



Integrated Corporate Services

From Concept to Closure — Your End-to-End Strategic & Financial Management Partner



July 2026

Agenda



Introduction

Who we are and the value we bring to your organization



Our Methodology

How we engage, assess, and deliver results



Our Management Support Services

The full spectrum of financial governance and strategic services



Core Team

Seasoned professionals with deep domain expertise

Who We Are

A Team of Seasoned Professionals Partnering with Management to Achieve Strategic Aspirations

Ideation & Strategization

We co-develop strategic direction with your leadership, from vision-setting through performance mapping.

Process Reengineering & Execution

We identify inefficiencies and drive operational transformation with measurable outcomes.

Digitization & Tech Enablement

We modernize your financial and operational infrastructure through technology integration.

Stakeholder Value Maximization

We design governance systems that build confidence among investors, bankers, and regulators.

Resource Raise Programmes

We develop and implement structured capital raising programmes tailored to each stage of growth.

A Holistic Range of Services Across the Entire Spectrum of Strategic & Operational Business Functions

1

Decision Support

We provide a comprehensive decision support platform enabling management to make objective, optimal business calls — both strategic and operational — backed by data and proven frameworks.

2

Global Network

We bring an extensive network of global relationships to the table, opening up new possibilities for business development, capital sourcing, and cross-border transactions for our clients.

3

Optimize Management Resources

We enable promoters and top management to focus on their core action areas by taking over financial management and governance functions, freeing up critical bandwidth for strategic priorities.

End-to-End Value Driven Support Across Financial Governance & Fiscal Management



Corporate Services

- Change Management
- Digitization & Tech Integration
- Business Process Reengineering
- Decision Support Services
- Compliance & Legal Support



ECM Services

- Private Equity Capital Raising
- Strategic Capital Sourcing
- IPO Planning & Process Management



Working Capital Management

- Analysis of Operations & Working Capital Needs
- Preparation of CMA
- Interface with Banking System for Best Terms



Structured Debt Advisory

- Structuring of Mezzanine Capital Programme
- Raising Medium/Long Term Debt — Domestic & Cross-Border
- Negotiation & Deal Support



M&A Advisory

- Buy-side & Sell-side Opportunities
- Deal Structuring & Valuation Analysis
- Due Diligence Support & Documentation Closure



Transaction Support

- Business Modeling & Valuation Exercises
- Due Diligence Advisory
- Preparation of Deal Documents incl. Project Reports & Business Plans

Why Choose Us

The Best Value for Ambitious Small-to-Medium Businesses Seeking a Robust Financial Management Backbone

One-Stop Shop for All Your Needs

Our team comprises experts across all functional areas critical to your financial governance backbone — from legal and secretarial to operational and strategic. We take over your entire finance function, freeing your bandwidth to focus on core operational matters and growth.

Economical Yet World-Class

For a growing business, the cost of maintaining a full-fledged finance team can be prohibitive. We offer all the services a full-time CFO and team can provide at only a fraction of the cost — with access to the full depth of expertise needed for a seamlessly functioning financial management framework.

Flexible & Adaptable Services Suite

We deliver a customized services suite tailored precisely to your needs. With a diversified team and deep knowledge base, we can deploy a wide range of specialized services at short notice, ensuring your management always has best-in-class advice at hand to achieve the company's objectives.

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Why Invictus?

Why Does Your Company Need Us?

Accelerate Growth

Growth demands efficient systems, accurate business intelligence, and reliable capital availability. We partner with you to create the ideal governance ecosystem in sync with your growth aspirations.

Implement Effective Risk Management

As your business evolves, risks multiply. We put in place optimal MIS, control systems, and monitoring mechanisms to help you proactively manage and mitigate emerging challenges.

Streamline Capital Availability

PE funds and banks demand transparency and best practices. Our team brings years of experience in fund raising and capital structuring, helping you build bankable proposals using proprietary tools and verified market intelligence.

Free Up Management Bandwidth

We manage day-to-day financial operations so you can concentrate on building your business. Weekly and quarterly management dashboards give you actionable insights covering every dimension of operations — fast, clear, and effective.

 We help you reach the top — and stay there.

How Do We Add Value?

We deploy a dedicated, multi-disciplinary team to take care of the entire gamut of your financial management and governance needs — on-site personnel backed by a national team of specialists.

