PAC GLOBAL

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THE PERSPECTIVE

COLLABORATION & GROWTH



Shaping the Next Era of Global Business

CPAC GLOBAL
AUDIT | TAX | ADVISORY | TECHNOLOGY

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When Possibility Meets Perseverance

Dear Readers,

The real magic of life lies in the possibilities it holds, waiting to be discovered. Yet possibilities rarely unfold on their own. It takes sincere effort, relentless perseverance and the courage to move forward to unlock their potential. When possibility meets perseverance, the extraordinary can emerge from what once seemed ordinary.

Every professional journey begins with aspirations, but its destination is rarely known at the outset. Through years of dedication, challenges and continuous learning, experience takes shape, relationships deepen and trust is earned. With time, new opportunities emerge-not only from what has been achieved, but also from what can be accomplished together.

The coming together of EVAS Constantin and Mac & Ross under CPAC Global represents one such possibility. Each firm brings its own experience, strengths, relationships and aspirations. United by a shared vision, they now have the opportunity to build on these foundations, broaden their horizons and create greater value for their clients and the wider communities they serve.

In this issue, Mr. Vijaya Mohan and Mr. Dheeraj Ranasaria reflect on the vision that brought Evas Constantin and Mac & Ross together to form CPAC Global IMEA. Their article explores the shared ambitions behind the merger, the path ahead for the combined firm, and what they hope to build together for their clients, teams, and the next generation of professionals.

As the representative of the CPAC Global network across India, the Middle East and Africa (IMEA), CPAC Global IMEA connects regional expertise with the wider network. Mr. Florian Quinquis and Mr. Maxence Trubert share their perspective on CPAC Global's presence in the region and the opportunities for collaboration across global markets. Two further articles bring that vision closer to day-to-day business. The first features SanTra Technology, the digital transformation arm of CPAC Global IMEA, and its work helping organisations improve how they operate through technology. The second introduces Promptus Global, a corporate services provider, and looks at the role corporate services play as businesses establish and grow their operations.

As CPAC Global begins this new chapter, the opportunity ahead extends beyond growth into new markets. It lies in nurturing talent, strengthening relationships, embracing new possibilities and creating lasting value for clients and communities. With a shared vision and a commitment to continuous growth, the foundations are in place to turn these possibilities into meaningful achievements.

The future is shaped not simply by what we envision, but by the determination with which we pursue it. For CPAC Global, the journey ahead will be defined not merely by the opportunities we pursue, but by the value we create together. We look forward to building this new chapter with our clients, partners and colleagues.

EDITORS' DESK

"Ecosystems grow through associations, and so do firms."

CPAC Global's Next Chapter: Connecting Markets, Expanding Possibilities

A leadership perspective from Florian Quinquís and Maxence Trubert, Managing Partners, CPAC Global

A Global Vision, A Regional Opportunity

Since its establishment in 2012, with its global headquarters in Singapore, CPAC Global has grown into an international professional services network spanning 24 markets and 18 offices. Across audit and assurance, taxation, advisory, outsourcing and corporate services, our focus has remained consistent: combining international expertise with local understanding to help businesses navigate complexity and achieve sustainable growth.

For us, growth is about more than expanding into new markets. It means building meaningful relationships, strengthening professional capabilities and creating a connected network that delivers consistent value to clients wherever they operate. As businesses increasingly cross borders, they need advisors who understand how regulatory, financial and operational decisions connect across jurisdictions.

The UAE: A Strategic Gateway

Our expansion into the United Arab Emirates marks an important milestone in CPAC Global's continued development. As an international business hub connecting Asia, Europe and Africa, the UAE offers significant opportunities for organisations pursuing regional and global growth. Strengthening our presence here brings us closer to clients and enables us to combine global perspectives with in-depth local expertise.

Businesses today need more than support with individual compliance requirements. They increasingly seek trusted advisors who can help manage risk, respond to regulatory change, improve operational efficiency and make informed strategic decisions. Through CPAC Global UAE, we bring together capabilities across audit and assurance, taxation and compliance, advisory, outsourcing, corporate services, technology and e-invoicing—supporting organisations at different stages of their business lifecycle.



