



PIVOT Management Consulting Private Limited

Asia's specialist Consulting firm in Capital markets



Rising Star
PIVOT Consulting
Consulting Firm of the Year
Markets & Infrastructure

INDIA
December 2024

India * Cyprus * Singapore

428, Platinum Techno Park, 4th floor, Sector 30A, Vashi, Navi
Mumbai, Maharashtra, India, Pin/Zip Code: 400 703

www.pivotmgmt.com

Company Overview

Who we are:

1. Established in 2015
2. Asia's Largest Consulting Company in Securities Services Space
3. Presence: India, Cyprus
4. Strategic Alliances: Luxembourg, Singapore, Hong Kong, UK
5. 300+ man-years of senior management experience
6. Multi-segment Consulting and Training

What we do:

1. **Core strength:** Business Set up/ transformations through effective, comprehensive Business/ Operations solutions, innovative implementable strategies, reducing Cost of doing Business, improving market attractiveness
2. Thought leadership and market advocacy in India, Globally
3. Unparalleled market intelligence, expertise, and international network
4. Provide diverse cost-effective consulting model for clients
5. Technology driven Client Centric solutions
6. Unique integrated Cross-Border Solutions
7. Due Diligence wrt buyouts merger

Whom we serve:

1. Custodians
2. FPIs
3. Brokerage Firms
4. Depositories
5. Clearing Corporations
6. Stock Exchanges
- 6A. Overseas Capital Market Projects
7. FDIs
8. PEs
9. Corporates
10. Representative office

What we know:

1. Custodial Advisory Services
2. Fund Administration
3. FPI Advisory Services
4. Capital Market Development Advisory Services
5. PE, PMS, AIF and Institutions Advisory Services
6. Training & Mentoring
7. Broking Advisory Services
8. Governance and Compliance
9. Setting up Rep offices of Banks
10. Global Consulting

PIVOT : Our Journey (2015 – 2024)

10 years | | 12 Segments | | 39 Pedigree Institutional Clients | | 40 Papers Published - Thought Leader | | Global Presence

Asia's Largest Consulting Company in Securities Services Space

Advisory & Business transformation services: Custody, Fund Accounting, Operations, Client Services, Governance & Compliance	Developed client's business inorganic growth- over 300%	Created new business and cost-effective revenue segments	300+ man-years of senior management experience
Faster, effective focused results, strong teamwork and Governance norms	Unique cross border solutions: Asia, Middle East and Europe	Advised on cutting edge Tech solutions to leadership team & management	Team building : Identified right resources, trained teams to achieve business goals
Excellent Outreach through LinkedIn page, website, brochures, corporate profile, webinars etc	Advised 7 Custodians & new entrants in India. Projects in India, Cyprus, Saudi Arabia	Advisory services regarding global recognition	Multi-dimensional training & specialized course
Through TSSAG showcased developments & strategic positioning	Sustaining engagement with GC, AST, AAM, RA, ISSA and others	PIVOT won the Rising Star – Consulting Firm of the Year Award in the Markets & Infrastructure category of Regulation Asia Awards for Excellence 2023	Hosting Industry Events : Williams India

Confidential

Viraj inducted as a Legend in the GC Hall of Fame, May 2022
PIVOT recognized as Rising Star at Regulation Asia Awards for Excellence, Nov 2023
PIVOT recognized as Innovation in Securities Service Consulting at Global Custodian Asia Awards, May 2024
Viraj recognized as Changemaker -2024



