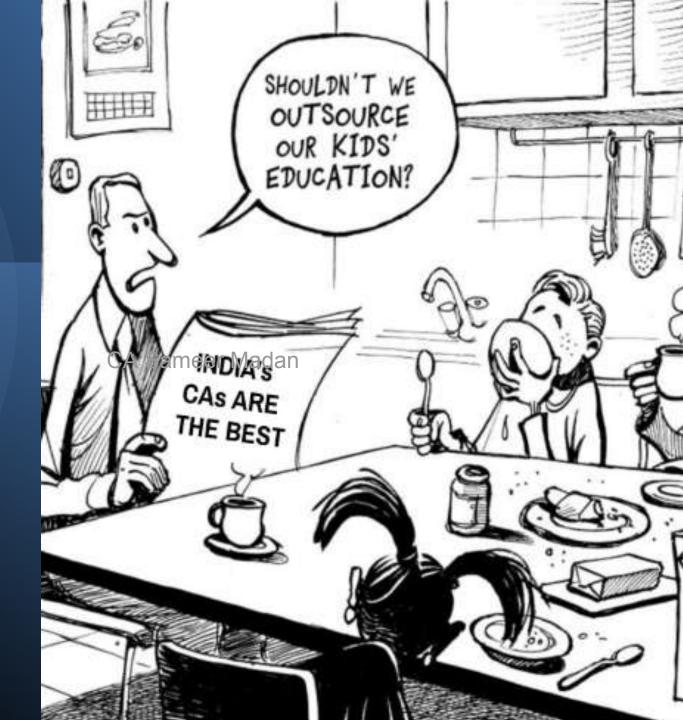
India's GCC Evolution 4.0:
A 30-Year Journey of
Mindset, Skillset, and
Toolset Transformation

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The sweet sauce of India's F&A



The Genesis of F&A GCCs in India

- ✓ The Early Narrative (1990s Early 2000s): Basic Transactional F&A, high-volume, repeatable tasks
- ✓ Consolidation (2005–2015): Standardization, Six Sigma and process excellence, ERP upgrades
- ✓ Advanced Specialization (2015-2028) Global / FR&A hubs, Stat/tax compliance centers, SOX/controls ownership
- ✓ High-End Finance (2020–today): Treasury centers of excellence and Internal audit hubs, M&A due diligence & modeling, Decision intelligence using AI/ML
- ✓ Today: India hosts 1,700+ GCCs, contributing directly to enterprise value

India is now a decision support powerhouse, not just an execution engine

Mindset Shift – From Cost Center to Strategic **Financial Intelligence**

What's Changed

From executor to thought partner & internal consultant

outcomes, not just deliverables

Look at processes end to end, understand interlinkages upstream and downstream

Willingness to challenge the status quo and suggest better ways forward i.e., make the seat at the table count

Encouraged to ask: "How do we shape the future of finance?"

What hasn't

Must still align to global internal, external governance and reporting norms

Ownership mindset: GCCs now drive Focus on process discipline, ownership Madan and audit readiness persists

> Attention to accuracy, co-relation and reconciliation remains essential

Service excellence and stakeholder **empathy** are timeless

Stakeholder trust still built slowly, over time

Skillset Shift - From Bookkeeping to Business Acumen & Analytics

What's Changed

From rule-based execution to **judgment-based**, **insight-driven roles**

Rise of scenario modeling, business Sameer Meed Madan

Cross-skilling in data analytics, visualization, and strategic FP&A

Biggest new skill: Ability to model and predict the future based on AI tools

Soft skills game changer – **storytelling**, **executive-ready reporting**, and influence through insights

What hasn't

Strong foundation in **accounting**, **compliance**, **and controls**

Need for technical finance certifications (CA, CPA, CFA, IFRS)

Attention to accuracy, co-relation and reconciliation remains essential

Demand for detail orientation and process rigor and ability to critique still persists

Finance still demands precision, objectivity, and hard data as the foundation of credibility

Toolset Shift – Tech Driven Finance Transformation

What's Changed

From Excel and BI dashboards to AI/ML, GenAI, and simulation tools

Use of tools like Caseware, Anaplan, Workiva, Power BI, Alteryx, Snowflake

Tools now used to simulate working capital, valuations, M&A, ESG risks

Focus has moved from "automating tasks" to augmenting decisions

What hasn't

Understanding Core platforms (SAP, Oracle, Hyperion, ECC, Boundary apps) still is mandatory

Process standardization and documentation are still vital

Garbage-in/garbage-out still applies; data hygiene is critical

Ownership remains with us and our reputation is even more at stake than ever before

Future Outlook – India as a Strategic Finance Hub

- GCCs will increasingly **drive enterprise-wide finance decisions**, not just support them.
- India-based finance teams will:
 - ✓ Lead integrated business planning
 - Own company-wide stress testing models
 - CA Sameer Madan
 Define ESG targets and financing strategies
 - Shape investor narratives and capital markets communications
- Success will depend on integrating:
 - Mindset Bold, ownership-driven, entrepreneurial
 - Skill Set Deep finance + digital + storytelling
 - ✓ Tool Set Modern tech stack + Al orchestration

India is no longer just "the back office" it's "the back bone"

GCC 4.0: A quick Recap

Finance professionals to hone new age skills

Understand the internal business flows/models and the everchanging WW economic landscape

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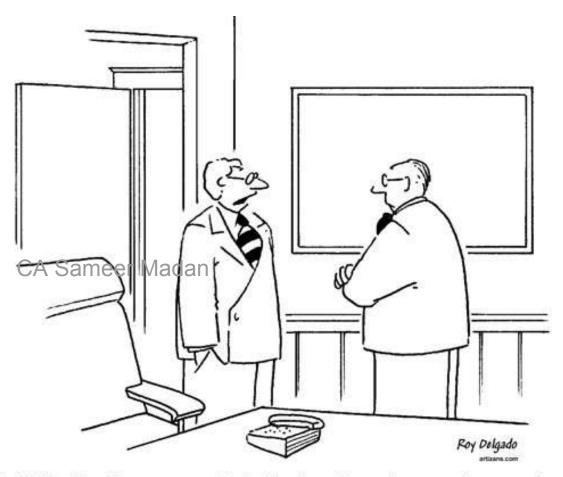
Ability to communicate with stakeholders more than ever before

Be Tech Smart

Learn story telling and be nimble

Compliance, Compliance, Compliance

The future of India's F&A GCC is bright



" All the leading economic indicators have been outsourced to India. "