CPAC IMEA: Connecting Expertise Across Borders

Looking ahead, CPAC India, Middle East, Africa (IMEA) represents an opportunity to strengthen collaboration between our international network and businesses operating across the Middle East and Europe. As companies operate across multiple jurisdictions, a decision in one market can affect tax, reporting, compliance and operations in another. Our role is to help clients understand these connections and navigate them with greater confidence.

Our ambition is to build a more integrated professional services platform—encouraging the exchange of technical knowledge, strengthening coordination between teams and delivering a consistent client experience across markets. By combining local market knowledge with CPAC Global's wider capabilities, we aim to respond effectively to complex assignments while respecting each market's distinct regulatory environment and business culture.

The Future: Technology, Talent and Sustainable Growth

Technology will continue to reshape professional services. Automation, data analytics and regulatory technology are changing how businesses manage information, assess risk and meet compliance obligations. We see these developments as an opportunity to help clients improve efficiency, strengthen controls and prepare for emerging requirements.

Technology, however, must go hand in hand with sound professional judgement and experienced people. Our teams remain central to our success, and we aim to foster a culture of collaboration, continuous learning and accountability. As our network grows, strong governance, consistent service standards and integrity will remain essential. Our priority is not growth for its own sake, but growth that strengthens our capabilities and deepens client trust.

The Way Forward

Our priorities are to strengthen our presence in strategic markets, deepen collaboration across the network, broaden our professional capabilities and keep clients at the centre of our work. The UAE expansion and the development of CPAC IMEA are important steps in this direction, reflecting our belief that the future of professional services lies in connected expertise, trusted relationships and a global perspective.

Our ambition is to build a network that grows with its clients—supporting their immediate needs while helping them prepare for future opportunities and challenges. By combining international reach with regional insight, CPAC Global aims to create lasting value for clients, colleagues and the wider business community.



Mr. Florian Quinquís
Managing Partner, CPAC Global



Mr. Maxence Trubert
Managing Partner, CPAC Global

The IMEA Dream: One Vision, Boundless Possibilities



Mr. Vijaya Mohan
Managing Partner - CPAC Global IMEA

Every great journey begins with a dream - a vision that looks beyond boundaries and creates possibilities for the future.

The IMEA dream represents our ambition to build a connected, integrated and internationally respected professional services group across India, the Middle East and Africa. It is more than geographical expansion; it is about bringing together people, expertise and opportunities to create lasting value for businesses and communities.

These three regions offer tremendous potential for investment, entrepreneurship and economic growth. Our aspiration is to connect these opportunities through collaboration, local market understanding and international professional standards, enabling businesses to navigate complexity, expand with confidence and achieve their ambitions.

At CPAC IMEA, we believe the future lies in integration. By bringing together diverse professional capabilities, embracing technology and nurturing a culture of collaboration, we aim to deliver seamless solutions that respond to the evolving needs of our clients. Our strength lies not only in the services we provide, but also in the relationships we build, the trust we earn and the people who bring our vision to life.

As we look ahead, our focus remains on sustainable growth, innovation, talent development and excellence in everything we do. We aspire to build an organisation that transcends borders while remaining grounded in integrity, accountability and a genuine commitment to our clients' success.

The IMEA dream is a continuing journey—one that requires shared purpose, collective effort and the courage to think beyond what exists today.

Thank you to our clients, colleagues, partners and well-wishers who are part of this journey. Together, we look forward to shaping new opportunities and building a future without boundaries.

Three regions. One vision. A future built together.

The Beauty of Coming Together



Mr. Dheeraj Ranasaria
Managing Partner - CPAC Global IMEA

"Alone, we can achieve much; together, we can create something extraordinary."

Every meaningful journey begins with a vision, but its true potential is realised when people, ideas, and ambitions come together with a shared purpose.

The coming together of **Mac & Ross and EVAS Constantin** marks more than a merger of two firms. It represents the union of experience, complementary strengths, shared values, and a collective ambition to build something greater than either organisation could achieve alone.

I believe the true beauty of joining together lies in our ability to learn from one another, embrace our differences, and transform our individual strengths into a collective advantage.

This partnership gives us an opportunity to expand our horizons, strengthen our capabilities, and create greater value for our clients, our people, and the wider business community.