Business Segments Offerings

Custodial Advisory Services	FPI Advisory Services	Fund Administration Services
<ul style="list-style-type: none"> ▪ Set up , Re-engineering, Strategic Tie-ups. Due Diligence wrt buyouts ▪ Expertise in FPI, FDI, PMS, AIF, MF, PE space ▪ Deep Local Capital Market Expertise, Business Due Diligence ▪ Product Structures, RFPs, Risk processes ▪ Identify opportunities, Challenges, devise and implement strategic solutions ▪ Marketing Collaterals, Sales development, segment development ▪ Technology and Operational Solutions, Training (including soft skills and presentation skills) and team restructuring ▪ Engagement with experts & Regulators on market developments ▪ Business Intelligence, Revenue solutions, Competitive solutions ▪ Unique Business development solution: 1-2-3 Strategy and Global networks ▪ Global recognitions 	<ul style="list-style-type: none"> ▪ Understand Client requirements; Advise on potential Structures ▪ Provide specialist knowledge on Capital Market and products, providers ▪ Advise/ Assist on India Access. Set up structures via Cyprus, Mauritius, Singapore ▪ Offer integrated solution: Devise best case solution that enables Ease and lower cost of Access ▪ Comparative analysis of the service provider's products and services ▪ Assist existing FPIs in evaluation and selection of providers and reduction in costs ▪ Assist with Onboarding process 	<ul style="list-style-type: none"> ▪ Deep experience, credentials and expertise in developing "Fund Administration Service ▪ Services and solutions to Asset Managers and Service providers ▪ Undertake market Study, develop products, establish strategic alliances ▪ Operational capability, Technology driven Solutions ▪ Governance Structures, job description, Training ▪ Thought leadership, Benchmarking ▪ Revenue enrichment ▪ Marketing collaterals ▪ Integration between Custody and FA services ▪ Process reviews, RFPs/ RFI related

Business Segments Offering

Governance and Compliance Services

- Governance Framework - best practice and regulatory requirement
- Evaluating Risk client is exposed to
- Risk Mitigation and control, including dashboard for Board and Management
- Risk and compliance framework with technology solution
- Compliance with Regulators, Exchanges and self-regulation
- Regulators/ Exchanges eg. Cross Boarder market, projects, franchise growth

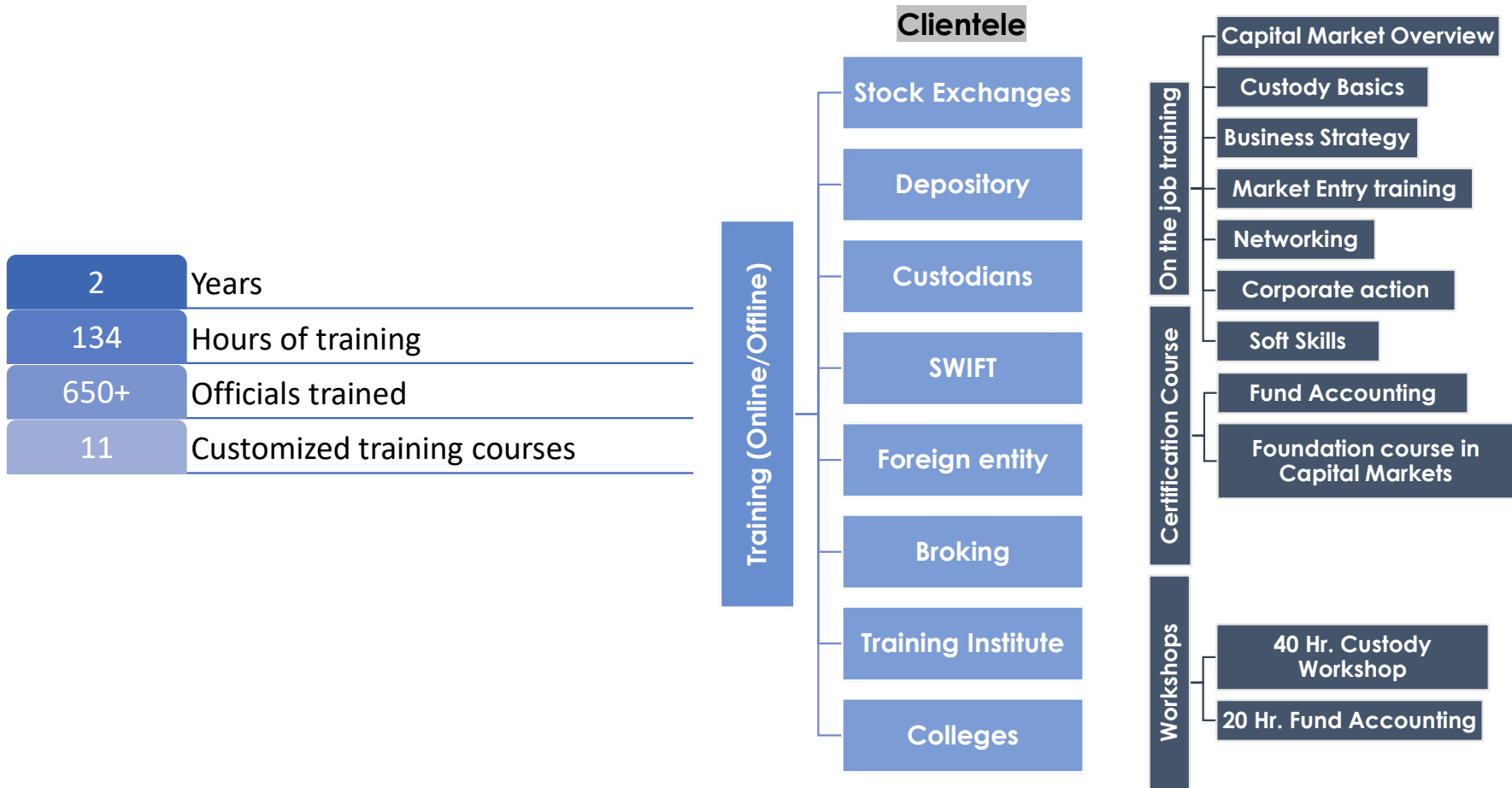
PE, PMS, AIF and Institutions Advisory Services

