GrantThornton | 90 in Bharat and beyond

#GTBharat
SHAPING VIBRANT INDIA

Enabling finance leaders to drive value with confidence

Contents

01

Accounting advisory services (Technical Accounting)

The CFO challenge

CFOs today face growing reporting complexity driven by evolving standards, tighter disclosures and the need for investor-grade transparency. They must manage GAAP conversions, transaction accounting, hedge accounting and new standards–all under tight timelines and heightened scrutiny. Delivering accurate, timely, decision-ready financial reporting is more challenging than ever.

Our offerings

We provide comprehensive accounting advisory support to help organisations strengthen financial reporting, enhance compliance and respond effectively to complex accounting events:

- **Hedge accounting:** Designation documentation, effectiveness testing and ongoing compliance.
- **Transaction accounting:** Capital raises, acquisitions, divestments, business combinations, carve-outs and complex instruments.
- **On-call advisory:** Real-time technical guidance, accounting opinions and interpretation of evolving standards.
- **New standard implementation:** Impact assessment, policy drafting, documentation and process/system updates.
- **Financial reporting support:** Preparation/review of financial statements, notes and technical memos.
- **Audit-readiness:** Complete documentation, alignment with auditors and issue resolution.
- **Specialised areas:** Consolidation, impairment, revenue, leases, share-based payments and financial instruments.

Grant Thornton Bharat advantage

01 Cross-functional capability, integrating accounting, valuation, tax and regulatory perspectives for practical, end-to-end solutions.

02 Strong transaction experience, ensuring accurate accounting treatment and seamless coordination with investors, auditors, and legal advisors.

03 Sector-focused teams offering data-driven insights and tailored accounting solutions.

04 Hands-on involvement from senior professionals, ensuring timely guidance and high-quality delivery under tight reporting timelines.

Samir Malik

Partner, CFO Advisory
Grant Thornton Bharat

02

Managed finance and accounting

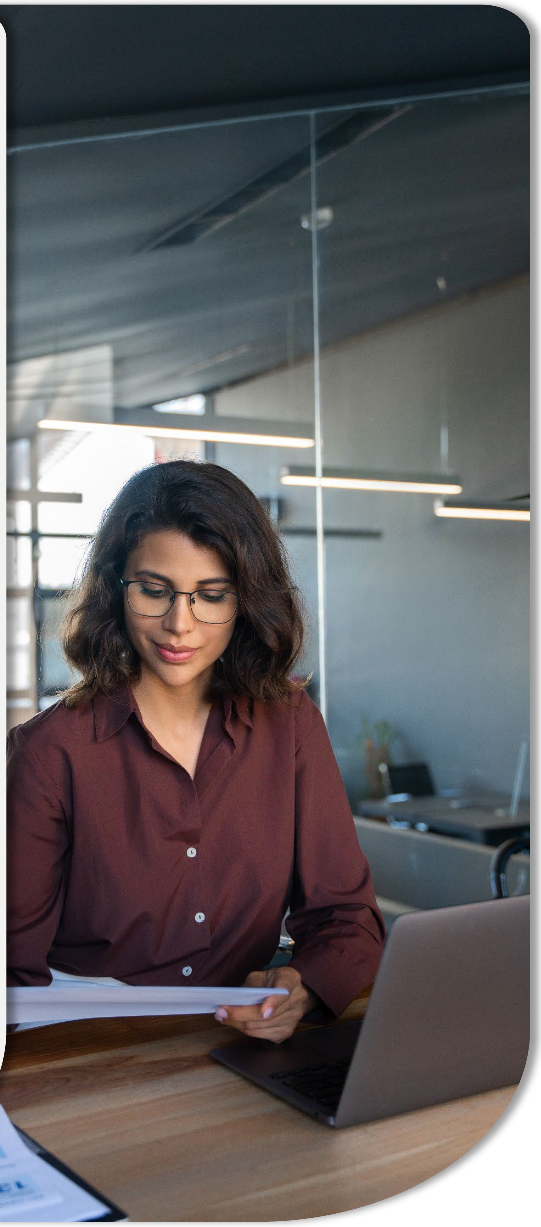
The CFO challenge

As reporting complexity, regulatory scrutiny and stakeholder expectations increase, many finance functions struggle with scalability, accuracy and control - often diverting senior leadership attention away from strategic priorities.