As we begin this new chapter under the **CPAC Global** identity, we do so with confidence in our shared vision and respect for the journeys that have brought us here. Our success will be measured not only by our growth, but also by the trust we build, the relationships we nurture, and the lasting impact we create together.

I extend my sincere appreciation to our partners, colleagues, clients, and well-wishers who have been part of this journey. Your trust and support continue to inspire us as we move forward.

Together, we are not simply combining our strengths; we are creating new possibilities. May this union be the beginning of an enduring journey of collaboration, innovation, and shared success.





AUDIT IN REGULATORY ENVIRONMENTS

Regulation, professional judgement and the basis of stakeholder confidence

CA Sandeep Nair and CA Harsh Khetan | Partners – Audit Practice | CPAC Global

Regulatory requirements will differ from one entity to another. Independence, sufficient appropriate evidence and professional judgement are required in every audit.

Introduction

Groups operating in the UAE frequently conduct their activities across more than one jurisdiction. A typical structure may comprise a trading entity licensed on the Dubai mainland, an investment holding company registered in the Abu Dhabi Global Market (ADGM) and a regulated financial services firm in the Dubai International Financial Centre (DIFC). Although management may regard these as a single business, each is a separate reporting entity. Each is governed by its own legislation, supervised by its own regulator and subject to its own financial reporting and audit requirements. The scope, reporting deliverables and timetable for each engagement should therefore be determined at entity level during audit planning.

The audit is often regarded as a year-end compliance requirement, but its purpose is considerably wider. Shareholders, lenders, regulators and those charged with governance rely on audited financial statements when making economic decisions. The auditor's opinion enhances the degree of confidence that these users can place in the financial statements. That confidence is warranted only where the opinion is supported by sufficient appropriate audit evidence, obtained through an engagement planned and performed in accordance with the applicable auditing standards. The timely issue of the report is important, but it cannot substitute for the quality of the work performed.

This paper explains the respective roles of management and the auditor, sets out how requirements differ across DIFC, ADGM, the mainland and other free zones, identifies where audit risk typically arises, and suggests how entities can prepare throughout the year rather than at year-end.

Responsibilities of management and the auditor

An audit is conducted on the premise that management and the auditor hold distinct responsibilities. Maintaining this distinction is fundamental to the auditor's independence and to the credibility of the opinion. The responsibilities of each party are set out below.

Management and those charged with governance

Management is responsible for:

- the preparation and fair presentation of the financial statements in accordance with the applicable financial reporting framework, such as IFRS;
- the selection and consistent application of appropriate accounting policies and the making of reasonable accounting estimates;

- the design, implementation and maintenance of the internal controls necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error; and
- providing the auditor with access to all relevant records and information, and with written representations at the conclusion of the audit.

Those charged with governance are responsible for overseeing the financial reporting process and the effectiveness of the control environment.

The auditor

The auditor is responsible for:

- expressing an independent opinion on the financial statements, based on an audit conducted in accordance with International Standards on Auditing (ISAs);
- complying with the applicable ethical requirements, including those relating to independence and objectivity;
- identifying and assessing the risks of material misstatement, and obtaining sufficient appropriate audit evidence in response to those risks; and
- communicating significant findings, including significant deficiencies in internal control, to those charged with governance.

The auditor may identify and report such matters but does not assume the responsibilities of management, as doing so would impair independence.

Reasonable assurance and inherent limitations

An audit provides reasonable assurance, which is a high but not an absolute level of assurance. Owing to the inherent limitations of an audit, including the use of testing, the limitations of internal control and the fact that most audit evidence is persuasive rather than conclusive, there remains an unavoidable risk that some material misstatements may not be detected, particularly those arising from fraud involving collusion or concealment. This is so even where the audit is properly planned and performed. The audit opinion is not an assurance as to the future viability of the entity, nor as to the efficiency or effectiveness with which management has conducted its affairs.

Regulatory frameworks across the UAE

Every UAE entity requires an audit approach tailored to its unique business environment, regulatory requirements, and operational complexities. Company law, financial services regulation, free zone rules and contractual obligations such as lender covenants must be read together, and the starting point is always the precise legal status and licensed activities of the entity concerned. Some of the regulatory frameworks are as follows:

DIFC and the Dubai Financial Services Authority (DFSA)

The DIFC has its own legal framework. The DFSA regulates financial services carried on in or from the DIFC. Incorporation in the DIFC does not by itself make an entity subject to DFSA regulation. Where a firm is authorised, further reporting or assurance requirements may apply depending on its permissions and activities, including requirements relating to client assets and to capital and liquidity reporting.