- Undertake Due Diligence, Business assessment wrt. acquisitions/Set up(local or cross border)
- Expert understanding of financials and strategy, risks and regulatory practices
- Potential opportunities and challenges, assessment of forthcoming external changes
- Business and operational requirements, assessment of the management team
- Assessment of Technology driven solutions and redundancies
- Industry insights, advocate best practices, published reports, and structured strategic alliances, Industry engagement (BCCI, IVCA, IMC)
- Hosting Events (Webinars, Roundtables, Roadshows, Conferences)

Broking Advisory Services

- Advise/ implement Global standards in Institutional broking
- Onboarding, expertise in institutional Trading Platforms/ Operations set-up
- Devising structures, Identifying process issues, implementing improvements & automation
- Developing Client support, Due Diligence & Review
- Assist in strategic Business set- up, FPI related initiatives
- Engagement with Experts & Regulators on market developments

Business Segments - Training



Business Segments Offering

Award and Events: Services to Clients

Our local and cross border expertise, membership, understanding and engagement with leading thought leadership-driven events, publications, and leading Industry bodies – in multi-dimensional roles and responsibilities are geared to assist the development of clients in multiple areas, including providing strategic guidance. Some of the key areas of our experience/ expertise:

- Providing a log of key events/awards/ recognitions by importance
- Selection of the appropriate event/ category for participation
- Engaging and guiding the client wrt preparing for the same
- Developing and Vetting of the pitches/ presentations, positioning
- Guidance in documents and collateral submissions
- Sharing a Jury's asks and developing on those lines
- Assist in preparing for interviews
- Follow up with the organizer for any additional requirements
- Post-award promotion
- Developing internal systems that ensure continuity
- Look for cost-effective solutions
- Attending Network meetings
- Events: GC/ AST/ AAM/ BBF/ ISSA/GF/ RA

Award and Events: Services to Organizers

Our local and cross border expertise, membership, understanding and engagement with leading thought leadership-driven events, publications, leading Industry bodies – in multi dimensional roles and responsibilities are geared to assist the development of clients in multiple areas, including providing strategic guidance. We have excellent relationships that have helped clients to engage in effective growth.

PIVOT being well established in the Securities Services Industry Globally and with presence in multiple countries provides/advises Organizer on:

- Determining appropriate venue, date and time
- Selection of an appropriate theme
- Provide local expertise
- Assist in shortlisting of potential candidates for the Award participation
- Assist in Sponsorships and endorsements
- Promotional activities
- Identifying Panelists and target segments
- Providing local expertise in India and Cyprus
- Supporting hosting of Webinars, calls, meetings, events etc
- Identifying thought leadership topics

Business Segments Offering

Global Consulting: Driving Excellence Across Borders

Our Global Consulting Division is committed to deliver comprehensive and tailored solutions for the evolving needs of global institutions. Our focus spans four strategic areas:

- **Global Projects:** Offering end-to-end consulting services for global institutions requiring cross-border expertise and seamless execution
- **Local Projects of Global Enterprises:** Enabling global organizations to align with regional dynamics while leveraging international insights
- **Global Best Practices:** Introducing and integrating world-class methodologies, frameworks, and innovations to drive organizational excellence
- **Global Footprints:** Advising Indian institutions in expanding their presence, and operations overseas

With a commitment to strategic growth and operational excellence, the Global Consulting Division partners with organizations to navigate complexities and achieve transformative success in a competitive global environment

Industry Event, Global Recognition, Awards

Industry Event

PIVOT hosted the first ever India Williams in January 2024 (second one on January 24, 2025). Over 102 Industry leaders from Custody, Stock Exchanges, Depository, Clearing House, Tax firms, Broking were represented in 2024 (in 2025 event we expect about 150+).

