

# Nangia Andersen LLP

Oil & Gas Industry



A member firm of **ANDERSEN GLOBAL**



# *Content*

1. Indian Economy
2. Hydrocarbon Exploration in India
3. Hydrocarbon Exploration & Licensing Policy
4. Direct Tax
5. Transfer Pricing
6. Indirect Tax
7. Regulatory
8. M&A : Sell Side Advisory
9. M&A : Buy Side Advisory
10. Corporate Restructuring Advisory
11. Restructuring Advisory
12. Transaction Structuring
13. Due Diligence
14. Business Valuation
15. Implimentation : Transaction Closure
16. Growth Strategy Consulting
17. Business Intelligence

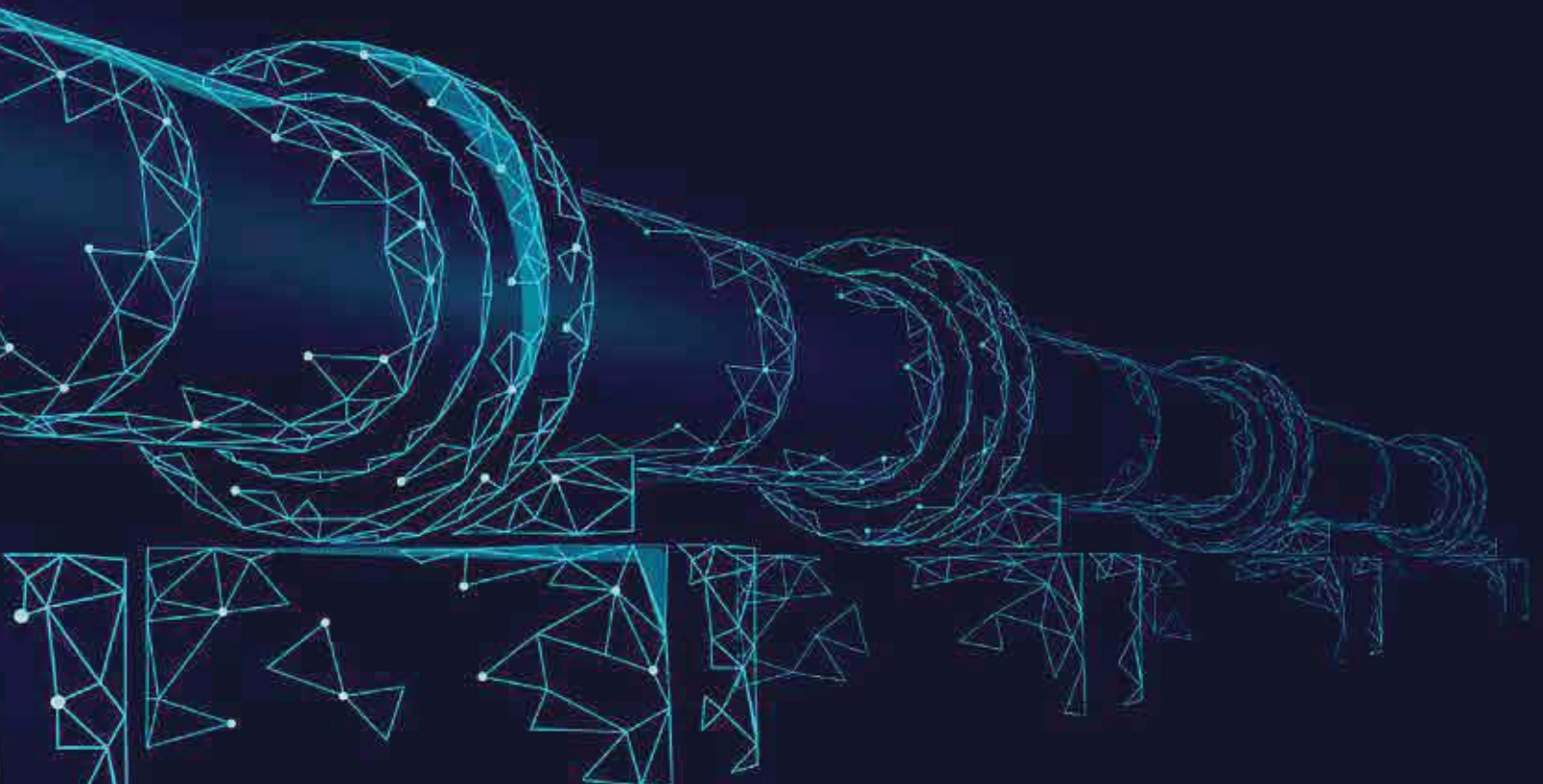


# *About Us*

Nangia Andersen LLP is a premier professional services organization offering a diverse range of Entry strategy, taxation (Direct & Indirect) , Transfer Pricing services, cross border Merger & Acquisition, & Transaction Advisory services. As a part of Andersen Global we have reach to more than 175 offices globally having presence in more than 75 countries of offices globally. In India, Nangia Andersen LLP has India coverage with offices in Noida, Delhi, Gurugram, Mumbai, Dehradun, Bengaluru, Chennai and Pune. Nangia Group has been in existence for around 40 years and has been consistently rated as one of the best tax and regulatory advisors in India.

Quality of our people is the cornerstone of our ability to serve our clients. For this reason, we invest tremendous resources in identifying exceptional people, developing their skills, and creating an environment that fosters their growth as leaders. From our newest staff members through senior partners, exceptional client service represents a dedication to going above and beyond expectations in every working relationship.

We strive to develop a detailed understanding of our clients' business and industry sector to offer insights on market developments and assist our clients develop effective strategies and business models. We have the resources and experience necessary to anticipate and competently serve our clients on issues pertaining to all facets of Tax and Transaction Advisory. We take pride in our ability to provide definite advice to our clients with the shortest turnaround time.