For example, where a DIFC firm holds client money, an opinion on its financial statements does not by itself confirm that the money has been kept separate from the firm's own funds, reconciled regularly and treated as the rules require. Those matters are addressed through the specific requirements that apply to the firm. Management and the auditor should agree at the outset which additional work and reports are needed.

ADGM and the Financial Services Regulatory Authority (FSRA)

ADGM is home to holding companies, funds, investment structures and financial services businesses. The ADGM Registration Authority administers the corporate framework, and the FSRA supervises regulated financial services. An ordinary ADGM company and an FSRA-regulated firm can therefore be subject to quite different audit and reporting requirements.

Audits in ADGM frequently involve consolidation, fair value measurement, financial instruments, related party transactions and other significant estimates. Sound knowledge of IFRS is essential, and it needs to be applied with a clear view of the regulatory purpose for which the financial statements will be used.

Mainland and other free zones

For mainland companies and entities in other UAE free zones, audit requirements depend on the applicable company law, licence conditions, sector regulation and, in some cases, financing or shareholder agreements. The introduction of UAE Corporate Tax has also placed greater emphasis on the quality of accounting records. Certain categories of taxable persons are required to maintain audited financial statements, but this should not be assumed to apply in the same way to every business.

A statutory audit of financial statements is also different from assurance on a Corporate Tax return, and each carries its own requirements. Before the reporting calendar is prepared, the requirements applicable to each entity in the group should be confirmed individually.

Where audit risk arises

Audit risk does not follow the size of the balance. A large bank balance can be confirmed directly with the bank, whereas a much smaller investment valued on management's forecasts may call for considerably more work. The same applies to revenue under complex contracts, business combinations, impairment reviews and related party transactions. In each case the auditor looks at how the figure was arrived at and whether the evidence obtained is sufficient and appropriate to support it.

Professional scepticism is central to this process. The auditor examines the substance of transactions, questions significant assumptions and concludes whether the financial statements as a whole are free from material misstatement. The quality of an audit is shown by how well the work addresses the risks that matter, and the number of documents requested is no measure of it.

Data and technology

Financial information now passes through cloud applications, enterprise systems and automated workflows. Data analytics allows auditors to test entire populations of transactions, identify unusual patterns and focus attention on higher-risk items. At the same time, user access rights, system changes, interfaces between systems and automated controls all affect the reliability of the accounting records on which the audit depends, and the auditor must consider them.

These tools extend the auditor's reach but do not replace professional judgement. An exception flagged by software still has to be understood in its commercial context. A financial statement audit is also not a cybersecurity, data privacy or full IT controls review. Where management or a regulator requires assurance on those areas, it should be agreed and carried out under a separate engagement with its own scope.

Preparing for the audit through the year

Many of the more difficult audit discussions can be traced to decisions taken months before year-end, such as a new financing arrangement, an acquisition, a change to a revenue contract or a restructuring of the group. If the reporting consequences are considered only after the year has closed, delays and disagreements are more likely.

Entities are better placed where reconciliations are completed on time, significant judgements are documented when they are made, accounting policies are kept up to date and reporting obligations are identified early. Preparation of this kind does not reduce the extent of audit scrutiny. It does make the audit more focused and the discussion with management more productive.

Selecting an audit firm

Acting for entities in regulated environments requires a firm to invest in technical competence, sector knowledge, specialist support, independence safeguards and a sound system of quality management. Boards and finance leaders, for their part, should look at the firm's relevant experience, its eligibility to act under the applicable regulations and its ability to deal with difficult judgements. Fees and timetable are legitimate considerations, but they should follow, and not lead, this assessment.

Conclusion

The UAE will continue to develop as a global commercial and financial centre. Regulations will change, business models will become more complex and technology will continue to alter the way audits are performed. The obligation of the profession will remain the same: to serve the public interest by providing independent assurance of high quality.

An audit gives reasonable assurance within a defined framework. The value of the opinion comes from the independence and rigour of the work behind it.



