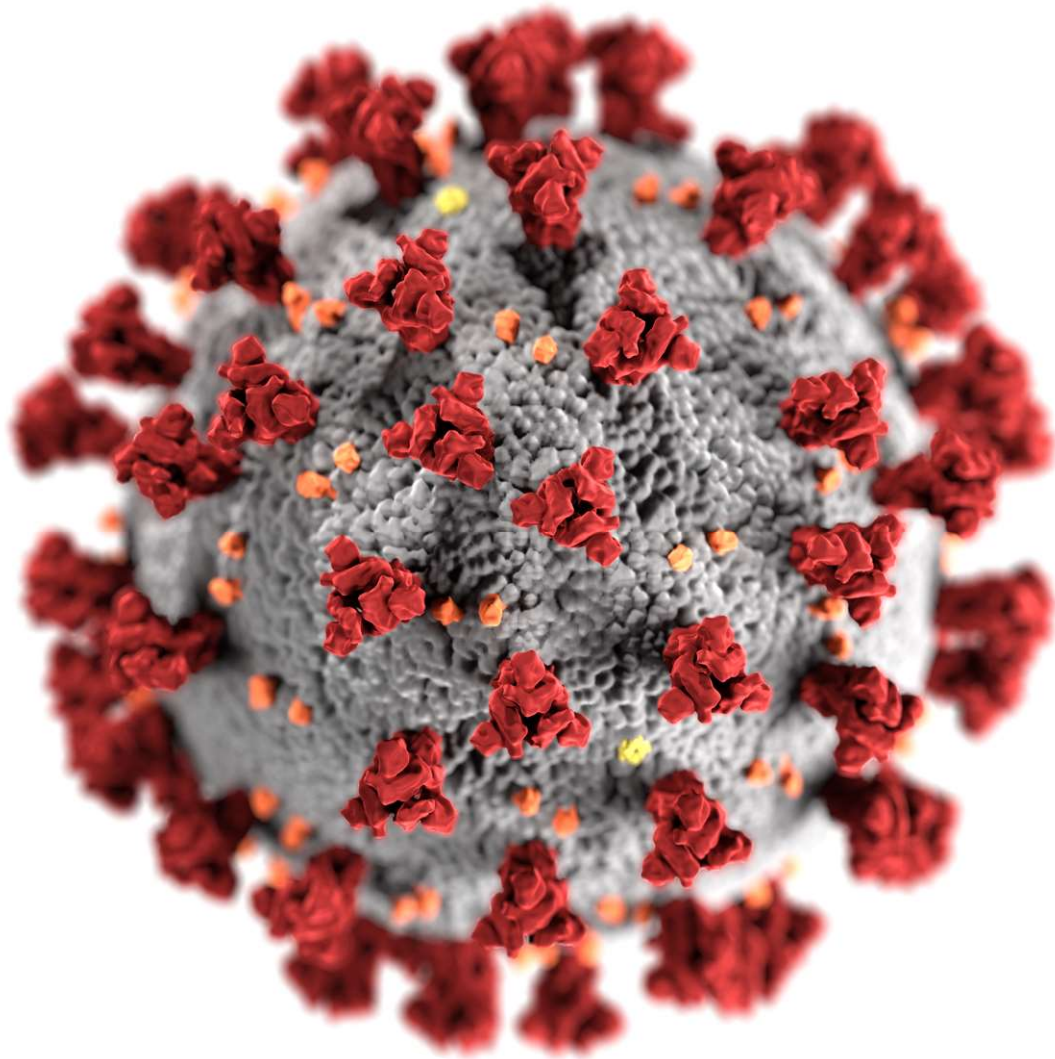


Responding to COVID -19
Considerations for Business and Compliances



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1. Business impact analysis



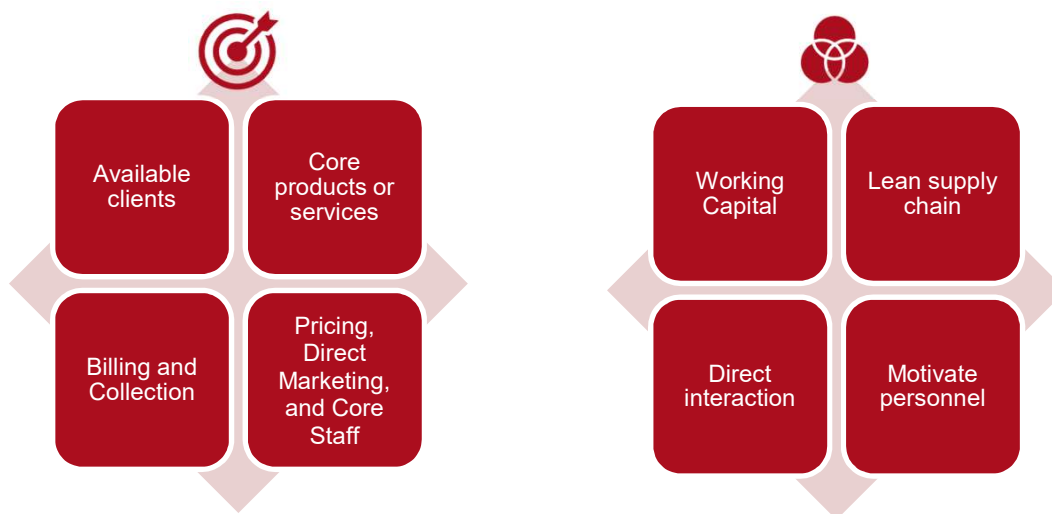
2. Cash flow optimization

Reviewing existing policies and requirements



- Create a liquid cash assessment policy on a real time basis - forecasting short term cash flows linked to critical risk variables in business cycle and considering prudent cash management policy and reduced non-critical uses of cash
 - Consider for significant changes to cash conversion cycle (e.g., cash terms with key suppliers and customers)
- Take stock of any pending refunds from the tax & regulatory authorities, incentives under FDI regimes (if any) and prepare for aggressive recovery strategies of such locked in amounts
- Review the existing intercompany financing policies adopted by the companies in the group. Explore the possibilities of extension of payment terms during the epidemic-impacted period of intercompany lending (intra-group financing, including the granting of loans by third-party financial institutions with a guarantee support) that would help to manage the working capital needs of the group entities
- Streamline the procurement control policy (e.g., PO authorization processes, active management of open POs and delivery schedules)
- Plan for repatriation of surplus funds (if necessary)