## 1. Indian Economy

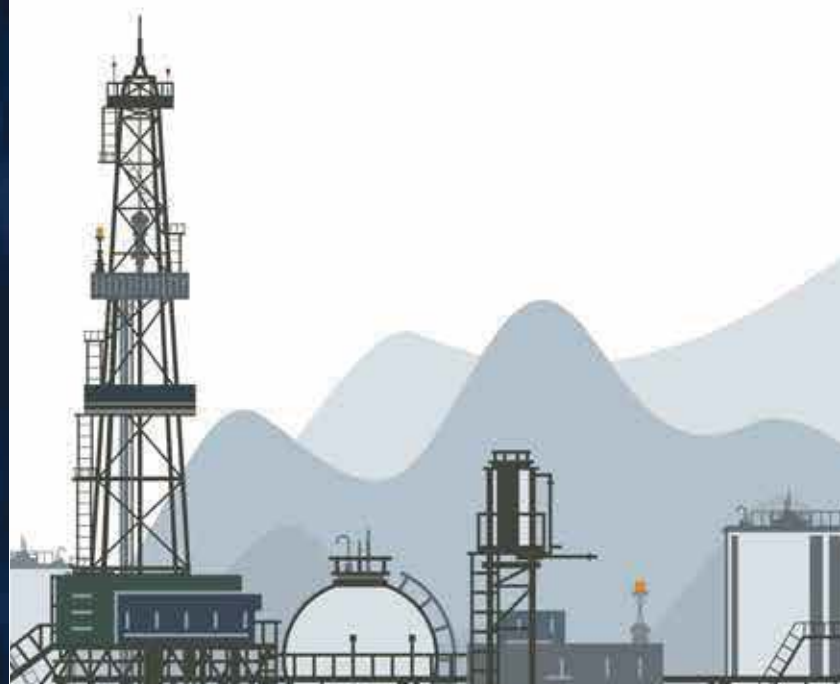
India continues to remain one of the fastest growing economies in the world. The Indian Government's vision is to become 5 trillion dollar economy by year 2024-25.

As a result of all round and multi-sectoral reforms, India has leapfrogged to the 63rd rank in the World Bank's latest Ease of Doing Business rankings (2020). India has improved its position by 79 in the last 5 years (2014-19).

Continuing urbanization and significant expansion of the middle class have made India a dominant driver of energy and oil demand growth.

India has struggled to raise its oil and gas output for years and the country is dependent on foreign suppliers and vulnerable to the geopolitics of the international oil market.

Policy decisions such as **HELP** (Hydrocarbon Exploration & Licensing Policy), **OALP** (Open Acreage Licensing Policy) and **EORP** (Enhanced Oil Recovery Policy) are likely to bring about a positive change in India's oil & gas sector.



## 2. Hydrocarbon Exploration in India

### Pre-NELP and NELP Era

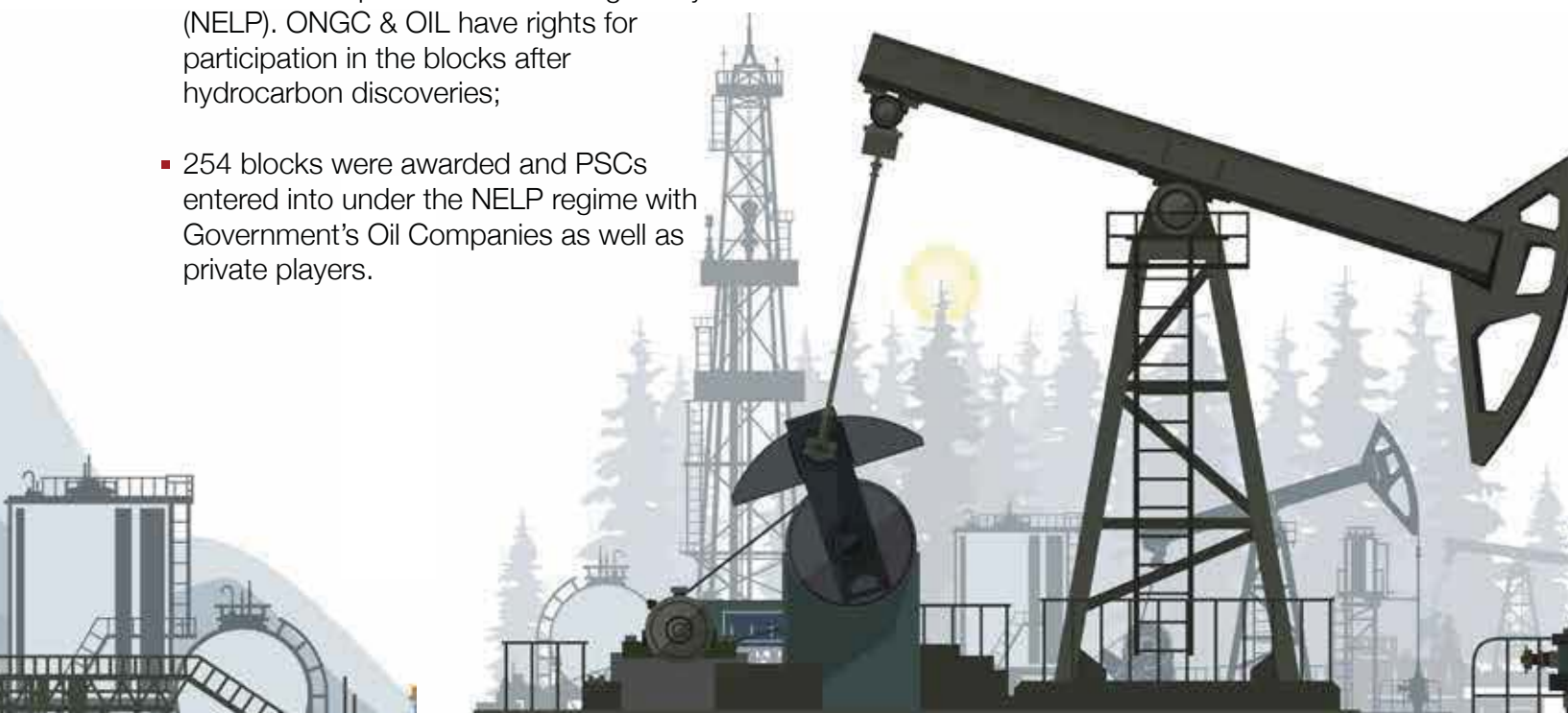
Government's Oil Companies i.e. ONGC and OIL are carrying out hydrocarbon exploration and production activities in the country since inception. Consequent to liberalization of the petroleum sector in 1990s, the participation of private players (both foreign and Indian) was permitted.

**The hydrocarbon exploration in India was undertaken under the following stages:**

- 17 blocks are operated under nomination basis by ONGC & OIL;
- Production Sharing Contracts (PSC) have been entered into by the Indian Government for 28 discovered blocks during 1991 to 1993 where private companies were the operators of the blocks while ONGC or OIL had participating interest;
- PSCs have been entered into by the Indian Government for 28 exploration blocks with private parties after 1990 till the beginning of National Exploration & Licensing Policy (NELP). ONGC & OIL have rights for participation in the blocks after hydrocarbon discoveries;
- 254 blocks were awarded and PSCs entered into under the NELP regime with Government's Oil Companies as well as private players.

