticorruption & regulatory compliance, whistleblower allegations, and more.

Our subject experts help investigate alleged fraud or misconduct, assess the financial implications of disputes and find ways to manage risks with the sensitivity and urgency required throughout the engagement.

- Investigations
- Ethics & Compliance
- Dispute Advisory and Litigation Support
- Forensic Technology Solutions (includes E-discovery)
- Integrity Due Diligence
- Technology driven Fraud and Risk Analytics

One of largest American multinational beverages brand	The apex metals trading institution in India
Performing market intelligence and site visits across India to check integrity and territorial breaches	Fact-finding exercise as an expert in Arbitration proceedings and Testifying as forensics expert
A large Indian multinational pharma conglomerate	One of largest branded jewellery retailers in world
Forensic investigation on vendor kickbacks, inventory manipulation and personal profiteering by employees	Forensic audit to ascertain the money trail and establish whether any fund diversion and/or siphoning of funds had taken place
Select regulatory authorities of India	The apex institution in the financial sector in Sri Lanka
Digital forensic support to regulators like SEBI, NSE, BSE, Serious Frauds Investigation Office & Central Bureau of Investigation	Investigation on the irregularities in the issue of treasury bonds by the public debt department of the institution
A Japanese multinational electronics corporation	A British health, hygiene, and nutrition products manufacturing company
Forensic investigation on whistle-blower allegations on malpractices and ethical misconduct by the senior management	Ongoing support to the global ethics & compliance team of a British major related to ethics & compliance, third-party risk management, due diligence



Sustainability And ESG

Integrating ESG, climate change, and sustainable energy into business metrics is expected to create transformative change, aligning economic development with human priorities.

Our experience-backed multi-disciplinary team of professionals provides unique insights and solutions for the sustainable transformation of businesses.

- ESG diagnostics, framework, strategy
- ESG disclosures & non-financial assurance
- ESG risk/ resilience, performance improvement
- ESG Digital Solutions
- Sustainable Value Chain (SVC) Solutions
- Climate action, resilience, neutrality
- Sustainable Energy
- Sustainable Healthcare
- Government and IFI / multi-lateral solutions

A ports and logistics conglomerate with operations across India	An Indian multinational automotive manufacturing company
ESG roadmap, Integration into enterprise risk, and Sustainability disclosure	GHG accounting, SBTi target setting and decarbonisation roadmap
A global consumer products company headquartered in India	A diversified global financial services company
Climate risk and scenario analysis, Climate reporting	ESG materiality analysis, gap assessment, and roadmap and sustainability reporting
A leading flagship company of a diversified group, specialising in fibre and textile	A leading Indian e-commerce and food delivery giant
Assurance of sustainability disclosure, including that of BRSR	Climate risk analysis and scenario analysis leading to TCFD disclosure & sustainable supply chain framewor
A UN organisation	A development funding institution in sustainable economic growth
National level study on climate and environment- related issues affecting children and young people with recommendations for climate action	Building Energy Efficiency, Market assessment, Financial Viability of business model, Blueprint for programme rollout



IT Risk Advisory & Assurance

Our portfolio is designed to help organisations manage their IT risks effectively, enabling them to build resilience and address the evolving landscape safely and securely.

- Information Technology General Controls (ITGC)
- IT Process Design and Development
- Data Protection Officer (DPO) Services
- Data Privacy Solutions
- Microsoft Supplier Security Privacy Assessment (SSPA)
- Information Security Management System (ISMS)
- Segregation of Duties (SoD) Support and Audit
- Post Enterprise Resource Planning (ERP) Implementation Review
- Third-Party Attestation (SOC 1& 2)
- PCI DSS Readiness assessment

A leading online travel company	A leading business process outsourcing company
Readiness assessment and implementation of GDPR, UK DPA and Swiss DPA	ISO 27001 assessment and ISMS framework development
A leading US-based multi-bank security company	A leading data analytics and research company
Performed PCI DSS Readiness and implementation	DPO Services
Emerging technology based Non-Banking Financial Company (NBFC)	A leading SaaS product development company
Development of IT Policy and Procedures in the post covid scenario	Preparation of ISMS framework and its implementation across 10 countries
A leading sensor, software and autonomous solutions company	Multinational heating, ventilation, and air conditioning (HVAC) company
Preparation of ISMS framework and its implementation	SoD review



Management Consulting

Our teams support business transformation with a sharp focus on customers, products, channels, cost optimisation, implementation of planned growth strategy, project management, and policy design/review and transaction advisory.