Tax Updates in UAE

Free Zones and Designated Zones



1. Overview

A "Free Zone" or "Designated Zone" does not mean the same thing under Corporate Tax, VAT and Excise Tax. Each law applies its own definition and its own test. A business may fall within a zone for one tax and outside it for another, so status must be confirmed separately for each in order to be compliant with the relevant rules and regulations.

2. The Four Concepts at a Glance

Concept	Test	How to confirm
Corporate Tax Free Zone	A designated and defined geographic area specified in a Cabinet decision	With the Free Zone authority
Corporate Tax Designated Zone	Must be both a VAT Designated Zone and a Free Zone for Corporate Tax purposes	With the Free Zone authority
VAT Designated Zone	Listed in Cabinet Decision 59 of 2017 and meets the conditions under Article 51(1) of of the VAT Executive Regulation	FTA published list, and the Free Zone authority for the conditions
Excise Tax Designated Zone	A fenced free zone, or an area specified by the FTA, that meets the control conditions	Free Zone authority or Warehouse Keeper

3. Treatments under Different UAE Tax Regimes

A. Corporate Tax: Why Designated Zone status matters

A VAT Designated Zone is not automatically a Designated Zone for Corporate Tax. The zone must be recognized as both a VAT Designated Zone and a Free Zone for Corporate Tax purposes.

This distinction is important for distributors. Distribution of goods or materials is a Qualifying Activity only where it is carried out in or from a Designated Zone (Article 2, Ministerial Decision 229 of 2025).

Three conditions apply together:

1. The distribution activities are conducted in or from the Designated Zone.

2. Goods or materials entering the UAE are imported through the Designated Zone.

3. The customer **resells**, processes or alters the goods for sale or resale, or is a public benefit entity.

The cost of getting it wrong

A Qualifying Free Zone Person that fails any qualifying condition at any time in a Tax Period loses its status from the start of that Tax Period and for the following four Tax Periods (Article 5(2) of Ministerial Decision 229 of 2025).

B. VAT: Listing alone is not enough

A Designated Zone is treated as outside the UAE for VAT only where it is listed in Cabinet Decision 59 of 2017 and the specific area in which the business is based meets the conditions of Article 51(1) of the VAT Executive Regulation:

- **A specific fenced geographic area with security measures and customs controls over the movement of people and goods.**
- **Internal procedures for keeping, storing and processing goods.**
- **An operator that complies with the procedures set by the FTA.**

C. Excise Tax: a separate route

Excise Tax Designated Zone status does not depend on the VAT list. There are two routes:

- **Fenced free zone:** security measures in line with FTA controls, supervision by a customs department, and an appointed Warehouse Keeper.
- **Any other area specified by the FTA:** a specific geographic area with security measures and a Warehouse Keeper, who must apply to the FTA to register the area.

What businesses should do

- Do not rely on a free zone license as evidence of Designated Zone status for any tax.
- Do not treat inclusion on the VAT list as confirmation of Corporate Tax Designated Zone status.
- Obtain written confirmation of status from the Free Zone authority (and the Warehouse Keeper for Excise Tax) and retain it on file.
- Review periods already filed. The Clarification states the FTA's existing position and applies from the date the underlying legislation took effect
- Distributors claiming the 0% rate should test each of the three distribution conditions against how goods actually move and who the customers are.

INDIA



INDIA: Unlocking Possibilities Beyond Borders

India's possibilities extend far beyond the scale of its economy. A growing business landscape, a diverse talent pool, technological advancement and an increasingly interconnected global economy are creating opportunities for domestic enterprises, international investors and businesses operating across borders.

For the global professional services sector, these developments offer an opportunity to contribute to India's growth while helping businesses navigate the financial, regulatory and compliance requirements associated with it. Realising this potential requires not only identifying opportunities but also creating the conditions for businesses to pursue them with confidence and sustainability.

India offers opportunities across sectors such as real estate, manufacturing, technology, trade and professional services. As cross-border commercial relationships deepen, investments and business operations increasingly involve multiple jurisdictions, each with its own regulatory frameworks, reporting requirements and tax implications. Understanding investment structures, foreign investment regulations, statutory registrations and ongoing compliance obligations is therefore essential. Professional advisers play a valuable role in helping investors make informed decisions and address these requirements from the outset.