Dedicated On-Site Presence

We deploy personnel directly within your operations, supported by a national team, to address every detail of your financial management and governance infrastructure with precision and accountability.

Seamless Integration

We seamlessly integrate your existing finance infrastructure with our proprietary tools and techniques. Our functional and domain experts review and analyze your systems, delivering solutions that are relevant, effective, and economical — without disrupting ongoing operations.

Our Management Support Services Suite



Financial Management Services

- Routine Accounting & IFRS Assistance
- GST Systems Management
- Complex Accounting Reconciliations
- Tax Support & Company Law Matters



Capital Raise Services

- Bankable Business Plans & Deal Collaterals
- Structured Debt & Private Equity
- IPO Handholding & Process Management



Transaction Support Services

- Ideation, Evaluation & Business Modelling
- Valuation & Due Diligence Coordination
- Negotiation & Documentation Support



Decision Support Services

- Review & Optimization of Systems & Processes
- MIS & Dashboard Development
- Performance Evaluation & Planning



Change Management Support

- Digitization & Tech Enablement
- Automation of Routine Operating Systems
- Integration of Legacy Systems with Tech-Driven Architecture

Our Service Delivery Model



Single Point of Ownership & Accountability

- A dedicated Client Partner acts as the single point of contact, ensuring seamless coordination, quality assurance, timely execution, and consistent communication across all service verticals.

Integrated Multi-Disciplinary Delivery

- Our delivery model combines expertise across M&A Advisory, Capital Raising, Treasury, Compliance & Governance, and Technology to provide clients with holistic, end-to-end business solutions rather than isolated advisory services.

Technology-Enabled Decision Making

- AI/ML-driven analytics, digital platforms, and data intelligence are embedded into every engagement, enabling faster decision-making, improved risk management, and enhanced operational efficiency.

Collaborative & Scalable Engagement Framework

- Cross-functional teams work in an integrated manner to deliver tailored solutions that can scale with the client's growth while maintaining high standards of governance, compliance, and execution excellence.

Outcome-Oriented Value Creation

- Every engagement is designed to maximize enterprise value through disciplined execution, robust financial planning, regulatory compliance, strategic fundraising, and transaction support—delivering measurable business outcomes and long-term stakeholder value.

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Developing the Services Platform

Upon engagement, we deploy our resources extensively to map systems and processes within your operations, identify areas of improvement, and build a robust control and governance infrastructure in collaboration with your existing management.

1

Scoping the Legacy Infrastructure

Diagnostics of existing systems and processes. Extensive interactive sessions with management and benchmarking against industry best practices.

2

Gap Analysis

Identification of inefficiencies through divergence analysis between goals and actual performance, with periodic review in consultation with process owners.

3

System Optimization

Development of the optimum governance and control framework, implementation of necessary changes in collaboration with management, and provision of ongoing improvement support.

Methodology

Financial Management

Accounting & Financial Management

The Invictus team supports management in developing and maintaining a streamlined accounting and financial management infrastructure — through optimum practices, regular monitoring, and ongoing supervision of the corporate accounting backbone.

Financial Data Management

Collect, maintain, and develop comprehensive financial records and databases in compliance with lawful and accepted procedures, creating a robust foundation for decision support and control.

Analysis & Advice

Advise on revenue and expenditure trends, analyze financial data to resolve discrepancies, develop efficient procedures, and provide strategic recommendations — while supporting taxation, audit, and filing obligations.

Financial Report Preparation

Prepare monthly and annual accounts and actionable MIS dashboards, with reports designed to support budgetary forecasting, effective risk management, and long-term strategic planning — including serving as a sounding board for senior management.

Methodology

Governance

Secretarial & Governance Services

We bring demonstrated skills and competencies in secretarial and governance functions, creating a future-ready organization with the necessary checks, balances, and stakeholder confidence to support sustained growth.

Establish Governance Structure

We devise a workable framework to ensure strict compliance with applicable statutes and regulations, developing streamlined systems and processes that bring transparency to every layer of operations.

Coordination & Facilitation

We support the existing secretarial team in creating effective communication channels between management and owners, and serve as the single point interface between regulatory/legal authorities and company management.

External Stakeholder Management

We provide the necessary support to management during capital market offerings, stake sales, and other major events — preparing an effective communication platform for engagement with government agencies, PE and public investors, bankers, and private stakeholders alike.

- Our goal: create the platform for a future-ready organization with the necessary checks and balances already in place.