We also offer healthcare advisory aligned with the priorities and programs of governments, multi-lateral and developmental institutions, and corporates (CSR).

Service Offerings

Across Focus Sectors

- Agriculture & Food
- Healthcare
- CSR
- Manufacturing & Real Estate
- Education & Skilling

One of the top ranked colleges in Telangana

Build an effective HR strategy & organisation structure based on best practices

Agri Enterprises - with Assam & Orissa state governments

Business model assessment, 'outside-in' analysis, gap identification, GTM strategy, and an implementation roadmap

Multilateral agencies in health systems strengthening & policy review

Decision support systems, health program assessment, climate-resilient health systems, developing & refining HNAPs and more

A pharmaceuticals company

Review and audit manufacturing processes and providing recommendations to senior leadership

A leading agri finance entity, global CSOs

DPR preparation, baseline studies, value chain assessments, & intervention area identification

Bilateral agencies and NGOs working on Sustainable Health Care

Digital climate & health platform (SACH), safe water market potential in 27 nations, & knowledge paper on PPSA TB model success in India

An Asia-Pacific K12 chain expanding school setups nationwide through organic & inorganic growth

India entry strategy: competition assessment, investment structuring, operating model, and acquisition discussions

Manufacturing line migration to the Middle East

Monitoring and reviewing of demolishing, refurbishing, packing, and relocating manufacturing plants from India to the Middle East



Advisory

- **Actuarial Services**
- **Business Advisory Services**

TAX

Deal Advisory Services

Our processes are designed to define the risk profile for investments and complement the validation of business assumptions and valuation benchmarks. We identify potential risks and liabilities and offer insights for structuring transactions.

Research & Insights





Deal Advisory Services

Our Services and Solutions

Business Restructuring Services

We offer restructuring and insolvency services, including advisory for secured lenders and creditors dealing with stressed or distressed situations. Our services encompass the management of insolvency cases, end-to-end advisory for restructuring plans, and assessment of the financial health of companies, among other aspects.

Corporate Finance And Investment Banking

We provide advisory and solutions related to the corporate finance requirements of a company across capital raising, M&A advisory and stressed asset resolution.

Deal Value Creation

Our team focuses on extracting optimum value from deals, enabling strategic growth through better integration and operationalisation of M&A, joint ventures, and alliances.

Financial Due Diligence

We provide support by verifying records and meeting with key individuals, combined with an extensive analysis of data and information. We identify, understand, and communicate key value drivers, risks, opportunities that are most critical to a deal.

M&A Tax And Regulatory

Considering the ever-evolving tax & regulatory environment, our experienced team helps organisations structure and implement these transactions in a tax-efficient and regulatory-compliant manner.

Strategy & Commercial Due Diligence

We offer due diligence services for diverse businesses. Our services include analysing the attractiveness and sustainability of business models, evaluating future cash flows and financial forecasts, and identifying potential risks by addressing inherent information asymmetries.

Valuations

We help companies identify, measure and realise the value of their assets by providing independent and well-supported valuations. Our valuation procedures are aligned with globally accepted practices and consider a 360-degree view of the requirements of valuation.



Business Restructuring Services

Our trusted team manages every stage of restructuring, from initiation to implementation, and assesses the financial health of companies.

We provide stakeholders with comprehensive turnaround and restructuring services and solutions. We are also an IBBI-registered insolvency professional entity.