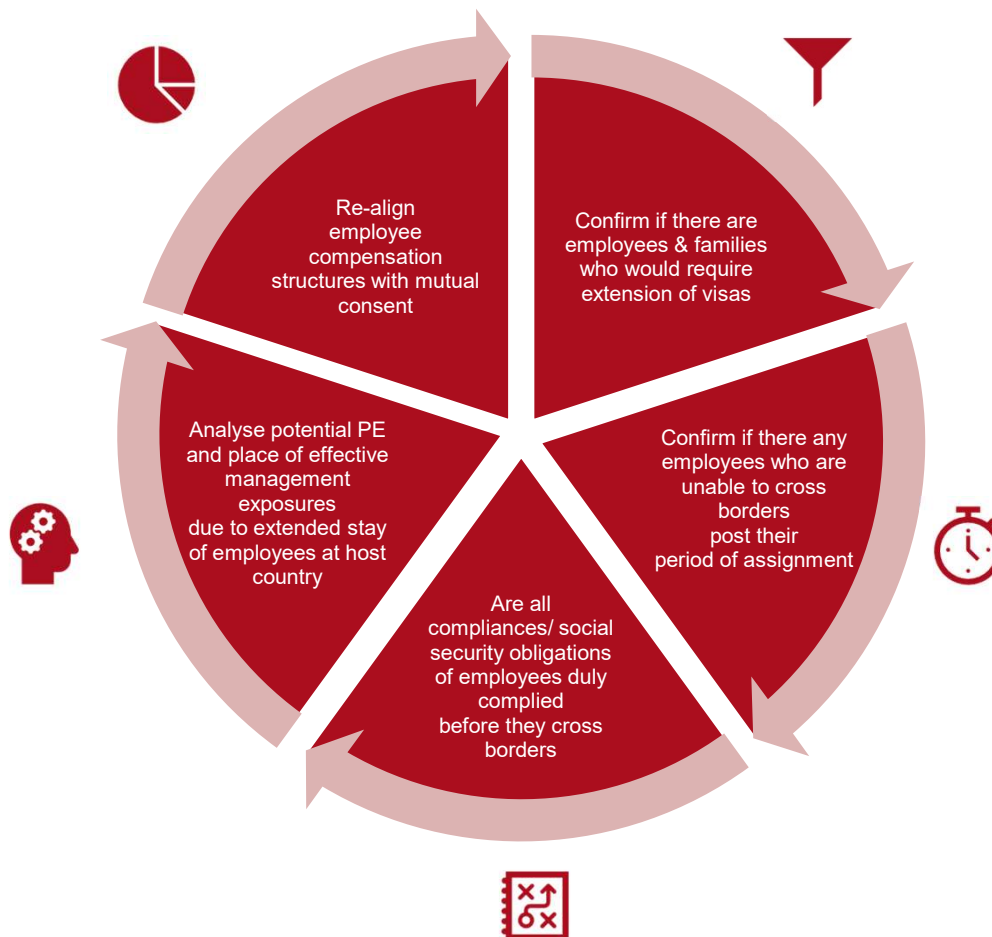
Key Focus areas








3. Planning for your current and future compliance obligations

- Evaluate how to pay taxes such as advance tax or self-assessment tax or tax deduction at source, in the next couple of months considering the current cash flow situation
- Evaluate the impact on your current and pending tax disputes, or obligations under FDI regimes (if any) in terms of the timelines and also evaluating the alternative options (if any)
- Analyze the key tax and regulatory compliances over the next couple of months, in light of the extended due date of such compliances
- Optimize foreign tax credits & allow for offsetting brought forward tax losses (if any)
- Evaluate implications on FDI regimes and tax arising due to temporary discontinuation of business / closure of units / Business losses
- Evaluate the CSR policy, in the light of new avenues for expenditure (COVID-19 expenditure) and evaluated the possibility of tax deductibility of such expenditure

4. Employee considerations



5. Implement the revival plan

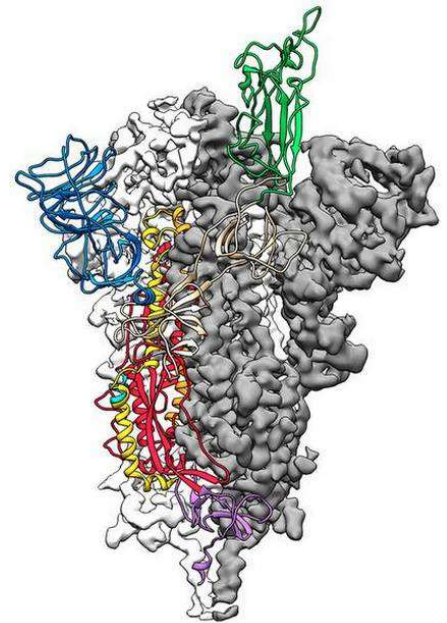
-  Assess the impact on business
-  Identify priorities from continuity point of view
-  Coordinate with stake holders and partners
-  Develop a phased plan
-  Implement the plan

6. Need support

In case, if you have any challenges, in terms of :

- a. understanding the concepts of Business Continuity Plan; or
- b. understanding the steps involved for implementation; or
- c. utilizing the resources provided by the government or financial institutions; or
- d. running the business in a smooth manner during challenges times