Methodology

Treasury

Value Driven Treasury Management

Our Treasury Support team delivers cutting-edge, knowledge-driven cash flow management solutions, leveraging deep experience across complex asset classes, risk profiles, and currencies to develop the optimum treasury management framework for each client.

Cash Forecasting & Budgeting

Compile company-wide financial data to create ongoing cash forecasts. Prepare monthly, quarterly, and annual cash budgets aligned with business needs while monitoring working capital availability to optimize cost of capital.

Investment & Risk Management

Develop a corporate investment policy for allocating excess cash across asset classes. Review credit terms, and apply hedging and netting strategies to reduce risk related to interest rates, asset values, and foreign currency holdings.

Decision Support Services

Provide top management with actionable reports on market conditions, funding issues, investment returns, and cash-related risks. Advise on acquisition and divestiture activities and maintain treasury dashboards for real-time oversight.

Methodology

Transactions

Strategy-Aligned M&A Advisory Services

We generate ideas for our clients aligned with their strategic aspirations and support end-to-end evaluation and execution. Our Transaction Services are powered by deep sector insight, a commitment to knowledge, and established cross-border associations.



Deal Creation

Understand and analyze the client's strategic objectives, conduct market scoping using our knowledge platform and real-time intelligence, and generate leads through cross-border affiliations for both M&A and Private Equity opportunities.



Deal Analysis & Evaluation

Evaluate opportunities using extensive domain knowledge and sector dynamics. Conduct Business Modelling and Valuation exercises with proprietary tools and coordinate structured business and operational due diligence.



Deal Execution & Process Management

Advise on negotiation terms and deal structure. Facilitate documentation, coordinate all supporting agencies (lawyers, accountants, tax advisors), close the deal, and manage any post-closure integration requirements.

Methodology

Digital Transformation

Change Management & Digitization Advisory Services

We assist clients in planning, designing, and implementing organizational transformation initiatives — including digitization of key business processes, adoption of technology-enabled workflows, and change management interventions to improve operational efficiency, governance, and scalability.



Diagnostic Assessment

Review existing business processes, evaluate current technology stacks, identify manual and redundant workflows, assess organizational readiness for change, and benchmark against industry best practices.



Digital Transformation Strategy

Prepare a comprehensive Digital Transformation Roadmap identifying priority areas, appropriate technology platforms, and recommendations for ERP, CRM, automation, analytics, and data management systems with cost-benefit analysis.



Process Reengineering & Change Framework

Design optimized digital processes, standardize and document workflows, integrate automation and digital approvals, develop SOPs, identify Change Champions, and facilitate culture migration from family-owned to professional management.



Implementation Support

Assist in vendor selection and onboarding, oversee system implementation and integration, support phased rollout and pilot testing, identify and mitigate implementation risks, and coordinate between internal teams and external vendors throughout delivery.

Methodology

Business Planning

Business Planning & Modelling Services

Our Business Planning exercise focuses on granular evaluation of the strategic and operational landscape surrounding a project — surfacing every key opportunity and challenge to build a compelling, investor-ready case for growth.



Macro & Micro Analysis

Comprehensive analysis of macro and micro parameters impacting the project, including sector trends, competitive dynamics, and regulatory environment.



Risk Identification & Mitigation

In-depth examination of risks and concerns with the development of a robust framework for addressing them — ensuring no critical challenge is left unexamined.



Opportunity Mapping

Highlighting apparent opportunities and unearthing latent ones through efficient project planning and deep domain expertise across sectors.



Financial Projections

Fool-proof financial projections designed to demonstrate the robustness and credibility of the business model to investors, lenders, and other key stakeholders.

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Debashish Ghoshal

Founder, Invictus Corporate Solutions LLP — Investment Banking & Advisory

Qualifications

- Gold Medallist, IIM Calcutta
- University Topper in Economics, Presidency College, Calcutta
- 25+ years in capital markets, PE, M&A & advisory

Experience Highlights

Debashish has executed assignments across equity and debt capital markets, private equity, valuation and due diligence, M&A, and government advisory. He has held leadership roles at HSBC Investment Banking, Ernst & Young, SBI Capital Markets, and Tata Strategic Management Group (TSMG). His last institutional role was as Joint General Manager at ICICI Bank, heading the Infrastructure Equity Group. He founded Invictus Corporate Solutions LLP in 2015.