- Corporate and Personal Insolvency
- Liquidity and Working Capital Management
- Operational Effectiveness Improvement, Crisis Management and Turnaround
- Restructuring and Advisory

Handled Debt of Over INR 1,60,000 Crore Under IBC	Other Marquee Cases
We have managed numerous successful corporate insolvencies and plan implementations, and effectively conducted going- concern sales during liquidation processes.	IVRCL Limited
From RBI's Dirty Dozen	IRP, RP and liquidation support
Bhushan Power & Steel Limited	Sterling Biotech Limited
IRP, RP and resolution plan implementation support	IRP, RP support
ABG Shipyard Limited	Rohit Ferro Tech Limited
IRP, RP and liquidation support	IRP, RP support
Jyoti Structures Limited	JBF Petrochemicals Limited
IRP, RP and resolution plan implementation support	IRP, RP support



Corporate Finance and Investment Banking

Our team of Corporate Finance and Investment Banking professionals provide comprehensive solutions across all areas of corporate banking. Comprising M&A specialists, senior bankers, predictive modelling and research consultants, and sector experts, our team delivers bespoke solutions for a business's unique needs.

- Private Equity Fund Raising
- Private Equity Exits
- Mergers and Acquisition Advisory
- Debt Advisory
- Stressed Asset Advisory Services

Second largest manufacturer of industrial and mining explosives in India	Sale of non-performing asset portfolio
Advised on INR 325 crores equity fund raising from marquee investors, for financing its growth plans	Sale of non-performing loan portfolio of a Bank and an NBFC to ARC
One of the largest manufacturers of edible oil in India	M&A buy-side advisory to a leading packaging player
Sell-side advisory of a large refined oil company for evaluation and closure of transaction	Advised on acquisition of a flexible packaging competitor, to expand its manufacturing footprint & acquire new customers
Leading global supplier of window, door, façade systems	One of the largest diagnostic chains in East India
Buy-side advisory for acquisition of a leading façade manufacturer in India	Advised the promoters on the sale of a majority stake to a South India based player
First green field port in Maharashtra being developed under a 50 year "Build, Own, Operate, Share & Transfer " Concession Agreement signed with Maharashtra Maritime Board under IBC	A large operator in the wood panel products space catering to both Indian and international markets
Advised the consortium of lenders on negotiations and sale of port concession rights	Advised a large Tanzanian group for acquisition of a company manufacturing laminates, wooden boards and veneers



Deal Value Creation

We offer advice and support to help businesses identify, quantify, and deliver full deal value with greater speed, insight, and confidence. Our services accelerate the transition and achieve rapid integrations, ensuring that desired synergies are fully realised and a return to a "business as usual" environment is enabled as quickly as possible.

Service Offerings

- Post-Merger Integration
- Divestitures and Carve-out
- Synergy Assessments and Realisation
- Project Management Office (PMO)

10th largest global pharmaceutical company	Pharma company with a diverse portfolio of 270+ products
Disentanglement of the pharmaceutical and consumer healthcare businesses in India, through an active PMO and cross functional workshops	Development of integration blueprint & implementation, conducting interviews and workshops to resolve issues and secure necessary regulatory approvals before Day 1
A listed Ed Tech company	Strategic Acquisition of Engineering, Automotive, and Aerospace & Defense (A&D) Components Industry
Integration support for acquisition of a leading coaching classes company	Established IMO for smooth business operations while transitioning key activities & identifying synergies & gaps
Global PE investment company	India's largest Hospitality Company
Assisted a consumer brand-focused global investment firm in managing the pre-acquisition process for a buyout of one of India's largest fertility clinic chain	Ensured the readiness of the new consumer business legal entity for conducting business smoothly from the date of de merger
Leading company in power transmission , distribution \pounds power solution	The world's 12th largest oil company's fertilisers
HRDD on a railway safety manufacturer, assessing organisational structure, employee skill-sets and policy compliance to inform acquisition decisions	Integration of the world's 12th largest oil company's fertilisers business with a Netherland-based industrial chemical major to create the world's largest export-focused nitrogen fertiliser platform in the MENA region



Financial Due Diligence

Our processes establish the risk profile for investments and support the validation of business assumptions and valuation benchmarks.