Our offerings

We deliver managed finance operations that combine control, efficiency and insight.

- **General accounting and operations:** Accounts receivable (AR), accounts payable (AP), reconciliations and month-end close.
- **Financial reporting:** Multi-GAAP reporting, consolidation and management packs.
- **Financial planning and analysis support:** Budgeting, forecasting, variance analysis and performance reporting.
- **Treasury and cash management:** Liquidity management, treasury operations and fund accounting.
- **Audit and regulatory support:** Coordination, documentation and statutory reporting.
- **ERP-enabled delivery:** Process execution across leading ERP platforms for accuracy and scalability.



Grant Thornton Bharat advantage

01 SLA-driven delivery with strong governance and quality controls.

02 Technology-enabled execution using automation and analytics.

03 Scalable delivery models across geographies.

04 CFO-ready reporting aligned to decision-making needs.

Surendra Kumar Choudhary

Partner, CFO Advisory
Grant Thornton Bharat

03

IPO readiness

The CFO challenge

IPO success depends on far more than favourable market conditions. CFOs must ensure early preparedness, credible financial reporting, robust governance, disciplined controls and a compelling equity narrative, while managing complex execution timelines and stakeholder coordination.

Our offerings

We partner with companies across every stage of the IPO lifecycle.

- **IPO readiness diagnostics**: Assessment of gaps across financials, governance, controls and disclosures.
- **Equity story and valuation support:** Crafting the equity narrative and aligning value drivers with investor expectations.
- **Governance and ESG readiness:** Strengthening internal controls, board processes and ESG frameworks.
- **Financial reporting and Generally Accepted Accounting Principles (GAAP) alignment:** Restatements, GAAP conversions, disclosures and audit readiness.
- **Project Management Office (PMO) for IPO execution:** End-to-end program management and coordination with bankers, lawyers and regulators.
- **Post-listing support**: Investor relations setup, reporting enhancements and governance continuity.

Grant Thornton Bharat advantage

01 End-to-end support from readiness to post-listing.

02 Deep capital-markets and regulatory expertise.

03 Integrated support across finance, tax, governance and IR.

04 Focus on building long-term market credibility, not just listing success.

Karan Marwah

Partner and CFO Advisory Leader
Grant Thornton Bharat

04

Finance transformation

The CFO challenge

CFOs must deliver faster insights, stronger governance and cost efficiency while managing fragmented processes, legacy systems and increasing regulatory and stakeholder expectations. Finance functions often operate in silos, rely on manual interventions and struggle to translate data into actionable insights.

Reimagining finance as a strategic, insight-driven function requires integrated transformation across processes, data, technology and operating models.

Our offerings

We partner with CFOs to transform finance into a lean, agile and insight-driven function across the full value chain:

- **Finance transformation Roadmap:** CFO visioning, design workshops, benchmarking, process mining and prioritised transformation roadmaps
- **Operational finance optimisation:** End-to-end redesign of P2P, O2C, R2R, T&E, reconciliations and ledger processes with embedded controls.
- **Enterprise performance management and optimization :** Management reporting, FP&, treasury, cash visibility and data-driven decision support.
- **Finance data and control architecture:** Master data governance, data quality frameworks and structured finance data supply chains.
- **ERP Optimization :** Pre- and post-ERP implementation finance process optimization to maximize ERP ROI
- **Finance process centralization:** Shared services setup for the finance function — business case, ROI and roadmap, and transition strategy
- **Finance change and implementation:** PMO and CMO setup, implementation support, training and adoption tracking.

Grant Thornton Bharat advantage

01 Hands-on expertise across finance transformation, combining process, data and technology to deliver execution-ready outcomes.

02 End-to-end ownership from strategy and design to implementation, adoption and embedded governance.

03 Integrated people-process-technology approach, leveraging automation, analytics and AI where it drives measurable value.

