Welcome to Mentor, this quarterly newsletter featuring in depth interviews with fascinating, awareness creation and knowledge about the major events and changes happening globally

As you go on reading the newsletter further, you will acquire awareness about everything happening in India this quarter.

Gain an insight from our mentorbi book recommendations

Meet a mentor and their perspectives that initiates advisory and consultancy in the corporate world.





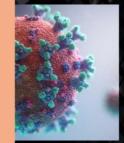
GLOBAL INSIGHTS

U.S. Tax Reform: International in the cross-hairs

INDIA THIS QUARTER

Trends and news taking place within the country





आपका व्यापर

कोविड १९ के पश्चात् आने वाले समय का मुकाबला

MENTORBI RECOMMENDS

The Metaverse - Matthew Ball





MENTOR FOR YOU

Our help towards your journey in business growth and transformation

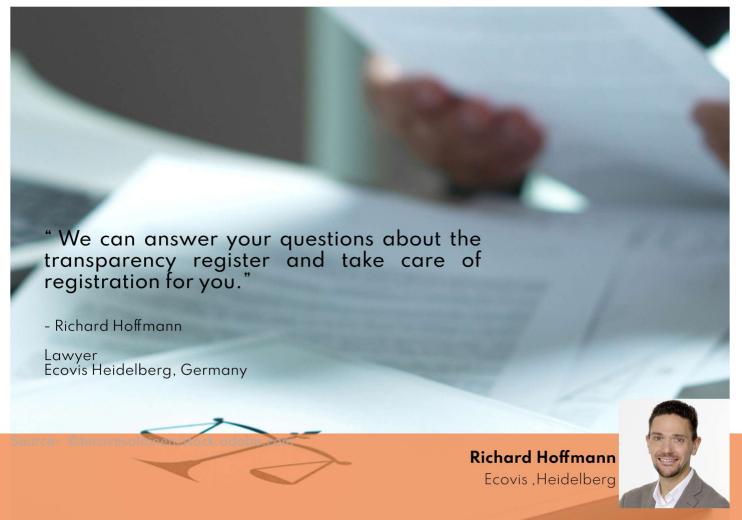


MEET A MENTOR

PANKAJ BHARGAVA
Managing Partner at COrE Creators

talks about #culture, #leadership, #businessadvisor, #businessadvisory, and #businessandleadership

GLOBAL INSIGHTS



Transparency Register Germany: A Paradigm Shift And What It Means For Companies

Germany is intensifying the fight against money laundering (see also Tip). Against this backdrop, the German parliament has also passed a new law governing the "Transparency Register and Financial Information" (Transparenzregister- und Finanzinformationsgesetz, TraFinG), which came into effect on 1 August 2021.

While the amendment is a step towards the interconnection of all European transparency registers, the changes come with a variety of new obligations for companies which were previously exempt from registration obligations.

Previously, mandatory registration in the transparency register only applied to cases where the beneficial owners were not mentioned elsewhere, such as in the commercial, cooperative or partnership register. However, with the new regulation, the paragraph under which companies were previously exempted from registration has been omitted without replacement. As a result, many companies that previously benefited from an exemption must now comply with the new bureaucratic challenges.

The German Parliament (Bundestag) has indicated that approximately 2.3 million companies will now be subject to mandatory registration. For foreign companies, this regulation applies if the company directly or indirectly owns real estate in Germany (e.g., with GmbH shares).

Transition Period

Companies that were previously exempted from mandatory registration can take advantage of a transition period, during which they can prepare the necessary steps. The deadlines differ according to the company form, as set out in the new law:

Registration after the deadline could lead to heavy fines. It is important to note that these transition periods only apply to companies which, under the old regulation, were exempted from registration in the transparency register before 31 July 2021. This means that the majority of limited partnerships (including GmbH & Co. KG) are already obliged to register now. The transition period also does not apply to companies founded after 31 July 2021.

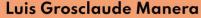
DEADLINE	COMPANY FORM
31 MARCH 2022	Public limited companies, SE, partnerships limited by shares
30 JUNE 2022	Limited liability companies, cooperative companies and partnerships
31 DECEMBER 2022	Others

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What Companies Should Do Now?