Cross-border investments also introduce tax considerations that extend beyond an individual's country of residence or a business's place of operation. Non-residents may have Indian tax obligations arising from rental income, capital gains, dividends and other Indian-source income. Determining residential status, understanding withholding tax requirements, evaluating applicable tax treaties and meeting return-filing obligations require careful assessment. Property transactions may additionally involve capital gains computations, tax deducted at source, documentation and refund claims, while investments through Indian companies bring financial reporting, statutory filing and other regulatory responsibilities.

These requirements need not become barriers to opportunity. With appropriate professional guidance, businesses and investors can anticipate and manage compliance obligations as part of effective investment planning.

As businesses increasingly operate across jurisdictions, Indian companies owned by non-residents or managed by overseas teams require more than periodic statutory filings. They need reliable accounting systems, timely financial information, effective internal controls and coordination between owners, local management and professional advisers. Depending on the business, income tax, GST, TDS, statutory audits, corporate filings and cross-border transactions may all require attention. A well-structured financial and compliance framework supports continuity, informed decision-making and sustainable growth.

INDIA

India's extensive pool of accounting, finance and technology professionals also creates opportunities for international firms to access specialised capabilities. Services such as accounting, financial reporting, audit support, tax research and management information systems can be delivered through collaborations with Indian professionals. Supported by appropriate technology, supervision and quality controls, these partnerships can improve efficiency, expand delivery capacity and combine local market understanding with technical expertise. This presents an opportunity for Indian firms to participate more actively in international service delivery while supporting businesses that require a dependable professional presence in India.

India's opportunities are best realised when investment, entrepreneurship and professional expertise work together. Capital creates possibilities, talent transforms ideas into businesses, and sound financial management and regulatory compliance provide the foundation for sustainable growth.

As cross-border economic relationships continue to evolve, the role of the CA consulting profession will extend beyond traditional accounting and compliance. It will increasingly involve helping businesses navigate unfamiliar environments, manage complexity, strengthen financial processes and make informed decisions.

The possibilities ahead are substantial. Realising them will depend not only on the opportunities India offers, but also on the knowledge, collaboration and professional discipline that transform those opportunities into lasting value.



AFRICA: The Next Frontier for CAs and Accounting & Auditing Firms



Why the CA fraternity should look beyond traditional markets and consider Africa as a serious destination for practice, partnership and growth.

For decades, Chartered Accountants from India have built careers and firms around a familiar set of markets: the domestic economy, the Gulf, and the established financial centres of the UK, Singapore and North America. As competition, fee pressure and regulatory change intensify at home, a new question is gaining attention in boardrooms and practice meetings: is Africa the next big opportunity for the profession? The case for saying yes is stronger than ever.

Why Africa, and Why Now

Africa is home to about 1.4 billion people, the youngest population of any continent, and some of the fastest-growing economies in the world. Countries such as Kenya, Ethiopia, Rwanda, Tanzania, Ghana, Nigeria, Egypt and Côte d'Ivoire are investing heavily in infrastructure, energy, telecom, fintech, agriculture and manufacturing. Each of these sectors needs what accountants do best: reliable financial reporting, strong controls, tax planning, assurance and advisory support.

The African Continental Free Trade Area (AfCFTA) is a major catalyst. By creating one of the world's largest free trade zones by number of member countries, it is expected to increase cross-border trade, push businesses to standardise their reporting, and raise demand for professionals who understand multi-country compliance. India's long-standing economic ties with Africa, through trade, lines of credit and a large Indian-origin business community, give Indian professionals a natural head start.

Scope of services

The opportunity for accounting and auditing firms goes well beyond traditional statutory audit.

Audit and Assurance

Growing listed and unlisted companies, banks, insurers and development-funded projects need credible audits under IFRS and ISA, which are widely adopted across the continent.

Tax and Transfer Pricing

As governments widen tax bases and tighten enforcement, multinationals need help with VAT, corporate tax, double-tax treaties and cross-border structuring.

Outsourcing and Shared Services

Bookkeeping, payroll, MIS and compliance support can be delivered remotely from India to African clients and to international firms with African operations.

Forensic, Risk and Internal Audit:

Donor-funded programmes, public-sector reform and stronger governance expectations create a need for forensic reviews and control frameworks.