04 Proven impact on cost efficiency, reporting speed and decision quality, enabling finance teams to support business performance.

Vinay Shukla

Partner, CFO Advisory
Grant Thornton Bharat

05

Financial planning and analysis (FP&A)

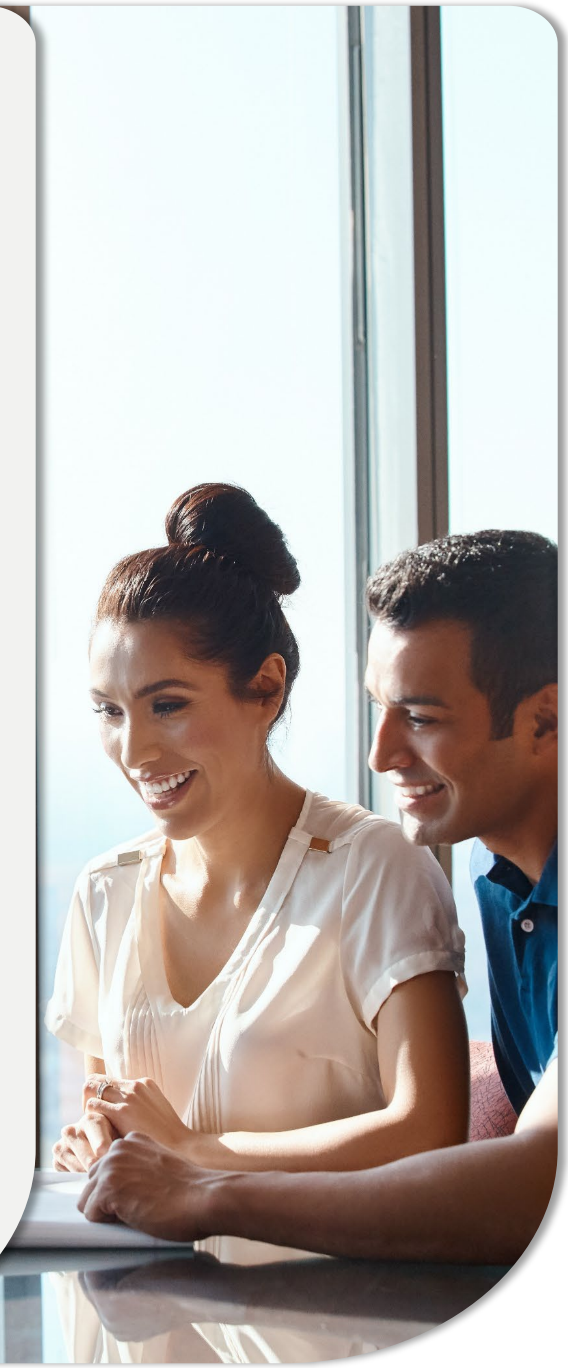
The CFO challenge

CFOs are expected to deliver sharper insights, tighter cost control and agile forecasting in an environment marked by volatility and margin pressure. They must build robust planning frameworks, improve forecasting accuracy, strengthen cash visibility and support strategic decision-making–all while managing multiple stakeholders and ensuring the business remains financially resilient and future-ready.

Our offerings

We provide comprehensive FP&A support to help organisations enhance planning effectiveness, strengthen financial discipline and drive performance visibility:

- **Budgeting and working on annual operating plans (AOPs):** Designing annual operating plans aligned to strategic, operational and financial priorities.
- **Rolling and driver-based forecasts:** Implementing forecasting models that enable proactive, insight-driven decisions.
- **Cash flow forecasting:** Establishing liquidity management frameworks for better working-capital control.
- **Financial modelling:** Building business plans, profitability models, investment cases and sensitivity analyses.
- **Scenario planning:** Evaluating market shifts, cost structures and strategic options to support resilient decision-making.
- **Cost control and efficiency analysis:** Conducting variance analysis and designing cost-optimisation frameworks.
- **Performance dashboards and management information system (MIS):** Delivering real-time reporting for management and investor visibility.
- **FP&A process transformation**: Enhancing governance, templates, reporting packs and technology enablement.