We carry out a procedure review based on the verification of records and meetings with key individuals, along with an extensive analysis of data and information. We not only verify compliance and highlight potential risks and liabilities but also provide crucial inputs for structuring your transaction. **CLIENT CREDEN**

Service Offerings

- Financial and Tax Due Diligence (pre-investment)
- Vendor Due Diligence
- Vendor Assistance
- Advice on Transaction Agreements
- Closing Review
- Post-investment Diligence / Monitoring

The world's leading distributor of speciality chemicals for agrochemicals and fertilisers	The investment arm of a leading Indian internet technology company that partners with emerging start-ups
Financial and tax due diligence and structuring support for acquiring distribution segments of Indian companies	Financial, tax, secretarial due diligence on 10-12 start-ups in technology sectors, including med-tech, ed-tech, and AI
An American venture capital firm that works with start- ups in seed, early and growth-stage investments	An investment arm of an Indian conglomerate with USD 1.5bn in AUM, focusing on credit & structured investments
Financial and tax due diligence on 8 start-ups in agri- finance, e-commerce, healthcare technology, and SaaS	Financial and tax due diligence on 7-8 companies in industrial manufacturing and financial services
A major player in the impact sector and one of the world's largest impact investors	A large Japanese fund focused on investments in Asian growth-stage start-ups
Financial and tax due diligence, valuation, and tax structuring for FMO's investment	Financial and tax due diligence on 3-4 companies in Fintech and Financial Services
A billion-dollar global enterprise primarily engaged in manufacturing trucks, tractors, and vehicles	A large Indian-based conglomerate with a wide range of businesses ranging from Power to IT
Financial and tax due diligence on two start-ups: one in energy optimisation and the other in agro-based predictive analytics using aerial imagery & remote sensing	Financial and tax due diligence on 2 Australian and 1 Kenyan IT companies; vendor due diligence on 2 large 2400 MW thermal projects of an Indian multinational conglomerate & construction company



M&A Tax And Regulatory

Our team's solution-driven approach helps organisations structure transactions efficiently and adds value at every stage of a deal.

Service Offerings

- Corporate Structuring
- Cross Border Transactions
- Exchange Control & Regulatory Services
- Employee Stock Option Plan (ESOP)
- M&A Deal Advisory and Support
- Promoter Restructuring & Succession Planning

IATA certified corporate travel arm of India's leading travel Company

End-to-end deal assistance for sellers, including transaction documentation support

A multinational organisation in the media and entertainment sector

End-to-end assistance in structuring, negotiation and formation of Joint Venture in India

A NBFC providing financing options to entities involved in cleantech space

Assistance in obtaining Non-Banking Finance Company License

A promoter group/ family having diversified business

Succession planning advisory

A leading public sector mutual fund house in India

Structuring advisory in relation to acquisition of asset management rights

A leading multinational organisation in the pharma and healthcare sector

Regulatory assistance for shareholding restructuring and compounding process

A credit fund for alternative space

Tax and regulatory advisory in relation to acquisition of a company pursuant to Corporate Insolvency Resolution Process

An Indian conglomerate in the infrastructure sector

Tax and regulatory advisory on debt restructuring options



Strategy & Commercial Due Diligence

We analyse the attractiveness and sustainability of the target's business model, evaluate future cash flows and financial forecasts, and identify potential risks by addressing inherent information asymmetries.

Service Offerings

- Business Feasibility and Viability
- Business Plan Creation & Validation
- Commercial Due Diligence for Deals
- Strategy and Market Scoping
- Unit Economics & Benchmarking Diligence

Cement & Metals	Chemicals & Pharma
Experience in sectors like cement, ready-mix concrete, steel, copper, lead, and other metals across regions like India, Africa, the Middle East and more	Experience managing bulk and speciality chemicals projects (e.g., ethanol, drilling fluids, inks, paints, agrochemicals, pharmaceuticals) in India and globally
Logistics & Transportation	Electric Vehicles & Auto components
Managed projects across transportation modes and services. Also experienced in MMLP projects, including domestic and EXIM cargo assessments	Executed projects for electric bus manufacturing facilities, battery energy storage solutions, swapping stations, and other auto components
Energy & Power	Renewables
Assisted in restructuring debt facilities for thermal power projects totalling ~2.7 GW & over INR 15,500cr. Also supported Transmission & Distribution projects	Assisted over 6.5 GW of renewable energy projects, including Solar Power (~5 GW), Wind Power (~1 GW), and Hydro Power. Also assessed battery storage projects.
Real Estate & Infrastructure	Miscellaneous
Evaluated projects with a total debt size of over INR 76,000cr to assist in restructuring their debt facilities for corporates & banks. Also, assessed projects in retail, residential commercial industrial warehousing etc	Experience in Industrials, Recycling, Building Materials, Textiles, Media, Financial Institutions, Travel & Tourism, Consumer Goods, Agri, FMCD, and Wood Processing.

residential, commercial, industrial, warehousing etc.