Mr. Ashishkumar Chauhan, MD & CEO - National Stock Exchange of India Ltd.

"I have been informed that Williams is an individual gathering of securities market professionals taking place this time in Mumbai. Please accept my best wishes for the event. Such interactions help professionals create lasting friendships, and collaborative eco-system in an Industry."

Mr. Sundararaman Ramamurthy, MD & CEO – Bombay Stock Exchange Ltd.

"I extend my heartfelt greetings to this distinguished gathering. It's a significant moment as we host over 40 leading institutions from the custody and capital markets in India. May this event spark innovative ideas and foster stronger ties within our financial community, propelling us towards a prosperous future. Wishing you an evening of fruitful discussions and valuable insights."

Mr. Nehal Vora, MD & CEO - Central Depository Services (India) Ltd.

"Embracing Atmanirbharta in our Indian Capital Markets is our commitment to enhancing trust, transparency, resilience, and growth. At CDSL, we envision a future where our institutions & custodians play a crucial role in empowering investors and markets alike, driving the nation towards financial independence and prosperity."

Ms. Padmaja Chundur MD & CEO - National Securities Depository Ltd.

"NSDL has been a supporter of the custodian community as we believe that connections, collaboration and changes make this industry stronger. NSDL always believes in high standards of service, and we would continue to keep innovating and adapting to newer technology to provide ease to our customers."

Message from Ambassador of Cyprus: H.E Evagoras Vrynides

"Greetings from the High Commission of Cyprus in New Delhi. I am delighted to know that the significantly large Custody Industry of over \$2.5 Trillion size in India is meeting together at Williams Mumbai. Our two countries share a deep relationship in the FDI and the growing FPI space. We look forward to engaging with you in furthering the same. We have placed our trust in the able hands of Mr. Viraj Kulkarni, and we anticipate a fruitful future in the financial and the commercial spheres between India and Cyprus. Best wishes for the evening and I look forward to meeting you the next time I am in the area."

Global Recognition

1. PIVOT clients in year 2023-2024 **won 22 Global recognition +6 shortlisted**
2. PIVOT won the **Rising Star Award in the Capital Market Infrastructure category of Regulation Asia Awards for Excellence 2023.**
3. PIVOT won the **Innovation in Securities Service Consulting at Global Custodian Asia Awards 2024.**



Awards



Leadership Profile

Viraj Kulkarni, Founder & CEO

Viraj founded PIVOT (www.pivotmgmt.com) in 2015. It is now the largest and globally acclaimed consulting company in the Securities Services sector in Asia and the Middle East. PIVOT in 2023 was recognized globally as a "Rising Star" Consulting Firm of the year in the Market and Infrastructure segment by Regulation Asia. May 2024 it was recognized as, "The Innovative Consulting Company in Asia" by Global Custodian.

Viraj Kulkarni is the Honorary Consul of Cyprus in Mumbai, for the Maharashtra Jurisdiction

He is a Fellow member of Institute of Company Secretaries of India; Certified Independent Director from Indian Institute of Corporate Affairs (MCA, GOI).

Viraj's rich work experience spanned across 3 of the top 5 Global Custodians for over 12 years as Country Head of Securities Services with Citi Bank (India and Switzerland), JP Morgan Chase and BNP Paribas. He served on the ASPAC Management Board of BNP Paribas Securities Services. He has over 34 years of in-depth and diverse exposure to emerging and advanced capital markets including as operations head at Morgan Stanley Securities Services, India and Investor Services Division at Bombay Stock Exchange (BSE).

Viraj's contribution to the industry has earned him significant recognitions. In 2013, was recognized by Global Custodian for leadership in India, through APAC industry nomination. In May 2019, Global Custodian recognized him to be amongst the Global 30 Securities Services Experts. In May 2022, Viraj was inducted as a GC Legend in the GC Hall of Fame. He is the first India based Legend amongst the 351 worldwide, across 108 countries in the \$281 Trillion Custody Industry.