Grant Thornton Bharat advantage

01 End-to-end FP&A delivery, spanning planning, forecasting, regulatory, tax and analytics to ensure continuity from strategy to reporting.

02 Audit-ready forecasts and reporting, supported by clear processes, strong controls and well-defined documentation standards.

03 Clear governance and accountability, improving forecast accuracy, timeliness and confidence for key stakeholders.

04 Extensive FP&A experience across structures, covering domestic and cross-border models within Indian and global regulatory environments.

Vivek Bansal

Partner, CFO Advisory
Grant Thornton Bharat

06

Prevention of insider trading (PIT)

The CFO challenge

As regulatory focus shifts toward process gaps and lapses, organisations must manage Unpublished Price Sensitive Information (UPSI) as an ongoing enterprise risk - requiring coordinated controls, strong documentation and organisation-wide discipline rather than only isolated compliance measures.

Our offerings

We help organisations strengthen insider trading prevention as an enterprise-wide governance capability.

- **Comprehensive training solutions:** Flexible learning through instructor-led workshops (virtual/in-person) and engaging, self-paced e-learning module.
- **Policy and code review:** Drafting and/or reviewing codes of conduct and insider trading policies
- **Creating standard operating procedures (SOP):** Developing SOPs to strengthen UPSI governance through streamlined processes, clear responsibilities, and robust compliance documentation.
- **PIT compliance review:** Assessing UPSI governance and Structured Digital Database (SDD) frameworks to identify control gaps, strengthen data-capture processes, and enhance audit-ready evidence trails across functions.

Grant Thornton Bharat advantage

01 Strong alignment with SEBI (PIT) Regulations and latest amendments.

02 Practical, scenario-based training that drives behavioural change.

03 Integrated approach combining governance, compliance and operational rigor.

04 Cross-functional expertise across compliance, forensics, governance and technology.

Meenakshi Sharma

Partner, CFO Advisory
Grant Thornton Bharat

07

Investor Relations Advisory Services

The CFO challenge

Investor expectations have intensified, driven by increased shareholder activism, proxy advisory influence, enhanced disclosure standards and a sharper focus on ESG and long-term value creation. Many organisations struggle to articulate a consistent equity story, manage investor engagement effectively and sustain market confidence across pre-IPO and post listing stages.

Our offerings

We help CFOs build structured, proactive investor relations (IR) programmes that strengthen communication with the investment community.

- **Equity story and messaging:** Crafting a clear, investor-focused narrative aligned to long-term value drivers.
- **IR readiness and setup:** Assessments, function design and governance frameworks.
- **IR strategy and SOPs:** IR operating model, annual engagement calendar and communication protocols.
- **Investor materials:** Analyst presentations, disclosures, fact sheets and quarterly communication packs.
- **Pre-IPO roadshows:** Engagement planning, investor targeting and outreach support.
- **Post-listing IR operations:** Ongoing IR management, perception studies and ESG integration in disclosures.