Sougata Sengupta

Company Secretary & MBA (Finance) — Capital Markets & Insolvency Resolution

Qualifications & Profile

- Company Secretary & MBA (Finance)
- 20 years in capital markets, banking & finance
- Spearheaded Adhunik Group IPO (2005)
- Led Rs. 4,000 Cr group's secretarial & M&A team

Experience Highlights

Sougata has held senior positions at the Adhunik Group and the Aditya Birla Group, where he focused on acquisition of mining assets. He currently leads the Insolvency Resolution business at a leading Mumbai-based financial services firm. Beyond finance, Sougata is also a food entrepreneur — his company, Tista Hospitality Pvt. Ltd., operates the *Feast @ East* brand in food catering and retail.



CORE TEAM · BANGALORE

Kaushik Majumder

Legal Professional & Company Secretary (Rank Holder) —
Corporate Law & Compliance



Experience Highlights

A Company Secretary (Rank Holder) with 30+ years in leadership positions across top corporate houses, Kaushik brings comprehensive expertise in legal and regulatory compliance, corporate secretarial supervision, and company law. He has served as Compliance Officer and KMP of multiple listed companies and has managed several domestic and cross-border M&A transactions, fund-raise exercises through banking channels, Preference Shares, and NCD routes.

Regulatory Expertise

- MCA, NCLT & SEBI Matters
- IPO, ADR/GDR & Overseas Listing
- RBI — FEMA & Remittances
- FIPB Compliance
- Cross-Border M&A Compliance

CORE TEAM · KOLKATA

Purajit Roy

Senior Advisor — Corporate Strategy & Operations

Qualifications

- M.Com, Calcutta University
- Fellow Member, ICAI — Qualified 1985
- 38+ years in leadership & top management

Experience Highlights

Purajit combines exceptional problem-solving skills in complex operational environments with deep expertise in corporate planning and growth strategy. He has held senior leadership roles at India Steamship, Shaw Wallace, Thriveni Earthmovers, and the McNally Group — consistently excelling in resource raising, technology-led change management, operational optimization, and business process enhancement.



CORE TEAM · KOLKATA

Kalyan Lahiri

Senior Investment Banker & Capital Markets Specialist



Qualifications

- PGDM, IIM Calcutta
- Graduate, St. Xavier's College, Calcutta
- 25+ years in investment banking & capital markets
- 50+ capital market transactions managed

Experience Highlights

A seasoned deal maker, Kalyan brings deep expertise in capital markets, debt syndication, PE and M&A transactions, and complex financial instruments. He has raised capital across three continents and held senior positions at the Duncans Group, SBI Capital Markets, and the Manaksia Group. Beyond finance, Kalyan is an acclaimed author and has served as faculty at premier institutions including ICAI, ICWAI, ICSI, and leading business schools.

CORE TEAM · KOLKATA

Probal Chakraverty

Metallurgical Engineer & Digital Transformation Expert



Experience Highlights

Probal is a metallurgical engineer and business transformation specialist with 20+ years of cross-functional experience across India, the USA, Europe, and Australia. He has led multi-disciplinary teams at the Tata Group and IBM, and has mentored EdTech startups. His sectoral footprint spans Aluminum, Steel, IT Services, Hospitality, Logistics, Pharma, Cybersecurity, Media, and Metals & Mining.

Areas of Specialization

- Digital Transformation (Sales, Marketing, BD)
- IT ERP — SAP Implementation
- Artificial Intelligence & Machine Learning
- Cybersecurity & Cloud Infrastructure
- Compliance & Governance Frameworks

CORE TEAM · KOLKATA

Kaushik Nag

Co-Founding Partner, Invictus Corporate Solutions LLP — Capital Markets & Project Finance



Profile

- 22+ years in financial services
- Co-Founding Partner, Invictus Corporate Solutions LLP
- Core team member: Allahabad Bank & UCO Bank IPOs

Notable Transactions

- Rs. 1,200 Cr debt funding for a leading petrochemical company
- Rs. 61.5 Cr greenfield project funding for a glass manufacturer
- INR 520 Mn project funding for an integrated logistics company
- Rs. 125 Cr syndication for an integrated steel company in Eastern India
- IPO process management, governance framework development & stake consolidation advisory



Reach Us

Our team operates across three major Indian cities. Reach out to the partner closest to you to begin a conversation about how Invictus Corporate Solutions LLP can support your organization.

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