Capacity Building and Training

A persistent shortage of qualified accountants in many countries opens room for training, exam preparation, secondments and knowledge partnerships.

Benefits for the CA Fraternity

Diversified Revenue
A new client base reduces dependence on a single geography or service line.

Less Crowded Markets
In many African economies the ratio of qualified accountants to businesses is low, so skilled professionals face less saturation.

Cultural and Business Familiarity
English-language business practices, common-law traditions in many countries and decades of Indian business presence ease integration.

Early-mover Advantage
Firms that build relationships now can grow alongside their clients as these economies mature.

Career Opportunities
Young CAs gain exposure to international assignments, varied regulatory systems and early leadership roles.

Professional Recognition
ICAI has been strengthening its international footprint through overseas chapters and agreements with professional bodies abroad. Members should check the latest arrangements with ICAI before planning a move.

Challenges to Plan For

Africa is not one market but 54 countries with different laws, currencies, tax regimes and licensing rules. Many jurisdictions require local registration, a local partner, or membership of the national accounting body before one can sign audits. Currency volatility, delayed payments, infrastructure gaps, political risk and varying enforcement standards are real concerns. Firms should expect to invest time in understanding local regulation and building trust.

A Practical Way In

Rather than entering everywhere at once, firms can take a staged approach:

1. Choose one or two focus countries based on economic stability, ease of doing business and existing client links, such as Kenya, Tanzania, Uganda, Mauritius or Ghana.
2. Start with remote services such as accounting outsourcing, tax support and advisory for Indian businesses operating in Africa.
3. Partner locally with African accounting firms or join international networks to meet licensing and credibility requirements.
4. Get locally qualified or registered where signing audits is required.
5. Build sector depth in areas like agri-business, infrastructure, pharma, technology or trade finance.
6. Use cloud accounting, digital audit tools and e-invoicing to serve clients at a distance cost-effectively.

The Future Outlook

The long-term direction is encouraging. A young, urbanising population, expanding digital payments, stronger regional trade and rising foreign direct investment suggest that demand for finance and assurance professionals will keep growing. As governments adopt e-filing, sustainability reporting and stronger corporate governance, new specialisations will emerge, including ESG assurance, digital tax compliance, data analytics and cybersecurity-linked audit. The Indian profession's reputation for technical rigour, cost-effective delivery and adaptability, combined with deepening India–Africa ties, positions Indian CAs well to be trusted partners in Africa's growth story.

SanTra Technology

Digital Transformation Accelerated

Intelligent Solutions. Smarter Operations. Sustainable Growth.

In today's evolving business landscape, technology is essential for improving efficiency, strengthening compliance and enabling sustainable growth.

SanTra Technology, part of the CPAC Global Group, helps businesses simplify processes, integrate systems, leverage data and implement practical digital solutions. By combining business expertise with technology and analytics, we deliver solutions tailored to our clients' needs.

Our Integrated Technology Services

1. Digital Transformation & Automation

We modernise business operations, streamline workflows and enhance productivity through intelligent technology solutions.

- ERP implementation and optimisation
- Business process improvement and automation
- Artificial Intelligence (AI) and Robotic Process Automation (RPA)
- Project management, business intelligence and performance dashboards
- Finance systems, internal controls and Governance, Risk & Compliance (GRC)
- Website development and digital solutions

Business Value: Increased efficiency, reduced manual effort and improved operational visibility.

2. Tax Technology & Digital Compliance

We integrate financial systems, tax processes and business data to enable accurate, efficient and controlled digital compliance.

- ERP tax setup and optimisation
- Tax data extraction, validation and reconciliation
- Digital tax reporting and workflow automation
- E-invoicing solutions and system integration
- Tax technology products and regulatory technology
- AI-enabled tax processes and compliance analytics

Business Value: Improved data accuracy, faster reporting and streamlined compliance workflows.

3. Data Analytics, AI & Intelligent Solutions

We transform business data into actionable insights and apply intelligent technologies to support informed decisions and smarter operations.

- Data integration, transformation and validation
- Business analytics and management dashboards
- Intelligent document processing
- AI-assisted reporting and workflow automation
- Custom AI, analytics and automation solutions

Business Value: Better decision-making, faster reporting and enhanced business performance.