Grant Thornton Bharat advantage

01 Capital-markets experience across IPO, listing and post-listing stages.

02 Clear, consistent messaging aligned to strategy and performance.

03 Strong understanding of investor behaviour, proxy advisory dynamics and market sentiment.

04 Flexible resourcing models, including secondments and retainer-based IR support.

Meenakshi Sharma

Partner, CFO Advisory
Grant Thornton Bharat

08

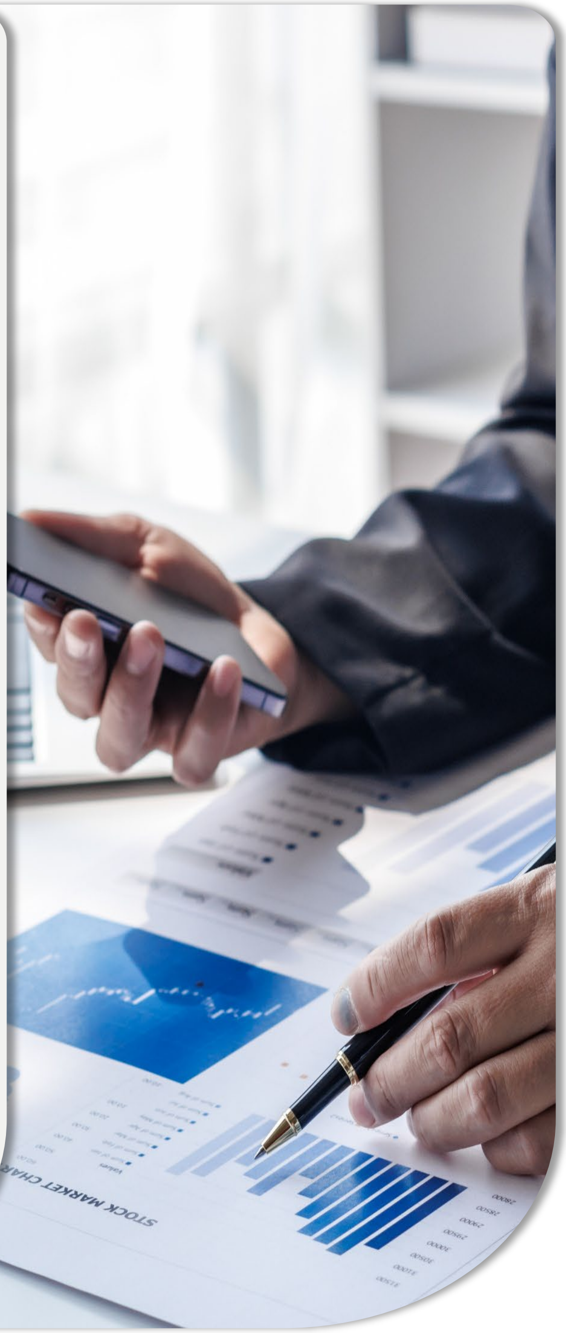
Corporate secretarial and regulatory services

The CFO challenge

Managing governance and regulatory obligations across entities, jurisdictions and transactions can be complex and resource intensive. Any gaps in compliance can directly impact investor confidence, transactions and business continuity.

Our offerings

We provide end to end corporate secretarial and regulatory support.



- **Entity setup and India entry advisory:** Structuring, registrations and regulatory approvals.
- **Corporate secretarial compliance:** End-to-end corporate secretarial compliance support under the Companies Act and the Limited Liability Partnership (LLP) Act.

  Support for ongoing filings, board and committee meetings, minutes and statutory records.

  Transaction and documentation support for listed entities to comply with SEBI Listing Regulations.
- **Foreign Exchange Services Management Act (FEMA) and Foreign Contribution Regulation Act (FCRA) advisory:** Compliance reviews, filings, reporting and transaction support.
- **Documentation and transaction support:** Drafting, agreements, resolutions and statutory documentation.
- **Technology-enabled compliance:** PurpleBoard: Simplifies corporate secretarial compliance through a digital governance platform.

  GCMS (Global Compliance Management System): Enables efficient compliance monitoring, tracking and reporting.

Grant Thornton Bharat advantage

01 Integrated advisory and execution model.

02 Strong regulatory interpretation and practical implementation support.

03 Dedicated teams combining legal, secretarial and finance expertise.

04 Proactive compliance management with real-time visibility.

Prasenjit Sarkar

Partner, CFO Advisory
Grant Thornton Bharat

09

Fund accounting and reporting

The CFO challenge

CFOs and fund managers face increasing pressure to deliver accurate, timely, and compliant reporting across both domestic and global fund structures. They must navigate complex regulatory frameworks, diverse investor requirements, frequent valuation cycles and enhanced transparency expectations–while ensuring robust controls, audit-readiness and seamless coordination across administrators, custodians and service providers.