The current position of the PSCs is as under:

BIDDING ROUND	TOTAL BLOCKS	ACTIVE BLOCKS
Field	28	25
Pre-NELP	28	10
NELP I	24	3
NELP II	23	3
NELP III	23	4
NELP IV	20	4
NELP V	20	5
NELP VI	52	10
NELP VII	41	12
NELP VIII	32	10
NELP IX	19	15
<b>Grand Total</b>	<b>310</b>	<b>101</b>



### 3. Hydrocarbon Exploration & Licensing Policy

- The Government has prioritized energy security and has taken several initiatives for increasing production and exploitation of all domestic petroleum resources.
- The new HELP for award of Hydrocarbon Acreages in the Upstream Sector of India was launched on July 1, 2016.
- OALP is one of the key features of HELP, as per which following are available:
  - A single license for exploration & exploitation of conventional, as well as unconventional hydrocarbon resources,
  - flexibility to carve out exploration acreages,
  - a Revenue Sharing Model and
  - marketing and pricing freedom for Crude and Natural Gas
- The Government under three OALP rounds have already awarded 87 Blocks covering an area of 1,18,280 Sq. Km with leading E&P companies
- Further, OALP Bid Round IV has been launched in August 2019 offering 7 blocks covering 18,500 sq. km spread across 3 sedimentary basins.
- A National Data Repository has been set-up. The repository offers a unique platform to all E&P stakeholders to delve inside diverse E&P datasets of Indian sedimentary basins.
- National Seismic Programme was launched to generate seismic data for initiating E&P activities.
- 56 smaller contract areas of ONGC & OIL have been bid out to companies under two rounds of Discovered Small Filed Policy.
- To offer the private sector with bigger oil & gas fields that belong to ONGC & OIL, conditions have been relaxed and now ONGC & OIL can induct private sector partners.



#### Major Players

#### E&P Companies

Major E&P players in India include ONGC, OIL, Vedanta, Reliance Industries Limited and Shell Group which operate under Production Sharing Contracts / Revenue Sharing Contracts entered into with the Government of India.

#### Non-resident service providers

Non-resident service providers provide oilfield services in India to the E&P companies. The major players include Halliburton, Schlumberger, Weatherford, BHGE, Transocean, etc.





## 4. Direct Tax

### Background

Indian tax legislation provides for taxation of enterprises engaged in the oil & gas business under the following categories –

**a. Taxation of E&P companies which operate under a Contract with the Indian Government – Section 42(1) of the Income-tax Act, 1961 ('IT Act).**

There is a special regime for taxation of E&P companies which have entered into an agreement with the Central Government.

Such agreements need to be laid before both Houses of the Indian Parliament for approval.

Section 42(1) provides that deduction of expenditures shall be allowed (as mentioned in the agreement), in lieu of or in addition to the deductions admissible under the normal provisions of the Act.

**b. Taxation of non-resident Oil & Gas service providers – (i) Business profits under section 44BB; or (ii) fees for technical services under section 115A and / or section 44DA of the Income-tax Act, 1961;**

**• Business Profits - Section 44BB**

Section 44BB provides for the determination of taxable business income on a deemed basis in respect of a non-resident engaged in the business of providing services or facilities

in connection with, or supply of plant and machinery on hire used or to be used in the prospecting for, or extraction or production of mineral oils. The salient features of this scheme are –

- i. Income is determined on deemed profit of 10% of the gross receipts
- ii. Maintenance of books of accounts / audited financial statements is not necessary
- iii. Option to report lower profit than 10%, subject to maintaining complete books of accounts / audited financial statements.

**• Fees for technical services ('FTS')**

Explanation (2) to section 9(1)(vii) defines FTS to mean any consideration for rendering of any managerial, technical or consultancy services (including provision of services of technical or other personnel) but does not include consideration for any construction, assembly, mining or like project.

There are ongoing disputes whether services rendered by a taxpayer are to be taxed under the presumptive tax scheme of section 44BB or as FTS.

The mechanism to tax FTS under the domestic law is as under:

### **Section 115A**

Section 115A provides for taxing income as FTS at 10% (plus applicable surcharge and education cess) on a gross basis in the absence of a Permanent Establishment ('PE') of the taxpayer in India.



## **Section 44DA**

Section 44DA provides for taxing income as FTS under net-income scheme if these are rendered through a PE of the tax payer in India. Further, any amount paid by the Indian PE to the head office of the foreign enterprise is not allowable as a deduction unless it is for pure reimbursement of expenses.

The provisions of section 44BB and section 44DA are mutually exclusive.

### **c. Taxation under Double Tax Avoidance Agreements ('DTAA')**

India has entered into DTAA's with various jurisdictions which provide relief to the taxpayers. The DTAA's have specific provisions in respect of determination of a PE.

Typically, in the absence of a PE in the Source Country, the DTAA provide that the foreign enterprise will be taxed in respect of business profits only in the State of Residence.

The DTAA analysis is essential from the point of view of determination of the tax liabilities of the foreign enterprises.







## ***Service Offerings - Direct Tax***

---

We provide complete support to our clients from the inception/bidding stage till execution and implementation to ensure a robust tax efficient structure.

Our team of professionals work with leading players to help make tax a more controllable and predictable cost. Our services include:

- **Tax Structuring Advisory**
  - Factoring in of taxes at the time of bidding
  - Advice on cross-border transactions
  - Advice on double taxation avoidance agreements
  - Tax planning and mitigation strategy
- **Obtaining Withholding Tax Certificates from the tax authorities wherein the withholding tax rates are prescribed at lower rates**
- **Tax Compliance**
  - Registrations with the Indian tax authorities
  - Direct Tax Audit (net-income basis)
  - Corporate Tax – Preparation and filing of tax returns, audit reports, refund claims
  - Expatriate Tax– Preparation and filing of tax returns, audit reports, refund claims
  - Withholding tax – Filing of withholding tax returns, etc.
- **Due Diligence of tax positions / FIN 48 Analysis**
- **Health Check for withholding tax compliance**
- **Tax Representation before the Indian tax authorities including but not limited to the assessing officer, Commissioner (Appeals), Income-tax Appellate Tribunal.**
- **Litigation Support at the High Court and**
- **Supreme Court Advance Rulings**



## 5. Transfer Pricing

---

Over the past few years, Indian TP law has evolved rapidly to cover most business transactions under its ambit. The recent trend in judicial decisions indicate the need for maintaining TP documentation, despite the fact that the said transaction is not likely to generate any tax related income / loss in India.