Even if the coming year is still a long way off, businesses should act now. To avoid fines or complications, the beneficial owner of the company must be determined and the necessary information must be submitted to the transparency register, explain the Ecovis experts.

M&A Opportunities In The Spanish Market



Ecovis, Madrid



Source-pacoparra-stock.adobe.com

The Spanish M&A market is at an exceptional moment, with great opportunities in thriving sectors and a generation of entrepreneurs looking for alternative solutions to the lack of succession and liquidity streams caused by the pandemic.

Growth of M&A Transactions

In October 2020, pre-pandemic levels of M&A activity were restored in Spain, driven by low interest rates and a high level of savings.

With more than 1,200 transactions carried out in the first half of 2021 and 56 billion euros mobilised from the United States, the United Kingdom and France, Madrid accounted for more than half of these operations.

Sectors with the Greatest Opportunities

From the end of this year until 2023, look to the sales of an overflow of companies with unsustainable liabilities and the added pressure of investors' need to rescue strategic resources from companies with forward-looking and success-oriented management teams.

Retail, energy, media and hospitality will experience high levels of disinvestment. The industrial sector, with a significant decline in transactions, as well as tourism and leisure, both hard hit by the pandemic, will see the greatest opportunities.

Other promising sectors include student and elderly care homes, coliving solutions, pet care, life sciences, freight transport and the specialised IT sector, all of which will play a major role in 2021. Potential other sectors that share as of yet undiscovered high added value may include: plastics processing, waste management and professional services.

ONGRESO DE LOS DIPUTADOS

Market players

There is significant activity from Spanish private equity funds, with growth funds and German and Belgian funds making strong bids for some assets.

On the financing side, deals have been closed with moderate leverage but without lack of liquidity, as investors are willing to do full equity deals and then leverage up.

ECOVIS Grosclaude & Partners promotes operations in the middle market segment, seeking investors for leading Spanish niche companies and non-successionary entrepreneurs and supports Central European investors with growth and consolidation objectives in Spain.

If you are looking to invest in Spain, our M&A consultants will be happy to help you locate the most suitable targets and accompany you throughout the process with our turnkey services.

ECOVIS Grosclaude & Partners provides intermediary services in M&A, Audit and Transfer

INDIA THIS QUARTER



Source-Unsplash

India's first Unicorn IPO, Zomato is here

Zomato scripted history by becoming India's first unicorn to debut on the stock exchanges. The food delivery platform's IPO was subscribed 38.2 times and on 23 July, it made a stellar market debut, closing 65% above the offer price. Zomato's historic listing sent waves across the across startup market and also opened a floodgate of IPO filings from other venture capital like Nykaa, PolicyBazaar, Delhivery, PharmEasy, Oyo, Droom and ixigo.

https://www.oneindia.com/india/flashback-2021-the-most-noteworthy-events-in-india-and-world-3351074.html?story=1

Rajya Sabha passes the Taxation Laws (Amendment) Bill, 2021

Rajya Sabha has passed the Taxation Laws (Amendment) Bill, 2021 to impose tax liability on the income earned from the sale of shares of a foreign company on a retrospective basis. The Bill was passed by Lok Sabha on August 6.

The Taxation Laws (Amendment) Bill, 2021 was introduced in Lok Sabha by the Minister of Finance, Ms. Nirmala Sitharaman, on August 5, 2021. The Bill amends the Income Tax Act, 1961 (IT Act) and the Finance Act, 2012. The 2012 Act had amended the IT Act to impose tax liability on the income earned from the sale of shares of a foreign company on a retrospective basis (i.e., also applicable to the transactions done before May 28, 2012). The Bill proposes to nullify this retrospective basis for taxation.

https://www.latestlaws.com/latest-news/rajya-sabha-passes-the-taxation-laws-amendment-bill-2021/

SEBI Relaxation on Lock-In Requirements Cheers Private Equity Investors.