Viraj is a Director of PIVOT Consultants (Cyprus) Ltd. (www.pivotcyprus.com), an independent Director at Motilal Oswal Trust Company, as well as on Bharat Forge Investments Limited. He was the CEO of TSSAG, UK (www.tssag.info), an expert on the NSE Knowledge Hub Panel. Viraj has been on Industry committees in India and Switzerland. He is a Member of the Steering Committee of "NSE Lecture Series on Securities Law and Practices"; Committee Member of the Private Equity, Venture Capital and Capital Markets of Bombay Chamber of Commerce and Industry. He was on the IMC's Alternative Funding (PE+Capital Market) committee. He is also a member of the Equity Markets working group of CII. He is on the Board of Studies (CM) at Guru Nanak College of Arts, Science & Commerce. He is also a Chairman of International Trade & Commerce Committee of Bombay Chamber of Commerce and Industry.

In 2022- Asian Development Bank appointed Viraj to mentor Entrepreneurs in India, Vietnam, Cambodia and Thailand for its PROFT Project.

He is featured/ participate in Global/Local Capital Markets events, Electronic Media and writes on Ease of doing business. He hosts the globally acknowledged William's event in India, the Custody Industry's annual gathering.

Madan Kore, Consulting Director

Mr. Madan Kore heading our new division "Global Consulting" as Consulting Director.

Mr. Madan Kore brings in a rich and distinguished 32 years of Global and Local expertise and experience across Custody, Fund accounting, Banking, Risk, Audits, best practices, TA, BPO/KPO management. He previously served in senior management roles at Citigroup, State Street Syntel, E-serve, UCO Bank and Centurion Bank.

The global Consulting Division will focus on four areas:

- Global projects
- Local projects of Global enterprises
- Global best practices
- Global footprints of Indian Institutions as well as for other nations

The above adds depth to PIVOT'S existing advisory, non-advisory services and software services across Custody, Fund accounting, Capital Market infrastructure (Exchanges, Depositories, Clearing houses), PE, Training.

Leadership Profile

R. Anand, Consulting Director

R. Anand is Consulting Director for Operations Advisory vertical at PIVOT. He has over 30 years of rich experience in Capital Market Operations, Business Development, Client Relationship Management, Strategizing and Planning. He held management positions with leading custodians, stock exchange and bank. He was part of the team involved in setting up the first custodian in India.

He has varied exposure in managing custodial operations and client service including business planning and implementation, analysing risk, and providing risk management solution, developing SLA and processes, setting up FPI division. He has also conducted detailed market study to analyse trends, formulating strategies, developing product, business expansion, network planning, in driving revenue and profit gains as well as improving on organizational performance.

He was member of key Regulatory/ advisory committees and, was a speaker in various international and domestic forums and conferences.

Dr. Rajeev Uberoi, Consulting Director

Rajeev Uberoi is Consulting Director for Governance and Compliance Advisory Services vertical at PIVOT. He has over 35 years of rich experience in Senior management roles with India's Banking Regulator, Foreign (Grindlays, Citibank, Standard Chartered) and Indian Bank (IDFC Group) amongst others. He served in multiple capacities especially risk, legal and compliance. Dr. Rajeev's core competency is in the arena of Governance, Risk and Compliance expertise. He has an excellent exposure in mergers, demergers, acquisition, business and strategy development. He set up India's first infrastructure Debt Fund under the mutual fund route. He was instrumental in setting up a broker – dealer entity in USA. Dr. Rajeev designed and started one of its kind specialized courses on infrastructure Laws in collaboration with an Indian school.

He is an astute analyst, strategic thinker, and creative problem solver. He actively engaged in productive relationships with Government agencies, Law Makers industry.

Dilip Kakwani, Consulting Director

Mr. Dilip Kakwani is Consulting Director for Broking and Capital Market Infrastructure at PIVOT. He brings over 30 years of Capital Markets senior management expertise across Clearing and Settlement of listed Derivatives and Agency Lending, has developed products, engaged in business strategy, Automation, Operations, Sales, besides Risk and Compliance across Banking Clearing, Custody, Clearing House and PCM membership. His stints included at Axis Bank Limited, Indian Clearing Corporation Limited, IL&FS Securities Services Limited & Dalal Street Journal Group within the Capital Market ecosystem.