BDO

Valuations

We help companies identify, measure and realise the value of their assets by providing independent and well-supported valuations. We have robust valuation procedures which are aligned with globally accepted practices.

Our team of valuation professionals possess extensive delivery capabilities, deep financial and valuation-related knowledge, and robust industry expertise. We consider a 360-degree view of the requirements of valuation.

Service Offerings

- Arbitration & Dispute Valuation
- Business/Equity Valuation
- Financial Modelling
- Financial Reporting Valuation (IND-AS, US GAAP, IFRS
- InvIT & REIT Valuation
- Intangible Asset & Brand Valuation
- Tangible Asset Valuation

An Indian multinational automotive manufacturing company	One of India's largest integrated ports and logistics company
Valuation for merger of step-down subsidiary engaged in electric vehicle business	Share swap ratio for consolidation of the aforesaid companies
India's leading healthcare/ pharmaceutical company	Leading general insurance companies of India
Valuation - Divestment of non-core brands	Share entitlement ratio for the demerger of the non-life insurance business of one company to another
Private InvIT having investments in SPV's operating toll projects in India	India's largest power generation company aimed at providing uninterrupted power supply from its plants across India
Valuation of InVIT projects engaged into operations of road infrastructure projects In India	Valuations of land parcels owned by group company
India's leading real estate companies	Indian conglomerate with significant presence in fashion, supermarkets, insurance, logistics, FMCG etc.
Share swap ratio for merger of one of South India's leading real estate groups with a leading real estate company - one of largest real estate deal in the country	Share swap ratio for merger of group entities in the composite scheme of arrangement for acquisition of stake by an Indian multinational conglomerate company



Advisory

- Actuarial Services
- Business Advisory Services

TAX

Deal Advisory Services

Research & Insights

Our Research & Insights solutions focus on delivering operational and financial efficiency for our clients. Our comprehensive suit of offerings is designed to accelerate decision-making, foster innovation and improve unit economics for organisations.





Research & Insights

Our Services and Solutions

B2B & B2C Surveys

We deliver targeted primary research through surveys and direct interactions to unlock actionable insights across the value chain, including customers and channel partners. We achieve this through profit pool analysis, pricing analysis and channel partner surveys, among other solutions.

Customer Intelligence

Our experts undertake research on consumer behaviour, preferences, and trends to guide product development and marketing strategies, by leveraging customer satisfaction & trend analysis, B2C surveys and spend & share-of-wallet analysis, among other capabilities.

Deals, M&A & Corporate Finance

We provide expert support across entire deal lifecycle, including pitch decks, sector analysis, target screening & evaluation, and portfolio monitoring & strategy support, leveraging our solutions that include target diligence, financial analysis & modelling, and target & investor screening.

Growth Strategy

We support businesses with strategic decision-making across core initiatives like entering new markets and adding product lines through industry/ sector analysis, SWOT, current vs ideal state analysis, white space analysis, among other services.

Market Intelligence

We provide real-time monitoring of competitors, alerts for emerging competitive tactics, and strategic benchmarking for organisations. Our expert team achieves this through services such as deep-dive analysis, industry/ sector reports and macro-economic modelling.

Thought-Leadership

Our expert team prepares white-labeled reports/ content for clients to improve brand positioning, customer & partner engagement. Our solutions in this segment include though leadership reports/ articles and CXO branding content.



TAX

BDO DIGITAL

Managed Services

The role of Finance, Human Resources and Compliance functions have evolved to drive and elevate business performance through insights and analytics.