The Securities and Exchange Board of India ("SEBI") recently proposed certain amendments relaxing the lock-in requirements in relation to promoter shareholding and shareholding of non-promoters, under the SEBI (Issue of Capital and Disclosure Requirements) Regulations, 2018. The proposed amendments are in furtherance of SEBI's board meeting dated August 6, 20211 ("SEBI Board Meeting"), and SEBI consultation paper dated May 11, 20212, which contemplated in detail the need to bring about such amendments. The proposed amendments have been notified and are in effect from August 13, 2021.

https://www.natlawreview.com/article/sebi-relaxation-lock-requirements-cheers-private-equity-investors

ESG in Indian Companies: Thinking Through the Sustainability Lens?

The emerging Environmental, Social and Governance (ESG) mandate in corporate governance presents a new challenge for companies in India.

The need to conserve the environment has always been felt due to the permeation of adverse effects of climate change in our everyday lives. However, companies are now compelled to carry out such conservation activities due to the integration of ESG requirements in the investment habits of investors. There has been a shift in the mindset of investors since they now believe in impact investing,17 i.e., not only the creation of wealth but also sustainable growth for their future generations. Therefore, it becomes pertinent for the boards of companies to take note of this and embed robust ESG practices to mitigate risks related to exploitation of workers, poor corporate governance and climate change.

18 Bloomberg has forecasted global ESG assets to hit \$53 trillion by 2025.19 Thus, failure of companies to comply with ESG standards might lead to loss of their ability to attract capital in the long run.

https://www.natlawreview.com/article/esg-indian-companies-thinking-through-sustainability-lens

India: Proposed Changes on The Law on Employing Contract

Several Indian businesses rely heavily on contract labor. Infact some of the largest private employers in India include manpower and staffing services agencies that are in the business of supplying or deploying contract labor to their customers, which are factories and commercial establishments.

https://www.natlawreview.com/article/india-proposed-changes-law-employing-contract-lab

New Strategies for AIFs: Changes AIF

- -AIFs allowed to employ fund-of-funds strategy along with direct investment strategy within the same fund:
- -Key-managerial personnel to mandatorily follow the code of conduct provided in the AIF Regulations;
- -Requirement to seek consent of 75% investors to appoint ex-officio external member to the ICOM, relaxed;
- -SEBI approves framework for Accredited Investors; relaxes diversification and minimum investment norms for AIFs in case of Accredited Investors.

https://www.natlawreview.com/article/new-strategies-aifs-changes-aif-regulations

Taxing the Digital Economy Through Significant Economic Presence:

India with the emergence of digital taxation globally, the Indian tax regime introduced the concept of significant economic presence (SEP) in 2018 as a measure to tax digital transactions in India. The intention was to tax Indian sourced income of non-residents operating in the online/digital space, by seeking to create a deemed business connection/taxable presence in India. In an attempt to make the SEP provisions operative, India recently notified thresholds for revenue and number of users beyond which nonresidents would be deemed to establish SEP in India. These provisions are effective from April 1, 2021 (tax year 2021–22).

https://news.bloombergtax.com/daily-tax-report-international/taxing-the-digital-economy-through-significant-economic-presence-india

Indian renewables company raises USD 750 million

Indian renewables company Adani Green Energy has raised USD 750 million as funding for a pipeline of construction projects.

Latham & Watkins and Indian firm Cyril Amarchand Mangaldas provided legal advice to the renewables company on its maiden senior notes offering, which matures in three years. The issuance attracted strong support from investors, being over 4.7 times oversubscribed. The majority of participating investors came from Asia, with the rest coming from Europe, the Middle East and Africa and North America.

https://iclg.com/ibr/articles/17156-indianrenewables-company-raises-usd-750-million? fromsearch=ibr