The complexity of the oil & gas value chain necessities companies to enter into significant intra-group transactions spread over many countries., which may include:

- Provision of Intercompany services including supply of manpower/ technicians etc.
- Offshore supplies / installation of equipment & materials; and
- Offshore supply of equipment on rental;

The Indian TP provisions require all such transactions to be undertaken in accordance with the arm's length principle ('ALP').

Intra Group services ('IGS') play a dominant role in Oil & Gas sector, as the inherent complexity of Oil & Gas operations requires receipt of significant volume of IGS from group head office or shared service centre.

Typically the remuneration pattern for IGS is based on time spent and hourly charge out rate (determined on the basis of cost incurred in providing such services and an arm's length mark-up).

Indian revenue authorities thoroughly scrutinize payments for IGS and often disallow the payment for IGS on the ground that it is merely a profit extraction tool which lacks commercial expediency. The taxpayers are required to maintain substantive documentation to demonstrate:

- Description of services received;
- Actual receipt of such services;
- Economic / commercial benefit derived from such services;
- Evidence of arm's length price for such services, commonly referred to as four pronged test.

The Comparable Uncontrolled Price ('CUP') and Transaction Net Margin Method ('TNMM') are two of the most commonly used methods for other international transactions entered by Oil & Gas companies in India.

The uniqueness of the transactions involved in oil & gas industry makes availability of comparable data difficult. Under such circumstances, the taxpayers can resort to the sixth method or Any Other Method ('AOM') prescribed under the Indian TP regulations.

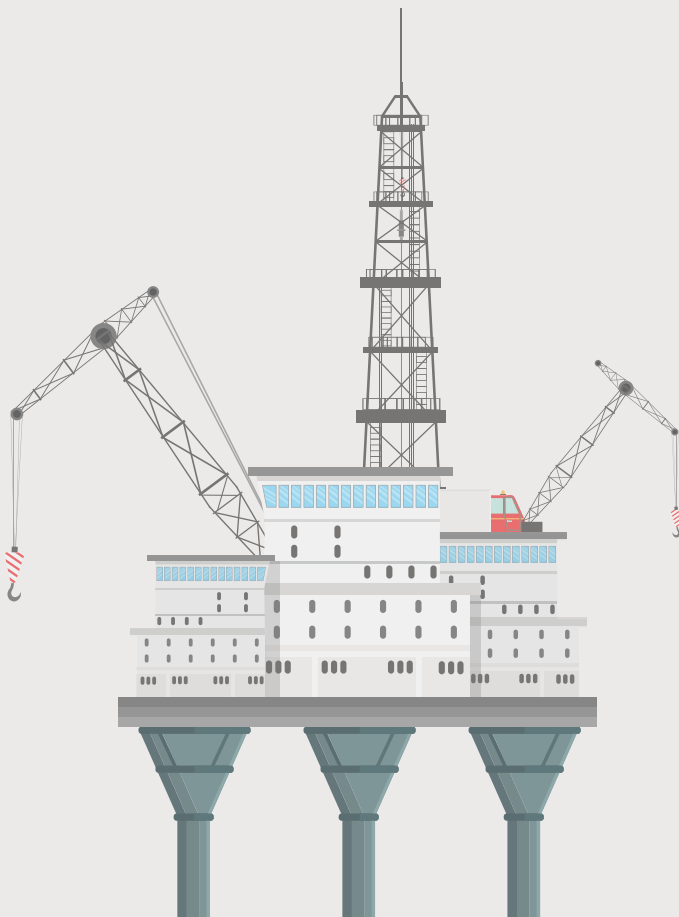
This allows flexibility, for benchmarking related party transactions using hybrid mechanisms involving return on equity, market quotations, Net Present Value analysis and other capital budgeting tools.



## ***Service Offerings - Transfer Pricing***

---

- Transfer Pricing Structuring
- Transfer Pricing Audit
- Transfer Pricing Compliance – CBCR / Master File
- Tax Representation before the Indian tax authorities including but not limited to the assessing officer, Commissioner (Appeals), Income-tax Appellate Tribunal.
- Litigation Support at the High Court and Supreme Court
- Assistance in preparation for applications and litigation support for Advance Pricing Agreements





## 6. Indirect Tax

### Background

Goods & Services Tax ('GST') is an indirect tax that is levied on the supply of taxable goods and services.

When GST was launched in July 2017. Even though the major petroleum products (including crude oil, white petroleum (motor spirit, aviation turbine fuel), diesel and natural gas) have been kept out of GST cover, some other products such as LPG, fuel oil, kerosene, naphtha etc are included.

GST applies in full to the oil & gas service providers and as such, has an impact on the oil & gas sector.

Additionally, since the Oil & Gas industry is dependent heavily on foreign sourced products / material, there are implications of Customs Duty.

However, in terms of Notification No. 50/2017 –Customs, if an Essentiality Certificate ('EC') has been obtained from Directorate General of Hydrocarbons and the same is produced at the time of importation, then the importer can avail benefit in the rate of taxes i.e. Basic Customs Duty at Nil rate and reduced Integrated GST at 5%.

### Basic framework of GST

GST is levied on the 'transaction value' (i.e. the price actually paid or payable for the supply), where:

- Supplier and the recipient are not related; and
- Price is the sole consideration.

Supply of goods or services or both within a State (i.e. intra-state supplies) or within Union Territory (i.e. intra-state supplies) or both between states/ union territories (inter-state supplies) attracts:

- Central GST ('CGST');
- State GST ('SGST')/ Union Territory GST ('UTGST')/ Integrated GST; and
- Compensation Cess (if applicable).