Our offerings

We provide end-to-end fund accounting and reporting support to help managers strengthen governance, improve transparency and meet regulatory and investor expectations:

- **Fund accounting and regulatory reporting:** Net asset value (NAV) calculations, accruals, reconciliations, financial statements and statutory filings.
- **Investor reporting:** Capital account statements, performance metrics, waterfall calculations and distribution notices.
- **Special purpose vehicle (SPV)/holding company accounting:** Consolidation, intercompany reconciliations, statutory compliance and reporting.
- **Valuation support:** Coordination with valuation experts to ensure accurate, consistent and audit-ready reporting.
- **Fund launch support:** Designing accounting policies, chart of accounts, controls and reporting frameworks.
- **Audit coordination:** Complete documentation support, issue resolution and smooth audit engagement.
- **Technology-enabled reporting:** Dashboards, workflow tools and automated reporting packs for enhanced visibility.

Grant Thornton Bharat advantage

01 Deep fund expertise across hedge, credit, and cross-border structures, with strong understanding of Indian and global regulatory frameworks.

02 Integrated delivery model combining fund accounting, tax, regulatory compliance and valuation support for seamless end-to-end coverage.

03 High-quality, audit-ready reporting discipline backed by robust process controls, documentation standards and coordination with auditors and service providers.

04 Senior-level oversight and governance focus, ensuring accuracy, timeliness and transparency for investors, regulators and stakeholders.

Ajith Thambi

Partner, CFO Advisory
Grant Thornton Bharat

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Expected Credit Loss (ECL) Modelling

The CFO challenge

CFOs must ensure credible, transparent and regulator-ready ECL reporting while managing evolving standards such as IFRS 9, Current Expected Credit Loss (CECL) and Ind AS 109. They face challenges around data quality, model complexity, forward-looking scenarios, governance, documentation and system integration–often under intense scrutiny from auditors, regulators, boards and investors. Delivering accurate, consistent and auditable ECL outputs requires strong policy design, robust modelling, defensible assumptions and end-to-end process reliability.

Our offerings

We help institutions build sustainable, high-quality ECL frameworks across the full lifecycle of model development, implementation and governance:

- **ECL framework design**: Staging, Significant Increase in Credit Risk (SICR) criteria, segmentation and default definitions.
- **Probability of Default Models (PD), Loss Given Default Models (LGD) and Exposure at Default Models (EAD):** Tailored for retail, SME, wholesale, project finance and alternative portfolios.
- **Forward-looking scenarios:** Macro-variable selection, probability-weighting, and stress-testing.
- **Data, systems and processes:** Automated workflows, controls and integrated processes.
- **Model validation:** Back-testing, performance monitoring, and independent review of assumptions and overlays.
- **Integrated implementation:** Deployment across core banking, risk, finance and reporting systems.
- **Documentation and governance:** Methodology, controls and audit-ready documentation.
- **Regulatory alignment:** IFRS 9, CECL, Ind AS 109 and supervisory expectations.
- **Project management:** End-to-end execution from data assessment to deployment and knowledge transfer.

Grant Thornton Bharat advantage

01 Dedicated 15+ years ECL and credit modelling team with global experience across banks and NBFCs in India, the US, Europe, the Middle East, LATAM and Africa.

02 Integrated expertise spanning predictive modelling, technical accounting, regulatory compliance, technology implementation and system integration.

03 Proven, regulator-aligned methodology under IFRS 9/Ind AS 109, supported by defensible assumptions and robust documentation.

04 Automated and intelligent modelling approach enabling faster close cycles, reduced manual effort, repeatable outcomes and strong governance uplift.