BOOK REVIEW

#MENTORBIRECOMMENDS

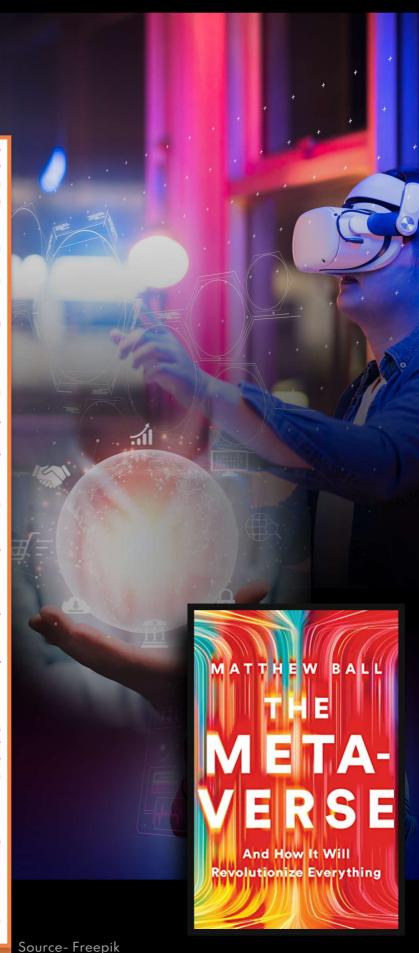
The Metaverse - Matthew Ball

Matthew Ball, a venture capitalist, has a significant impact on how we view the metaverse. In the first section of "The Metaverse And How it Will Revolutionize Everything," he makes the claim that the metaverse is the next stage of the internet (WW Norton, \$22, ISBN 9781324092032). Or, to be more precise, "a massively scaled and interoperable network of real-time rendered 3D virtual worlds that can be experienced synchronously and persistently by an essentially infinite number of users with a sense of individual presence, and with consistency of data, such as identity, history, entitlements, objects, communications, and payments." Not to worry; Ball prudently explains this term in detail throughout a whole chapter. Ball starts the introduction by telling the tale of Vannevar Bush, who proposed in the 1930s that an electromechanical device, which he called a "Memex" (memory extender), could store all books, records, and communications and mechanically link them together by keyword association. This was a prediction of hypertext fifty years before it was actually developed. This is how the novel generally reads.

The middle half of "The Metaverse" looks at the technological advancements that must be made in order to realise the metaverse as Ball envisions it, from interoperability issues to latency issues. The most intriguing and palpable aspect of the book is this. Though less frequently mentioned as a foundational metaverse platform than "Minecraft," "Fortnite," and "Roblox," "Microsoft Flight Simulator" is an excellent example of how we might be able to optimise data streaming for incredibly complicated virtual environments. (Fortnite's is a thousand times smaller than Microsoft Flight Simulator's.)

The Metaverse is a current, trustworthy, and understandable overview of the topic that is as knowledgeable about something that does not yet exist as it is feasible to be. Although the writing is never very elegant, it is simple to read and tuned correctly for the curious non-expert.

The Metaverse is no longer just a place for kids and gamers; it's evolving into a market that will encompass most sectors. Both it and its user technology are still being developed, but this gives you time to learn, strategize about how you can adapt your products, and rethink your marketing campaigns so that you can position yourself at the forefront of the Metaverse marketplace.



MEET A PARTNER



PANKAJ BHARGAVA

EXPERTISE:

ENGAGEMENT & DEVELOPMENT

ITATION

TALENT ASSESSMENT

DEVELOPMENT ORGANIZATION

DIAGNOSTICS CULTURE BUILDING

Talks about #culture, #leadership, #businessadvisor, #businessadvisory, and #businessandleadership

PANKAJ BHARGAVA

Managing Partner, COrE Creators India

About

An IIT Bombay and IIM Kolkata graduate, Pankaj has over 25+ years of experience in Human Resources & Organization Development as a practitioner & facilitator in partnering

organizations in their Business growth journey.

Pankaj is the only certified CToPF (Certified ToP Facilitator) in India .A recipient of The Bengal Chamber of Commerce medal for excellence in Personnel in 1991 (IIM Kolkata), Pankaj is the Managing Partner of COrE Creators, a consultancy focused on partnering organizations in their growth journey by facilitating the co-creation of business impact in Enterprise, Organisation and Culture value dynamics, for clients operating in Australasia, Southeast Asia, South Asia and the Middle East.