We would be pleased to support you with the requirements, as necessary



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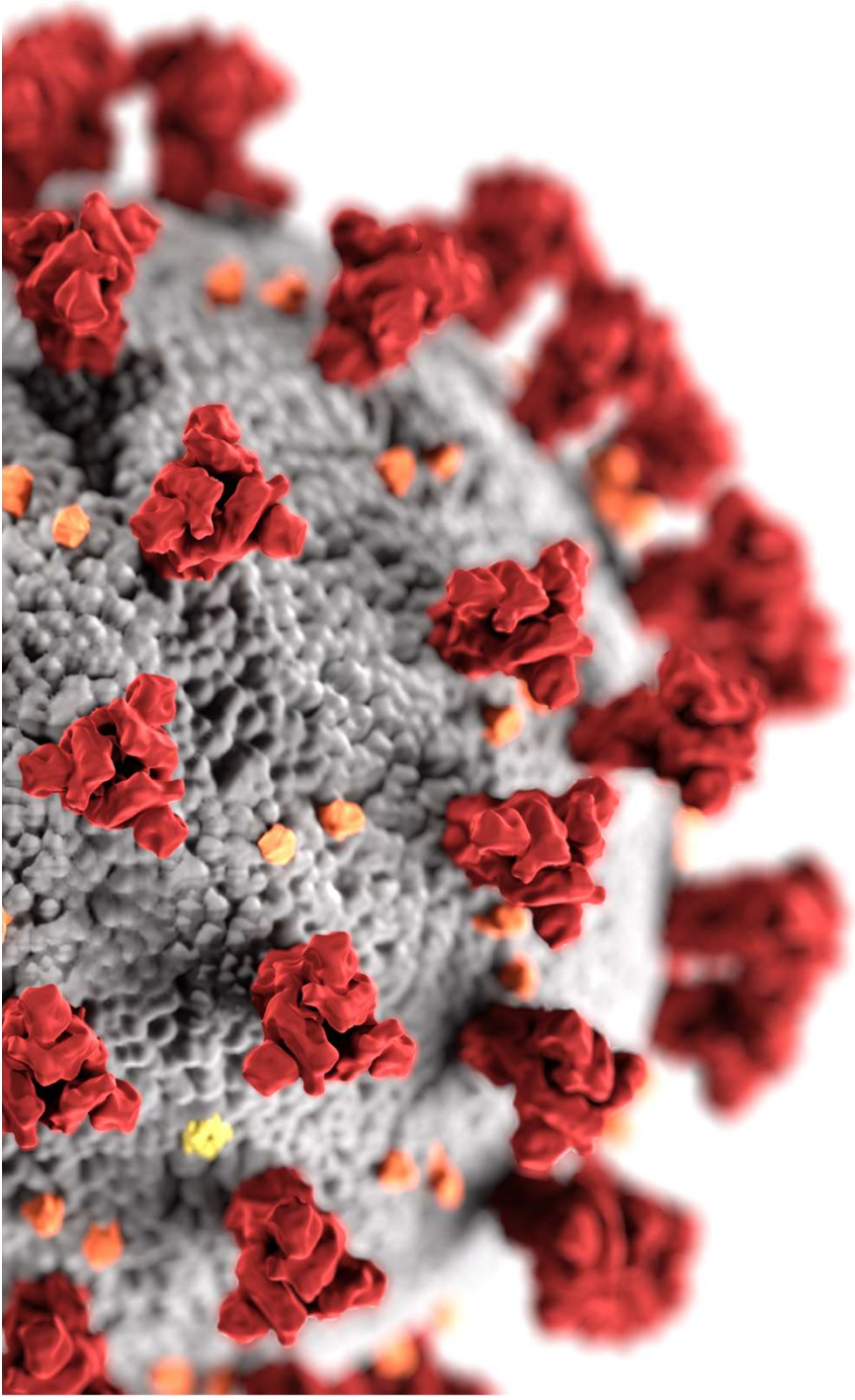


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