Our Managed Services practice is a structured approach to drive end-to-end operations and optimise core competencies. Leveraging latest technologies and human capital, we facilitate cost-optimisation and efficiency improvement across multiple functions, allowing organisations to focus on their strategic priorities.





Managed Services

Our Services and Solutions

Backed by leading technologies, our teams offer a comprehensive portfolio of services to assist businesses with innovative solutions for bringing in operational efficiencies as they scale their growth journeys.

Accounting Advisory

We help businesses with advisory spanning GAAP Conversion, Technology Solutions, Actuarial Services, etc. Our experts also assist in Financial Statements Preparation, IPO Readiness Support and Audit Support, among other services.

Compliance Management

Our services, which include company secretarial services, help organisations ensure compliance with relevant and updated regulations, reducing potential risks, leveraging registration & license management, training & development, fiducial services, etc.

Finance & Accounting

We help organisations create a robust framework to assist with strategic decisionmaking with our financial planning & analysis solutions; assist them in streamlining their procurement process; provide vital services to streamline cash flows; and leverage our expertly designed record-to-report (R2R) services to offer master data management, financial reporting, etc.

Human Resource Outsourcing (HRO) and Payroll

We offer HR outsourcing and payroll services, by leveraging industry knowledge and extensive experience, thus enabling companies to focus on their core business activities.

Tax Compliance

Our expert services cover GST, TDS and Tax Litigation offerings to help businesses reduce risks and achieve compliance.



Managed Services

Representative Client Credentials

Fortune 500 and the world's 7th largest automobile company

Implementation of Finance & Accounting Services across multiple locations; introduction of workflow and digitisation (bar code) as part of implementation

World's largest outsourcing and technology services specialist for governments and diplomatic missions

Finance & Accounting function management for more than 99 countries carried out from India

Leading Indian digital payments and financial services company

Implementation of Payroll Management & Compliance Services; unifying platform for 10 entities, enabling seamless payroll processing and enhanced employee experience

Leading Indian manufacturer of plywood, decorative veneers, and engineered wood products

Implementation of Payroll Management & Compliance Services; automating the report generation process.

Leading group reshaping India's digital landscape through digital infrastructure solutions

Support in compliance requirements during a funding round; ensuring transparency and accountability by maintaining strong communication with key stakeholders

Leading online gaming company

Financial statement preparation under US GAAP and advising on revenue recognition under ASC 606

One of the largest NBFCs in India and a listed company on the Bombay Stock Exchange

Advising on accounting implications of restructuring transactions, including derecognition of financial assets, and common control business combinations

Fastest growing eyewear business in India

Checking of appropriate TDS deducted on expenses for vendors, meeting compliances of TDS return, and reporting in Clause 34a of Tax audit



BDO Digital

Digital Services

Digital transformation is reshaping established business models, enhancing efficiency, and introducing new complexities. By leveraging modern technologies, we assist organisations navigate their digital transformation journeys, uncover new growth opportunities, and create improved customer experiences.

Technology Products And Solutions



Digital Services

Our Services and Solutions

Business Analytics

We help unlock the value of data by understanding a business' requirements, building the data foundation and generating insights by using both traditional and AI technologies.

- Data Strategy & Management
- Data Management & Governance
- Data Visualisation
- Advanced Analytics (AI/ML)

Business Process Management

We help businesses visualise user journeys and underlying processes to create an omnichannel, customer-centric digital experience.

- User Journey Transfomation
- Business Process Reengineering for Automation

Cyber Security

We support organisations throughout their cybersecurity journey, helping them build resilience and navigate the evolving landscape safely.

- Security & Governance
- Protection & Privacy
- Enablement & Culture
- Emerging Technology
- Detection & Response

Digital Solutions

Our experts help build the right architecture and applications for organisations and help them in their technology journeys from project inception to GO-LIVE.

- Application Development
- Automation (RPA)
- Enterprise Resource Planning (ERP)
- Cloud Services
- CRM

Digital Strategy & Transformation

Our experts help managements strategise and manage complex digital transformation programmes.