Hemant Nagar, Consulting Director

Hemant M Nagar leads as Consulting Director- Fund Accounting vertical

Hemant has over 22 years of rich experience in Asset Management, Fund accounting and Custody Space. He worked with Citibank, HSBC, JP Morgan and Franklin Templeton. During his career he oversaw Product Development, Transition / Onboarding, Revenue and Profitability, determination of NAV calculations, Tech solutions, development and implementation of systems, Sales and marketing, UCITS, Training, oversight of Operations and Client Servicing.

He is a rank holder Chartered Accountant with a Bachelor's in Commerce from Mumbai University

Our Key Clientele

Cross-border	Albashir	BNY Mellon	NSE	ICICI Securities	JM Financial
	Hikari Tsushin	ICICI Bank	CDSL	SSL	Globe
	KPMG Cyprus	DBS	ICCL	SMC	Sushil Finance
	NSE IX	StockHolding	SWIFT	BHH Securities	V C Mehta
	PIVOT Cyprus	SBI-SG	NCL	Ventura	Equirus
	SS&C	Edelweiss	Orbis	Rare Enterprises	IL&FS
Local					

Strategic Partners



Testimonials

" I am glad to learn that a concept I planted in Viraj Kulkarni, has grown over the last six years. PIVOT has emerged as a leader providing value added solutions, thought leadership in the development of Capital Markets in India and overseas. I wish Viraj and team PIVOT continued successes in their endeavors".

Dr. Vijay Kelkar

Chairman 13th Finance Commission
and Former Finance Secretary, Govt.
of India

April 2021

Mr. Christophoros

Anayiotos, Board Member,
KPMG Limited, Nicosia, Cyprus

April 2021

" We hereby confirm that KPMG Limited("KPMG"), the Cyprus member firm of KPMG, had appointed, in August 2019, PIVOT Management Consulting(OPC) Pvt. Ltd. ("PIVOT") a consulting firm based in India to undertake a study of the Cyprus Small Medium Enterprises("SME") segment and provide recommendations for development of the same.

PIVOT's team had adequately completed the work submitting a report based on the agreed scope, covering review of the Regulatory and Non- Regulatory landscape, analysis of Capital and financial markets issues especially relating to SME segment and made recommendations as to how Cyprus could position as a potential Regional SME Hub, referring to financial innovations and best practices from other European and Asian Markets that could be introduced."

"Pivot has an excellent understanding and deep expertise of Custody business. ICICI Bank has been working closely with Pivot. Pivot's team is very pro-active backed by deep experience. Pivot's strategic agility in a dynamic and evolving market is admirable. I wish Viraj and his team the very best in their future endeavours."

Mr. Sumit Sanghai

Head – Large Clients Group, Capital
Markets, Custody &
Financial sponsor, ICICI Bank

October 2021

Testimonials

"BSE Group Companies have been taking help from PIVOT over the last two years. Creating handbook on 'Easing Access to India' for international investors was clearly an important milestone in this relationship. Your team's capabilities and are well proven. I wish you and PIVOT, the very best in your future endeavours."

Mr. Ashishkumar Chauhan
Managing Director and CEO, BSE

Mr. Ramesh N.G.S
Managing Director and CEO,
Stockholding

"Stock Holding Corporation of India Limited, India's premier and longest serving Custodian found a suitable partner in "PIVOT Management Consulting" (PIVOT). PIVOT is one of India's leading Consulting firms in the securities space, backed by an experienced team equipped with over 50 man-years of global and local expertise in the custody space. PIVOT worked closely with Stockholding's team for over two years and helping in rolling out cutting edge investor focussed solutions, developing thought leadership and providing strategic insights, especially in the FPI space."

"PIVOT Management Consulting's skill in navigating India's capital markets and infrastructure is exceptional. Viraj's connectivity with senior securities market practitioners and experts in India is quite remarkable. In particular, I would like to acknowledge PIVOT's contribution to the success of the investor Roadshow BNY Mellon and the Bombay Stock Exchange, hosted in New York. I look forward to collaborating further with PIVOT in the near future."

Mr. Neil Atkinson
Head of Asia- Pacific, Depository
Receipts, BNY Mellon

Contact Details



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Team



Vipul Mohite

in



Sheenam Bhardwaj

in



Ashwini Shetye

in



Abhishek Chincholikar

in



Soniya Soude

in