Import of services into India for a consideration attracts IGST while import of goods attracts Basic Customs Duty ('BCD'), Social Welfare Surcharge ('SWS') and IGST;

In case of certain specified services GST is payable by the recipient of service under the reverse charge mechanism ('RCM') in cash. Input tax credit cannot be utilised for payment of GST liability under RCM. However, input tax credit of the GST so paid under RCM is available to the recipient for offset against output GST liability (subject to prescribed conditions);

Input tax credit ('ITC') - Every registered supplier of goods/ services, subject to prescribed conditions and restrictions, is entitled to take ITC of input tax charged on any supply of goods or services or both to him which are used or intended to be used in the course or furtherance of his business



## ***Service Offerings - Indirect Tax***

---

- Tax Structuring Advisory
  - Strategizing and recommending the Indirect taxes to be factored in the bid price at the time of bidding
  - Assistance in determining the Indirect taxes and credits to be factored in the bid price, from a tax optimisation perspective;
  - Analysing entitlements to specific tax incentives/ exemptions under Indirect Tax Laws
  - On-call/ on-mail advisory services based on day to day business operations
- Tax Compliance
  - Assistance in obtaining GST registrations and obtaining of Import Export Code (IEC);
  - Assistance in computation of GST liability and determination of input GST credits available to an assessee;
  - Assistance in the preparation and filing of GST periodic returns
  - Assistance in preparation and filing of GST Annual Returns and Audit Report
  - Generation of e-waybills
- Due Diligence
  - Advisory services to determine the implications of contract / organizational structure and provide recommendations towards Indirect tax efficiency and/or compliances.
- Assistance in Departmental audits;
- Drafting and filing of reply to showcause notices and appeals
- Preparation and filing of application for Advance Rulings and representation
- Indirect Tax Representation before Authorities
- Litigation Support at the CESTAT, High Court and the Supreme Court
- Preparation and filing of Duty drawback claims
- Preparation and filing of refund claims
- Preparation and filing of claims under Service Export from India Scheme ('SEIS') as well as sale of SEIS scrips

## 7. Regulatory Services

### Background

Foreign companies typically require a physical presence in India to be able to operate in India.

India's Reserve Bank of India ('RBI') together with the Registrar of Companies ('ROC') allows for a wide variety of structures. The main alternatives available are discussed below:

#### ■ Liaison Office ('LO')

A LO can be set up in India so as to act as a representative office which communicates between the Head Office ('HO') and the Indian entities so as to promote the HO interest and build a network. However, a Liaison Office cannot engage in any income generation activities.

#### ■ Project Office ('PO')

A PO can be set up for the purpose of "executing a project" in India. Like a LO, the PO is an extension of the HO and not a separate legal entity. Typically, the operations of oil & gas service providers are carried out through the PO model.

#### ■ Branch Office ('BO')

A BO can be set up by a foreign company in India. The BO's permissible scope of operations are substantially more than an LO or a PO and can include:



- Export / import of goods
  - Render professional / consultancy services
  - Carry out research work
  - Promote technical or financial collaboration between Indian companies and the HO
  - Represent the HO as a buying / selling agent
  - Render IT / ITES services
  - Render technical support for products sold by the HO
- Like an LO and a PO, the BO is an extension of the HO and not a separate legal entity.

#### Limited Liability Partnership ('LLP')

An LLP is a separate legal Indian entity distinct from its constituent members wherein the liability of the members is limited to their agreed contributions. An LLP can be formed by two or more partners. The partners can be incorporate bodies (including foreign companies).

RBI permits 100% foreign direct investment in LLPs for certain sectors. An LLP is required to register itself with the Ministry of Corporate Affairs.

There are no minimum capital contribution requirements for LLPs.

Being an Indian entity, LLPs can operate with complete freedom and there are no restrictions towards the activities that it can undertake.





▪ **Indian Wholly Owned Subsidiary ('WOS')**

An Indian WOS is a separate legal Indian entity distinct from its shareholders. The shareholders can be incorporate bodies (including foreign companies).

RBI permits 100% foreign direct investment in WOS for certain sectors. A WOS is required to register itself with the Ministry of Corporate Affairs.

Being an Indian entity, a WOS can operate with complete freedom and there are no restrictions towards the activities that it can undertake.

From the point of view of compliance and taxation, a WOS structure can be more onerous as compared to a LLP since it requires substantially more compliance (in the form of paperwork and record keeping) and is also subject to an additional Dividend Distribution Tax at the time of repatriation of profits to the shareholders.

## ***Service Offerings - Regulatory Services***

---

- Structuring the form of India business operations viz. PO, WOS, LLP etc. having regard to overall tax optimization, both at operational level as well as on repatriation of surplus funds;
- Assistance in registration with the RBI and the ROC
- Advise on current government policies in relation to Foreign Investment (inbound)
- Obtaining approvals under various provisions of Foreign Exchange Management Act from the Reserve Bank of India
- Strategizing commercial relationship between group entities from a fiscal and regulatory perspective that facilitate easy repatriations and optimize transfer taxes on exit;
- Support on regulatory compliances / annual filings.
- Valuation exercise and determining Share swap;
- Advisory services in relation to closure of project office and / or migration to WOS model;



## **8. M&A : Sell Side Advisory**

### **Objectives for Divestment of Stake & Businesses**

#### **Stake divestment by promoter**

- Promoter cash out for meeting funding requirement for other group businesses
- Investment by strategic / financial partner for growth & expansion of business
- Risk diversification of existing promoter
- Re-capitalization: A company may seek to re-capitalize its ownership structure to attract outside investors or take out existing shareholders

#### **Strategic sale of business**

- Divestment due to favorable market conditions specially when the industry is consolidating and valuation multiples are high
- Non-Core Assets : A Company may have several components that are no longer considered to be of strategic value. In order to focus on and invest in the company's core business, the company may choose to divest its non-core assets

#### **Our Process**

- Formulate strategy
- Preparation of financial model
- Identification of potential acquirers
- Receiving indications of interest
- Sell Side Due Diligence
- Support/Discussions/ Negotiations
- Receiving letters of intent
- Negotiating final terms & conditions
- Facilitating final documentation and closure

## **9. M&A : Buy Side Advisory**

### **Objectives for Inorganic Expansion Pursuits**

#### **• Geographical Expansion**

Increase market presence by expanding operations in emerging regions, reducing competition, gain competitive advantage and expansion of customer base

#### **• Augmenting Product/Service Offerings**

Some companies pursue acquisitions with a goal of being able to offer their existing customers additional products or services of the acquired company

#### **• Technological Advancements**

Acquisition of niche or specialized technology for growth advancements

#### **• Capacity Expansion**

Saving time, cash & loss of profits in establishing greenfield project

### **Our Process**

#### **Preparation**

- Industry research
- Identification of Potential Targets and their profiling
- Identifying the most relevant targets ("Identified Targets") for initial discussions

#### **Prospecting & Pursuing Targets**

- Approach plan for each Identified Target
- Market check on transaction
- Refinement of targets

#### **Transaction Closure**

- Due diligence
- Deal structuring
- Negotiating valuation and deal terms
- Facilitating final documentation & transaction closure