- Digital Strategy
- Innovation Strategy
- Digital Transformation Office
- Business Technology Alignment
- Vendor/ Software Selection

Microsoft Dynamics Implementation Services



Digital Services

Representative Client Credentials

Leading global services company

Implementation of partner selection and PMO services for S/4 HANA migration

Leading Domestic Life Insurance Company

Developed a robust framework for credit life portfolio and related modelling in Actuarial Software

Leading non-banking financial services company

Future state architecture definition to support 5X growth in loan book

Leading consumer healthcare company

Automation of various finance processes including accounts payable, invoice storage & retrieval, etc.

Leading middle-east payment processing company

Digital program office management for a complex portfolio of 100+ projects

Leading Indian manufacturer and retailer of building materials

Automated sales cycle and sales stage visibility with implementation of Dynamics CRM and PowerApps, and integration among SAP & CRM

High growth non-banking financial services company

Finance functional transformation and implementation of Microsoft Business Central.

Leading corporate training house

Business case for an online marketplace in the learning industry



Digital Services

Representative Cyber Security Credentials

Multiple large Indian fintech (Unicorns)

RBI Regulatory System Audit Review (SAR) for Payment Gateway, Payment Aggregator (PA/PG), Prepaid Instrument (PPI), AUA/KUA System Audits, BBPOUs System Audits, & Cyber Security Assessments

Multiple leading capital markets companies in India (MF, PMS, Broker-Dealers, Custodian, etc.)

Cyber security and system audit as per SEBI requirements

A multinational beverage and brewing company

 ${\rm SOX}$ testing, third-party risk assessments, ${\rm SAP}$ GRC security, power apps configuration and dashboards.

A life insurance solutions provider for individuals, groups and corporate clients in India

Cyber security audit, ISNP audits

A large UAE based bank

Application security risk assessments, IT controls assessment, and minimum-security baselines standard development and configuration with QualysGuard for continuous security monitoring

An Indian multinational engineering conglomerate

Managing GRC, cyber security awareness, cyber security architecture, OT security services

A leading Asian company that offers renewable energy, gas and related services

Design & implementation of ISO 27001 including assessment against CEA guidelines

An American conglomerate manufacturer of industrial products

SOC 2 programme for multiple BUs and products





BDO Digital

Digital Services

Technology Products And Solutions

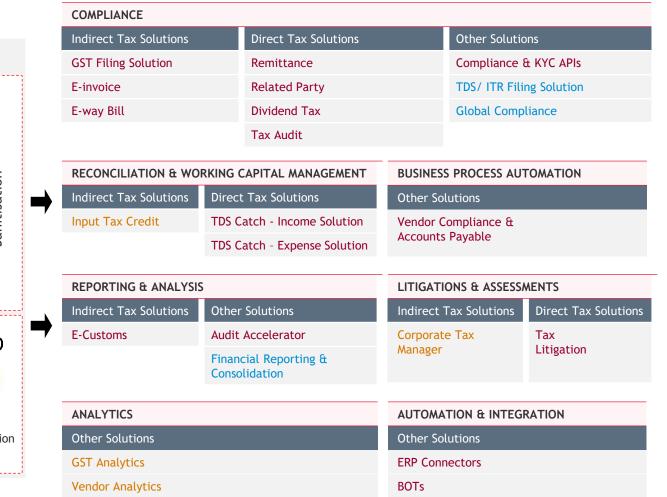
The rapid growth and adoption of technology have transformed various business functions. Leveraging our technology and domain expertise, we offer innovative products and solutions designed to enhance core business functions, thereby accelerating growth and transformation.



Technology Products And Solutions

Designed to enable businesses to digitise, automate, integrate their tax, finance, accounting, and assurance requirements, our products and solutions enables companies to pace their digital transformation agenda efficiently. Our portfolio of modern, open technology solutions is developed by domain, business, technology experts, to help businesses in:

INPUT **ERP Systems** Ъ Transformation 8 Sanitisation SAP Data Tally POWER OF SIMPLICIT Microsoft Dynamics[®]365 Other ERPs... x Integration Layer



Current offerings: Burgundy | Future/ Upcoming initiatives: Gold | Partner Solutions: Blue