In the first 16 years of his career, Pankaj built his understanding of business & people as an HR practitioner at Marico Limited, a leading Indian multinational in the FMCG industry.

Through several roles, he contributed to the creation of a distinct culture that has sustained Marico's business success. He left Marico in 2007 after heading HR as the Chief of Human

Resources. Over the last 13 years, with over 100 organizations spanning India, M.E & Description S.E. Asia, Pankaj has brought his expertise in designing and facilitating organization & Description and through collaborative planning, learning and change processes that have enabled organization growth.

Pankaj's client profile includes organizations across diverse sectors such as FMCG, Pharmaceuticals, Manufacturing, Chemicals, Education, IT, Infrastructure, Construction, Retail, Consulting, Industry bodies & Government departments.

Enabling clarity, consensus & execution ownership in organisations

आपका व्यापर

कोविड 19 के पश्चात् आने वाले समय का मुकाबला

आर.एल.काबरा

СА



लोकडाऊन एवं कोरोना जैसी महामारी ने पुरे विश्व की अर्थव्यवस्था बिगाड़ दी और इससे भारत अछूता नहीं रहा। भारत की दो डेसिमल GDP ग्रोथ अब घट कर शून्य से दो प्रतिशत के बीच आंकी जा रही है। लोकडाऊन के बाद मजदुर का नहीं मिलना तथा स्माल ट्रेडस का अस्थिर भविष्य जैसे घटनाकर्म इस महामारी के बाद होने की सम्भावना है। देखना यह है की सरकार के एक्शन प्लान एवं छोटे बड़े उद्योगों को संजीवनी राहत देने के बावजूद हम सभी को नए अवसर खोजने के लिए तैयार रहकर अपने आपको एडजेस्ट करना भी सीखना होगा। माहेश्वरी समाज देश की अर्थ व्यवस्था में हमेशा महत्वपूर्ण भूमिका निभाता आया है अतः इस लेख के जरिये आइये समझे की इस विपदा के समय कैसे अवसर ढूंढ कर इस महामारी के पश्चात् आने वाले समय का हम मुकाबला कर सके ।

यह तो समय ही बताएगा की लोकडाऊन 20 अप्रैल 2020 से आंशिक एवं 4 मई 2020 से पूरी तरह से खुलने के बाद क्या अर्थव्यवस्था पटरी पर लौटेगी तथा किस तरह की परेशानियां बढ़ेंगी। व्यवसाय करने वालों को दुकान का किराया और काम करने वाले वर्कर्स की सैलरी तथा पेमेंट करना पड़ रहा है, जबिक बिजनेस ठप्प हो गया है तथा छोटे ट्रेडर्स की कमर टूट गई है। लोकडाऊन खुलने के बाद भी लोग जरूरत के सामान पहले खरीदेंगे तथा इलेक्ट्रॉनिक सामान, कपड़े, फर्नीचर, ड्राई फूड्स, मकान, मनोरंजन, प्लेजर ट्रीप, विदेश यात्रा एवं लक्जरी समान को खरीदने की महत्वता कम देंगे एवं इस अगले वर्ष के लिए टाल देंगे। इससे सीधा अर्थव्यवस्था पर प्रभाव पड़ेगा। जैसे की आप को विधित होगा कि सिर्फ भारत में ही लोक डाउन के प्रथम चरण में आठ लाख करोड़ रुपयों का घाटा अनुमानित है एवं आज के समय किसी को भी इसकी गहराई तथा थमने का अंदाजा नहीं है। आइए निम्न बिंदुओं पर ध्यान देवें:

1) अभी तक आपने अपने व्यवसाय एवं उद्योग को चालू करने की प्लानिंग कर ली होगी। सोचना तो यह है कि इस महामारी के पश्चात हम कैसे व्यवसाय को मजबूत एवं तीव्रता से नई ऊंचाइयों पर ले जाएंगे यह समय शायद चिरकाल तक याद रहेगा और इससे हमें काफी कुछ सीखने को मिलेगा जो शायद हमारे जीवन को अलग ही मोड़ पर ले जाएगा। बिजनेस को जारी रखने के लिए आपका इंटरनल एवं बाहरी चेलेन्जो का आंकलन करना होगा तथा Liquidity को ध्यान में रखते हुये स्टाफ, कर्मचारियों, ग्राहकों एवं उत्पाद की पॉलिसी तय करनी होगी। यदि जरूरत पड़े तो आपको वेतन एवं किराये में कटौती तथा खर्च में किफायत करनी होगी। स्थिति सुधरने में एवं गाड़ी पटरी पर आने के लिए शायद यह वर्ष निकल जाये। उदाहरणतः बीग बाजार एवं फ्यूचर ग्रुप ने यह सोचना चालू कर दिया है कि कैसे उनके रेन्ट के खर्चों में कटौती होवे जहां पूरे देश भर में उनके करीबन 1700 स्टोर है तथा लगभग 1500 करोड़ रूपये का किराया देते हैं।

2) महामारी से भारत का लगभग काफी एक्सपोर्ट प्रभावित हुआ है तथा अब आपके उद्योग में मार्केट का बदलाव आयेगा। जहां तक हो सके आप अपना माल देश में ही बेचकर आत्मिर्नर को। महामारी की समाप्ति पर आपको हर तरह की सोच रखकर अपने बिजनेस मॉडल तैयार करने होंगे तथा आपको अपने तजुर्बे, अपने निवेशको, आप ही के बराबर उद्योग की, समाज की, राष्ट्र की एवं विश्व में हो रहे परिवर्तनों की सँज्ञावाना लेनी होगी। यह जरूर सच है की लोकडाऊन के कारण कई समस्याओं का सामना करना पड़ रहा है लेकिन इसके समाप्ति के पश्चात आपकी ऑफिस कार्यप्रणाली शिक्षा स्वास्थ्य एवं बिजनेस मॉडल गेम चेंजर साबित हो सकते हैं अतः आपको समय अनुसार कदम उठाना है।

यह जरूर सच है की लोकडाऊन के कारण कई समस्याओं का सामना करना पड़ रहा है लेकिन इसके समाप्ति के पश्चात आपकी ऑफिस कार्यप्रणाली शिक्षा स्वास्थ्य एवं बिजनेस मॉडल गेम चेंजर साबित हो सकते हैं अतः आपको समय अनुसार कदम उठाना है।

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4) ऐसा मानना है कि विश्व मंदी के बावजूद भी भारत महामारी के बाद सबसे तेजी से विकास करेगा, सरकार की सकारात्मक सोच को देखते हुए कुछ विकशित देशों ने अपना मैन्युफैक्चरिंग बेश चाईना से हटाकर भारत में लगाने की सोच रखी है, इससे प्रधान मंत्री के पांच ट्रिलियन इकोनॉमी की सोच में यह कदम एक मिल का पत्थर साबित होगा।

भारत की सीमाओं से लगे दूसरे देशों का निवेश अब सरकारी मंजूरी मिलने पर ही संभव होगा। सरकार ने अपने एक्शन प्लान में उद्योगों के लिए कई तरह के कदम उठाये है, बैंको को कुछ हद तक कंपनियों के वर्किंग केपिटल पर ब्याज कम करना, प्रोविडेंस फण्ड सरकारी मदद से जमा करना, लोन इंस्टालमेंट एवं ब्याज को आगे बढ़ाना नई इंडस्ट्रीज को बढ़ावा जैसे कई फायदे कम्पनिया ले सकती है अतः आप सोचे एवं सलाह करे की क्या आप भी अपने बिजनेश में इसका फायदा ले सकते है।

5) आपको जानकर यह ताजुब होगा कई विश्व मंदी से अमेरिका में अपने दिए बैंको के लोन अथवा निवेश में काफी नुकसान हुआ है जो और भी बढ़ने कई सम्भावना है।

भारतीय बैंको में भी आने वाले समय में दिये गये ऋणों को समय पर नहीं चुकाने से NPA बढ़ने की सम्भावना है। देखना यह है कई आप ऐसी परिस्थिति में नहीं उलझे