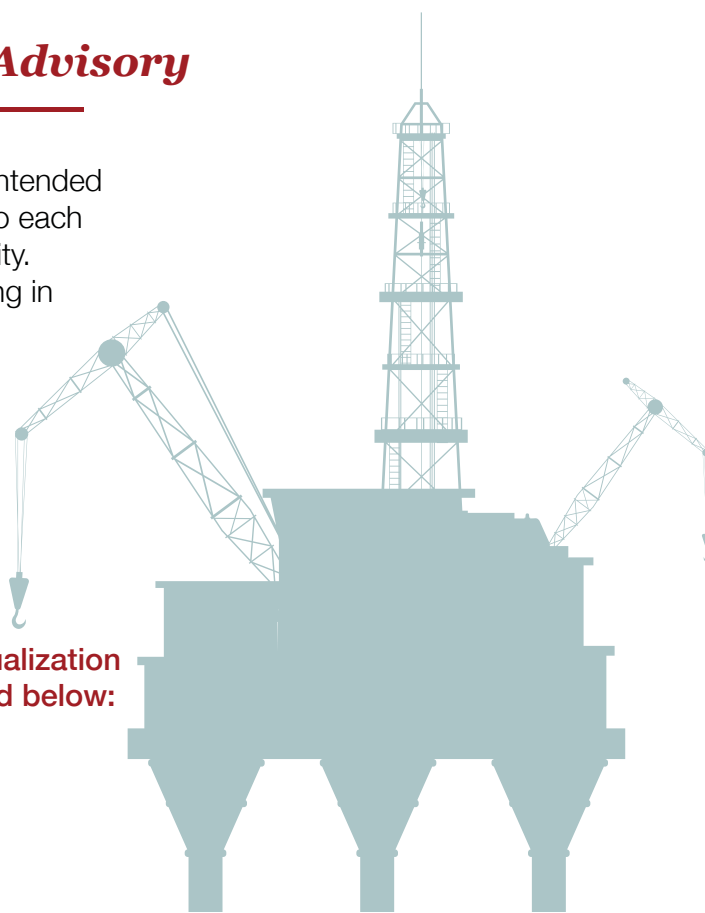
## 10. Corporate Restructuring Advisory

Corporate and business restructuring exercise is intended to achieve business objectives which are unique to each business group and accordingly involves complexity. Planning and devising constructive solution keeping in view the following considerations:

- Tax efficient restructuring
- Business Valuation
- Implications under various statutes
- Balance Sheet optimization
- Minimizing transaction costs
- Seamless time bound implementation

**Our approach for efficient and timely conceptualization & implementation of the transaction is depicted below:**

- Understanding Commercial Considerations
- Financial, Fiscal & Regulatory Review
- Implementation
- Post Implementation Support

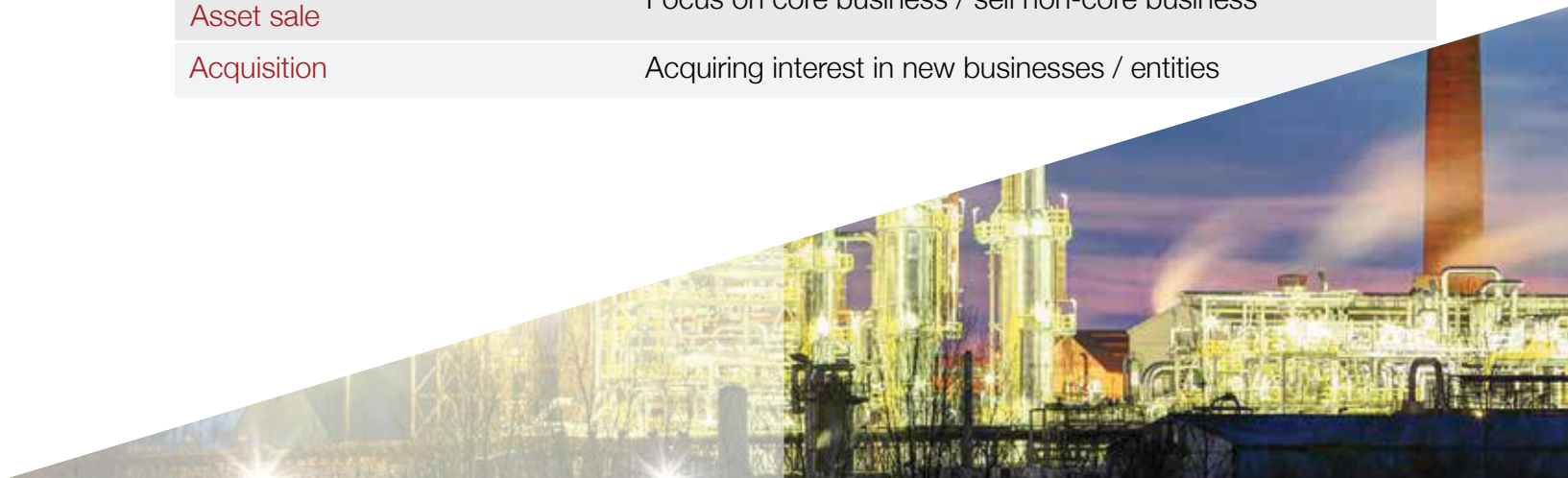


## 11. Restructuring Services

Methologies for Corporate & Business Restructuring

Business Objectives

Buy Back	Enhancing stake / capital repatriation / shareholders exit
Capital Reduction	Enhancing stake / repatriation / financial restructuring
Balance Sheet / Group Restructuring	Overall tax-efficiency within the Group / streamline management objectives / improved net worth
Merger	Consolidation of businesses / entities
De-merger / Divestitures/ Asset sale	Focus on core business / sell non-core business
Acquisition	Acquiring interest in new businesses / entities