Jatin Kalra

Partner, CFO Advisory
Grant Thornton Bharat

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Learning solutions

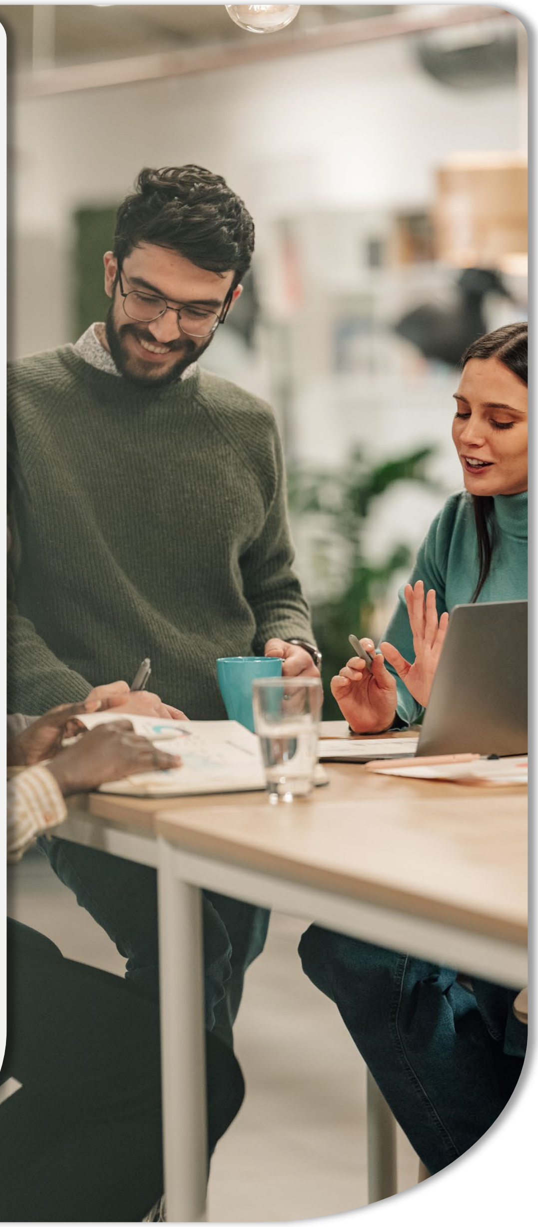
The CFO challenge

Finance teams are expected to operate with greater technical depth, analytical agility, and business partnering capability. As standards evolve, technology accelerates and stakeholder expectations rise, CFOs must ensure their teams are equipped with both advanced technical skills and modern soft skills. Building a future-ready finance function requires continuous upskilling, practical learning and capability development aligned to organisational goals.

Our offerings

We offer customised learning solutions designed to strengthen technical excellence and enhance business-partnering effectiveness across finance teams:

- **Technical upskilling:** Ind AS/IFRS, financial instruments, consolidation, revenue, leases and emerging accounting standards.
- **FP&A and analytical skills:** Financial modelling, forecasting, scenario planning and performance analysis.
- **Digital finance skills:** Power BI, automation fundamentals, data storytelling and technology-enabled reporting.
- **Soft skills for finance:** Stakeholder communication, executive presentations, negotiation and problem-solving.
- **Role-based learning journeys:** Tailored programs for controllers, FP&A teams, treasury, internal audit and business finance.
- **Custom workshops:** Designed around organisational priorities, industry requirements and evolving regulatory expectations.
- **Capability assessments:** Identifying skill gaps, designing curated curricula and supporting long-term learning roadmaps.



Grant Thornton Bharat advantage

01 Strong domain expertise across finance disciplines, spanning accounting, reporting, FP&A, regulatory frameworks and digital finance capabilities.

02 Practical, industry-tested learning content designed and delivered by senior finance professionals with real-world experience.

03 Flexible, blended learning formats, combining workshops, case studies, simulations, role-based journeys and digital modules for effective skill transfer.

04 Customised and sustained capability development, aligned to organisational context, team structures and long-term finance transformation goals.

Pradeep Pandey

Partner, Learning Solutions
Grant Thornton Bharat

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Interim CFO/Financial Controller