निष्कर्ष -

आप यह मान के चिलये की महामारी एवं लोकडाउन की समाप्ति के पश्चात् आर्थिक मंदी तो है ही और कल क्या होगा यह कहना मुश्किल है। किसी ने ऐसा समय आज तक नहीं देखा है। आपदा है, परिवर्तन होगा लेकिन मायूसी की बात नहीं है। हमें स्थितियों को स्वीकार करना होगा। चिंता मुक्त रहकर ही हल खोजे जा सकते हैं। वर्तमान परिस्थितियों को देखते हुए मैं तो समाज बंधुओं को यही राय दूंगा कि कुछ कार्यों में जैसे कि विदेश यात्रा, बाहर खाना, अनावश्यक यात्रा, सोशल डिस्टेंस, मास्क का इस्तेमाल, भीड़-भाड़ से बचना इत्यादि से सावधानी बरतें। यह सोचे कि व्यवसाय के लिए एक नया मोड़ आया है और इसमें क्या अवसर मिल सकते हैं ताकि आप देश, समाज एवं अपने परायों की देखभाल करते हुए भी नई ऊंचाइयों पर पहुंच सके। कुछ समय के लिए अपनी तरल पूंजी बनाये रखें। वेतन भोगी लोग रोजगार के नए तरीकों में ढलने की सोच बनाये जैसे कि वर्क फ्रोम होम, डिजिटल व्यवस्था तथा मित व्ययी रहे। आगे पीछे अवसर हमारी तरफ जरूर आयेगे, इसी आशा के साथ अभी हाल फिलहाल आप घर पर रहें, सुरक्षित रहे एवं सरकारी आदेशों की पालना करें। जयमहेश

STRENGTHENING PERFORMANCE & EXECUTION

Enhancing Performance & MENTOR Execution Execution Execution



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Inconsistent or inefficient business operations

Difficulty in scaling up business operations

BUSINESS CHALLENGE



Focused group conversations with relevant stakeholders

Team responses to Value Dynamics Diagnostic

OUR APPROACH



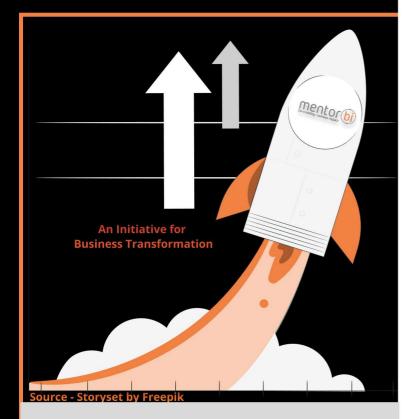
Clearly defined SOPs for identified business processes/ areas

Improved efficiencies or predictability in outcomes with new/re-defined SOPs

THE OUTCOMES

Process Driven Delivery is one dimension of the element : "Strengthening Performance & Execution". mentor-bi Consultants partner with you to build this or the other dimensions - Performance Enabling Business Goals & KPIs, Tracking Business Performance with MIS Dashboards, Conducting Effective Business Reviewns and in Institutionalising Robust Performance Management of Strengthening Performance & Execution and strengthen any of the other 4 elements relevent to your business.

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In a world defined by constant disruption, there is a growing need to impact business on multiple dimensions to ensure sustainable growth. No one person has all the answers. In this context, it becomes imperative for leaders to leverage the wisdom of many to find the solutions. It is this expertise of that mentor-bi consultants bring to partner businesses & leaders to deliver the required business impact. We call it "Co-creating Business Impact".

Co-Creating Business Impact

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OUR VISION

mentor-bi is an offering developed by two international consulting firms that consulted with well-known have Each organisations. firm expertise in building key elements that strengthen an organisation's DNA for growing sustainably. The offerings are built frameworks on strong technologies help co-create that business impact with ownership of the organisation team.

Our offerings



Strategy & Perfomance Consulting



Onshore & Offshore Advisory



Legal Risk & IPR Practice



Business Support & Financial Reporting



Litigation , GRC Transaction Advisory



Financial & Capital Services



Digital Transformations



Cross Border & Merchant Banking Advice