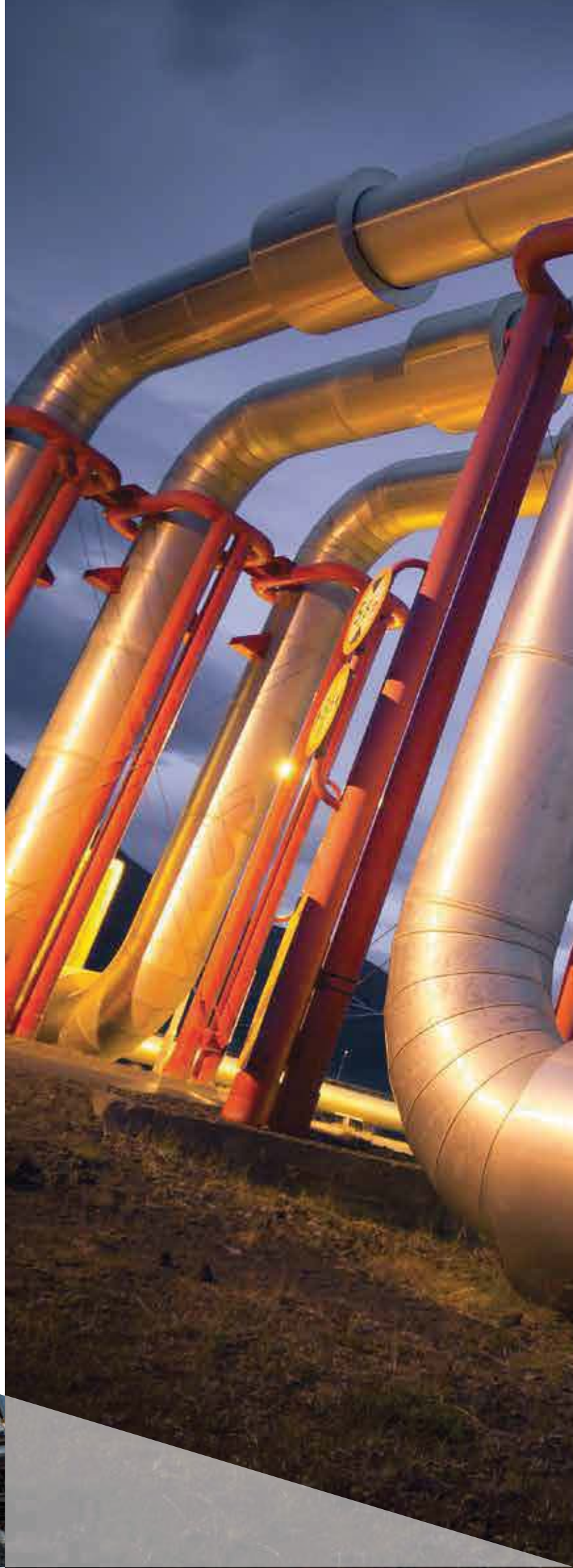


## 12. Transaction Structuring

---

We aim to provide optimal deal structure harmonizing clients needs with the external business, commercial and regulatory ecosystem.

- Understanding commercial rationale
- Negotiation strategy
- Highlighting areas of concern
- Analyzing various investment structures (both outbound and inbound) from a fiscal and regulatory perspective
- Analyzing alternative modes for corporate restructuring, transfer of businesses and consolidation of businesses
- Narrowing deal parameters to address key buy and sell side considerations
- Identifying tax and regulatory issues – Corporate Tax, Indirect Tax, Stamp Duty, FDI Norms, Corporate Law, SEBI Regulations, Competition Act
- Analyzing the financial impact and address integration





## ***13. Due Diligence***

At Nangia Andersen, we provide comprehensive due diligence services involving Business and Financial, Tax and Legal diligence (either in house or through our network partners) to identify idiosyncratic business & financial risks and opportunities.

- Planning
- Data Collation
- Analysis of Issues
- Management Information Report

### **Our Approach**

#### **Planning**

- Understand the business
- Understand the deal drivers
- Desktop research
- Develop information requirement checklist

#### **Historical Analysis**

- Financial analysis of past performance
- Quality of earnings and net assets base
- Accounting policies and practices
- Link to audited numbers

#### **Visualize Future**

- Analysis of assumptions and business drivers
- Trend Analysis
- Sensitivity Analysis
- Management discussions



## 14. Business Valuation

Valuation is fundamental to many critical management decisions. We draw all our experience and knowledge to deliver flexible solutions to respond to your valuation needs

- Business & Entities
- Goodwill & Intangible Assets
- Common & Preferred Equity

### Identify Details of Transaction & Business/ Assets to be Valued

- Business Details including Products, Markets, Management and Financial data
- Valuation Details - which includes Business/ assets, Tangible/ intangible and Ownership

### Conduct Market Research and Analysis

- Industry structure and competitive landscape
- Business risks and opportunities
- Regulatory issues
- Competitive position
- Market and environment trends

### Review Comparable Transactions / Market Multiples

- Transaction analysis of Comparable Businesses
- Comparable Public Companies
- Analysis of deals under negotiation

### Modeling and Valuation

- Application of Appropriate Methodology
- Integration of Financial, Market and Asset Valuation Data
- DCF and Sensitivity Analysis

## 15. Implementation : Transaction Closure

We believe in driving any transaction to it's logical conclusion. We possess the skill set for seamless implementation of conceptualized business reorganization. Our area of specialisation includes:

### Transaction Support

- Assisting in negotiations
- Assistance in drafting & review of legal documentation involving definitive agreements and related transaction documents
- 'Follow on' structuring to address tax and regulatory issues

### Tax & Regulatory Approvals

- Assistance in filing & interaction with various tax & regulatory authorities
- Expediting necessary regulatory approvals for time bound closure
- Assistance in compliance with Conditions precedent

### Post Deal Activities

- Closing procedures
- Post Acquisition Integration Support
- Corporate and other regulatory compliance
- Consolidation accounting issues
- Compliance with conditions subsequent



## 16. Growth Strategy Consulting

---

As an organization matures, they are typically faced with the challenge of how to grow their business, be it expanding to a new market, to develop products targeting specific customer segments or to simply understand how they can increase their sales figures in the existing markets with the current set of products and services.

We at Nangia Andersen address these challenges with a pragmatic approach and provide strategic advice and help implement sustainable solutions which are bespoke to each client and result in improved ROI.