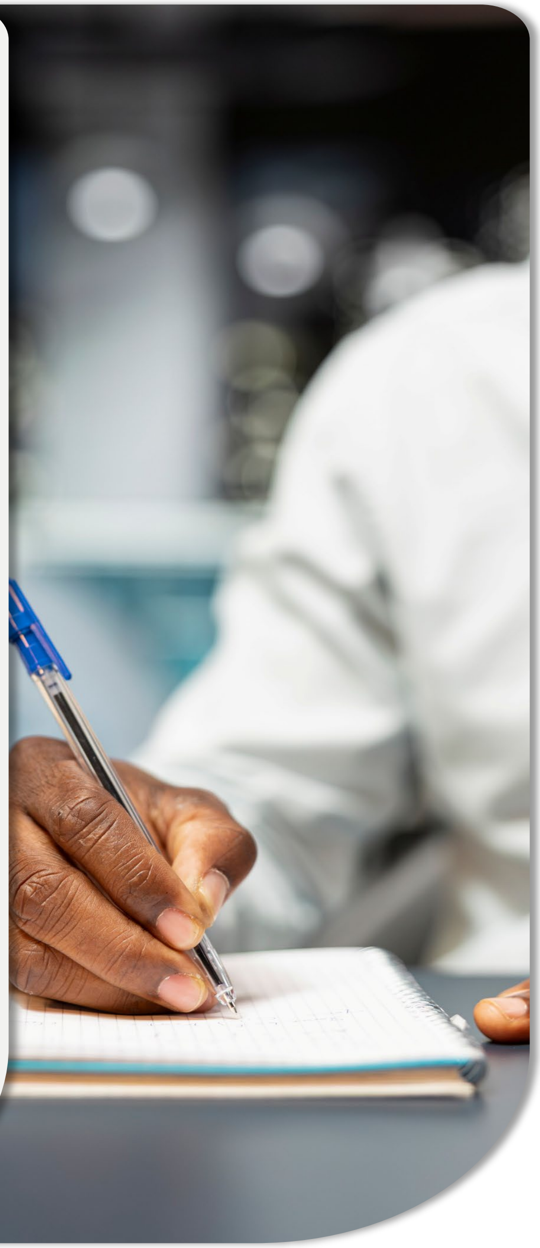
The CFO challenge

Organisations often face leadership gaps during periods of transition–such as rapid scale-up, CFO/controller exits, restructuring, funding rounds, or major transformation initiatives. These gaps create risk in financial reporting, compliance, stakeholder management and day-to-day finance operations. Ensuring continuity, stability and decision-ready insights requires experienced interim leadership that can step in immediately and deliver impact from day one.

Our offerings

We provide seasoned finance leaders on an interim basis to ensure seamless continuity and strengthen finance operations during transition periods:

- **Interim CFO/Controller leadership:** Hands-on oversight across reporting, controls, compliance and governance.
- **Day-to-day finance management:** Managing reporting cycles, reconciliations, controls and stakeholder communication.
- **Cash flow and working capital:** Monitoring liquidity and ensuring financial stability.
- **Investor and board communication:** MIS preparation, performance insights and transaction-related updates.
- **Transition support:** Managing handovers and onboarding permanent hires.
- **Finance transformation leadership:** Driving process improvements, automation and capability building.
- **Special situations:** Support for restructuring, fundraise readiness and rapid organisational changes.



Grant Thornton Bharat advantage

01 Seasoned interim finance leadership, with experienced CFOs and Controllers able to step in quickly and provide stability across reporting, compliance, governance and stakeholder management.

02 Hands on, execution focused support, covering day to day finance operations, cash flow management, board and investor communication and decision ready insights.

03 Strong transition and transformation capability, supporting structured handovers, permanent hire onboarding, and concurrent process improvement and automation initiatives.

04 Proven experience in special situations, including scale ups, fundraises, restructuring and complex change programmes–ensuring continuity, resilience and impact from day one.

Harjeet Singh

Partner, CFO Advisory
Grant Thornton Bharat

As finance functions take on greater strategic responsibility, CFOs are expected to deliver faster insights, stronger controls and operational discipline - without compromising governance or compliance. Grant Thornton Bharat's CFO Advisory services are designed to help finance leaders streamline operations, strengthen reporting integrity and scale capabilities with confidence. Through hands on collaboration, integrated execution and technology enabled delivery, we support CFOs in building agile, high performing finance functions that drive informed decision making and long-term business resilience.

To know more, connect with our expert

Karan Marwah

Partner and CFO Advisory Leader
Grant Thornton Bharat

Samir Malik

Partner
Grant Thornton Bharat

Surendra Choudhary

Partner
Grant Thornton Bharat

We are
Shaping Vibrant Bharat

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