Technology Products And Solutions

Representative Client Credentials

A heavy engineering company

Tax automation business case

An automotive marquee companies

Compliance , Assessment & Automation services

A leading Indian financial service companies

Conducted a system study, identified gaps and developed & implemented the recommended solution

A leading alcoholic beverage companies

Working capital & compliance management

Leading process manufacturing companies Tax litigation management Global provider of advanced solutions for Civil, Geotechnical & Environmental **Construction Markets** Workflow automation for accounts payable process Global business travel & hospitality companies Compliance & Assessment Services Leading retailers Tax compliance transformation

ADVISORY

TAX

MANAGED SERVICES

BDO Executive Search Services

Our BDO Executive Search team combines global reach with in-depth market knowledge to connect astute leaders with organisations. We understand the unique needs of businesses and offer tailored solutions for leadership recruitment through a transparent and diligent process.





BDO Executive Search Services

Our Services and Solutions

Identifying and securing the right leadership is essential for driving long-term success and achieving strategic goals. At BDO Executive Search Services, we provide a comprehensive suite of solutions and consultative expertise, customised to serve a wide spectrum of industries. We are dedicated to identifying promising leaders and connecting them with organisations, helping to build high-performing teams that deliver sustained value.

Board Services

We assist in shaping a robust board by identifying, evaluating, and recruiting candidates who resonate with your organisation's goals, values, and culture.

Executive Assessments

Our comprehensive assessments are designed to provide in-depth evaluations and strategic insights into the leadership capabilities and future potential of your senior executives and high-potential talent.

Executive Search

With a focus on aligning talent with strategic and cultural needs, we identify and attract top-tier executive talent through rigorous analysis and deep industry expertise.

Forensic Talent Diligence

Our forensic talent diligence services offer a thorough vetting process to ensure prospective hires uphold the integrity and trust that are fundamental to your organisation.

HR Advisory

We provide expert advice and support to navigate the complexities of talent management and organisational development. Our focus on strategic planning, data-driven insights, and best practices ensures your HR processes are optimised, maximising workforce potential.

- CEO Succession Planning
- Talent Mapping
- Compensation Benchmarking
- DEI Advisory
- ESG Advisory



Thought Leadership





Thought Leadership BDO Global Insights

Leveraging our presence globally, our insights offer perspectives from experts around the globe. With a focus on the latest business developments, our experts offer insights to keep our readers abreast with market and regional trends, enabling them to make informed decisions.





Thought Leadership BDO India Insights

Our thought leadership publications are curated by domain and industry experts to offer businesses timely insights on key developments. From indepth dossiers and weekly digests to expert-led webcasts, we provide comprehensive perspectives to help businesses navigate evolving challenges and seize opportunities in a dynamic global environment.





For queries regarding our services, please get in touch with us

For any other comments or feedback, kindly write in to marketing@bdo.in

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Kochi

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Bengaluru - Office 2

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Delhi NCR - Office 1

Magnum Global Park, Floor 21, Archview Drive, Sector 58, Golf Course Extn Road Gurugram 122011, INDIA

<u>Kolkata</u>

Floor 4, Duckback House 41, Shakespeare Sarani Kolkata 700017, INDIA

Pune - Office 2

Floor 2 & 4, Mantri Sterling, Deep Bunglow Chowk, Model Colony, Shivaji Nagar Pune 411016, INDIA

Bhopa

Floor 3, Pradhan Business Center Ansal Pradhan Enclave, E 8 Arera Colony Near Dana Pani Square, Bhopal 462026, INDIA

Delhi NCR - Office 2

Windsor IT Park, Plot No: A-1 Floor 2, Tower B, Sector 125 Noida 201301, INDIA

Mumbai - Office 1

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Chandigarh

Plot no. 55, Floor 5 Industrial & Business Park Phase 1, Chandigarh 160002, INDIA

Goa

BIZ - Nest, Floor 7 A Wing, Sunteck Corporate Park Opp. Shram Shakti Bhavan, Patto Panaji, Goa 403001, INDIA

Mumbai - Office 2

601, Floor 6, Raheja Titanium, Western Express Highway, Geetanjali Railway Colony, Ram Nagar Goregaon (E), Mumbai 400063, INDIA

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