**Our team of consultants utilizes insights gained from four perspectives to formulate strategies:**

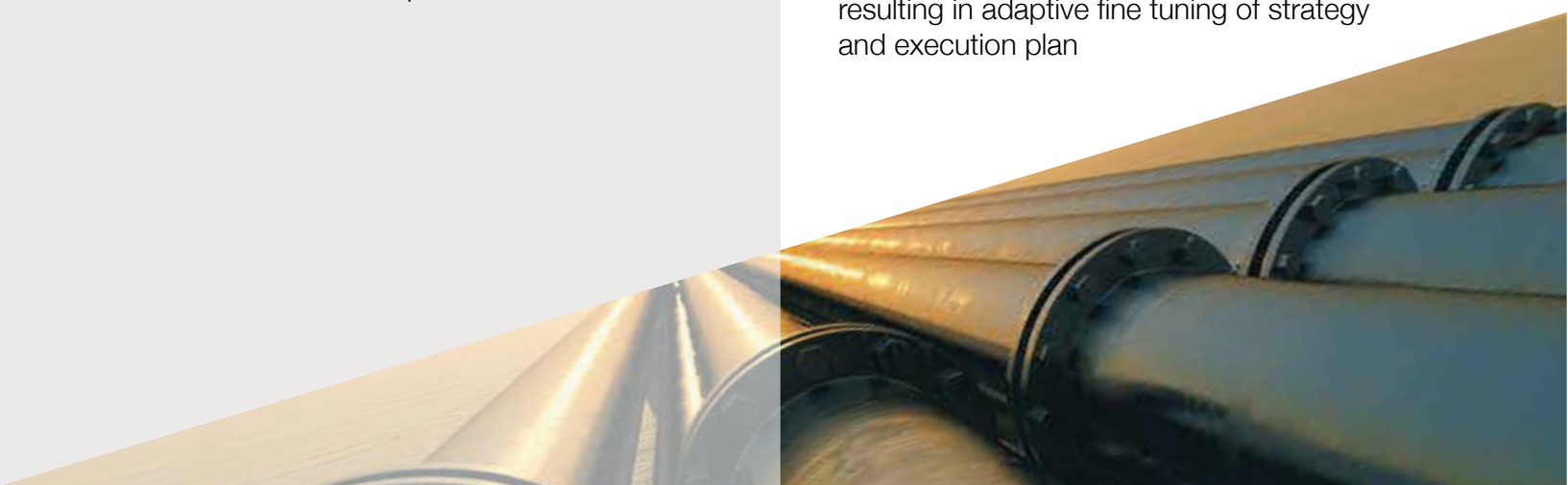
- **Big Data Analytics** – to understand what the data is saying about the current situation / scenario and taking into consideration the prescribed limits of the client owing to practical considerations what can be the best possible outcomes that can be achieved
- **Research** – in a time honored fashion to collect all relevant information required
- **Expert Views** – which provides us with in-depth knowledge on the industry, its markets and technologies involved and enables us to complete a 360°



- **Implementation** – We ask ourselves during each step of a strategy or solution being devised if its practically implementable, as we provide our clients the option to ask us to implement any of the solutions advised to guarantee the outcomes that we have predicated

**Post strategising, we hand hold our clients in developing the organization to carry out the strategy successfully by:**

- Creating the execution plan including implementation frameworks, goals and timelines
- Organisational restructuring and optimal resource allocation to strategy essential activities
- Develop and deploy policies and programs, supporting adopted strategy
- Project and vendor management
- Enable continuous improvement by identifying gaps through performance reviews against set goals and benchmarks; resulting in adaptive fine tuning of strategy and execution plan



## ***17. Business Intelligence***

---

We aim to provide optimal deal structure harmonizing clients needs with the external business, commercial and regulatory ecosystem.

### **Markets Assessment & go to Market Strategy**

- Market segmentation, size and growth outlook
- Trends, drivers and inhibitors analysis
- Target customer analysis
- Competitive landscape
- Supply and distribution channel analysis
- Regulatory framework
- Key success factors
- Evaluation of competitor business models

### **Joint Ventures & Partnerships**

- Identify key management contacts in partner companies
- Evaluate partner interest in proposed deal
- Gather available financial data and create assumptions to fill in the gaps
- Determine key drivers of revenue and costs
- Develop financial model for the deal
- Run valuation based on comparables/ multiples
- Conduct sensitivity analysis
- Develop management/board presentations

### **Location Attractiveness & Assessment**

- Best practices from within the industry and benchmark strategy analysis of companies who had set up their offices in the regions / cities being examined


- Deployment of Six Sigma methodologies (QFD etc) to ascertain the most important factors influencing the choice of a location and nature of the facility
- Systematic data collection to be performed through a survey and the outputs would be anatomized to draw insights on the most suitable location and nature of facility
- In-depth discussion with Government, developer, other companies to put quantitative fact to the findings











Nangia Andersen LLP is a premier professional services organization offering a diverse range of Entry strategy, Taxation, Accounting & Compliances and Transaction Advisory services. We are an Andersen Global tax consulting and Advisory firm in India. As a part of Andersen Global we have reach to more than 172 offices globally having presence in more than 71 countries. In India, Nangia Andersen LLP has an India coverage with offices in Noida, Delhi, Gurugram, Mumbai, Dehradun, Bengaluru, Chennai and Pune. Nangia Group has been in existence for around 40 years and has been consistently rated as one of the best tax and regulatory advisors in India.

## ***Our Team***

---

We are one of the largest professional services firms in the Indian Oil & Gas space. We have over 25 years of experience in handling complex taxation and regulatory issues faced in India by the Oil & Gas E&P companies as well as service providers. We work for close to 100 multinationals in Oil and Gas sector.

### **Expertise in Oil & Gas sector**

- We are one of the largest firm in India in terms of client base in Oil & Gas sector.
- We serve many MNCs clients in this sector spread across the Globe.
- Over the years, we have developed expertise, knowledge base and skill sets to provide specialized services in this sector.
- We provide whole list of professional services to the clients in this sector, including Assurance, Mergers & Acquisition, Taxation (Direct & Indirect Tax), Regulatory, Entry level business strategies, transaction advisory etc.

### **Credentials**

We can be visited at [www.nangia-andersen.com](http://www.nangia-andersen.com). You can write to us on [nangia@nangia-andersen.com](mailto:nangia@nangia-andersen.com)

**NOIDA**

(Delhi NCR - Corporate Office) A-109, Sector 136, Noida - 201304  
T: +91 120 5123000

**DELHI**

(Registered Office) B-27, Soami Nagar, New Delhi-110017, India  
T: +91 120 2598000

**GURUGRAM**

812-814, Tower B, Emaar Digital Greens Sector 61, Gurugram, Haryana, 122102  
T: +0124-4301551/1552/1554

**MUMBAI**

11th Floor, B Wing, Peninsula Business Park, Ganpatrao Kadam Marg, Lower Parel, Mumbai 400013, India | T: +91 22 61737000

**CHENNAI**

Prestige Palladium Bayan, Level 5, 129-140, Greams Road, Thousand Lights, Chennai – 600006  
T: + 91 44 4654 9201

**BENGALURU**

Embassy Square, #306, 3rd Floor, 148 Infantry Road Bengaluru, Karnataka 560001  
T: +91-80-2228-0999

**PUNE**

3<sup>rd</sup> Floor, Park Plaza, CTS 1085, Ganeshkhind Road, Next to Pune Central Mall, Shivajinagar Pune - 411005

**DEHRADUN**

First Floor, "IDA" 46 E. C. Road, Dehradun – 248001, Uttarakhand.  
T: +91 135 271 6300/301/302/303

[www.nangia-andersen.com](http://www.nangia-andersen.com)







A member firm of **ANDERSEN GLOBAL**