4. Technology Support & Implementation

We provide reliable technology support and flexible delivery capabilities to maximise the value of technology investments.

- ERP maintenance and application support
- Implementation and post-implementation assistance
- Audit and tax technology enablement
- ETL (Extract, Transform, Load) and data services
- IT Service Management (ITSM)
- Technology resource augmentation and offshore delivery

Business Value: Reliable systems, access to specialised expertise and scalable technology capabilities.

Our Approach: From Challenges to Solutions

We begin by understanding your business objectives and identifying the right technologies to deliver measurable results.



Our focus is on simplifying processes, strengthening controls, improving performance and creating long-term business value.

Let's Transform the Way You Do Business

Whether you want to automate operations, modernise enterprise systems, enhance reporting or unlock the potential of AI, SanTra Technology is your partner in digital transformation.

SanTra Technology | A CPAC Global Group Company

Intelligent Technology. Measurable Impact. Sustainable Growth.

Promptus Global

One Partner. Integrated Solutions. Global Possibilities.

As a member firm of the CPAC Global Group, Promptus Global Corporate Services supports investors, entrepreneurs and established businesses in navigating the complexities of business establishment, corporate structuring, regulatory compliance and international expansion.

Established in the UAE in 2023, Promptus Global combines practical local knowledge with an international outlook, helping clients make informed decisions and build a strong foundation for sustainable growth.

Our Vision for the Years Ahead

Building Today. Expanding Tomorrow. Connecting Global Opportunities.

As Promptus Global looks towards the coming years, our vision is to evolve into a trusted international corporate services partner, supporting businesses at every stage of their growth journey.

Building on our UAE foundation and our association with the CPAC Global Group, we aim to strengthen our service capabilities, broaden our international reach and develop integrated solutions that respond to the changing needs of investors, entrepreneurs and established organisations.

Our ambition is to grow responsibly, strengthen client confidence and create lasting value through professional expertise, responsive service and a global outlook.

The future we envision is one where businesses can pursue global opportunities with greater clarity, confidence and the right support.

Our Integrated Corporate Services

1. Business Establishment & Licensing
2. Corporate Structuring & Governance
3. Operational & Compliance Support
4. Legal Documentation & Business Transition

Supporting Every Stage of the Business Journey

From initial investment decisions and market entry to compliant operations, restructuring and sustainable expansion, Promptus Global provides coordinated support tailored to each client's requirements.

Our approach

Fewer disconnected handovers. Clearer accountability. A more consistent client experience.

Your Partner for the Entire Corporate Lifecycle

Beyond Business Setup. Built for Long-Term Growth.

Establishing a business is only the beginning. As organisations expand, their requirements evolve—from regulatory compliance and corporate governance to ownership restructuring, workforce administration and cross-border operations.

Promptus Global works alongside clients throughout this journey, coordinating the practical requirements that help businesses operate with clarity, confidence and continuity.

What Makes Our Approach Different?

One Strategic View

We connect market-entry decisions with business establishment, corporate structure and ongoing operations to create a coordinated approach.

International Orientation

We support businesses exploring opportunities across the Middle East, Asia-Pacific, Africa and Europe, considering jurisdictional requirements and individual business objectives.

End-to-End Capability

Our integrated service portfolio brings multiple corporate requirements together, reducing the need to coordinate separate service providers for routine business needs.

Local Understanding

Our UAE-based expertise helps clients navigate local business practices, documentation requirements and regulatory processes.

Responsive Service

We prioritise clear communication, practical guidance and timely coordination at every stage of the client journey.

Long-Term Partnership

Our support extends beyond incorporation to ongoing compliance, restructuring, expansion and business transition.

Connecting Businesses Across Markets

With a focus on the Middle East, Asia-Pacific, Africa and Europe, Promptus Global helps clients assess opportunities, understand local requirements and coordinate the steps needed to establish and develop their business presence.

Our Promise

We believe every successful business journey begins with the right decisions and the right support. Whether you are entering a new market, establishing a company, strengthening corporate governance or planning your next stage of growth, Promptus Global is committed to helping you move forward with a clearer path.

Promptus Global Corporate Services

Where Global Ambition Finds Guidance.

CPAC Inaugural Event














"Shaping the Next Era of







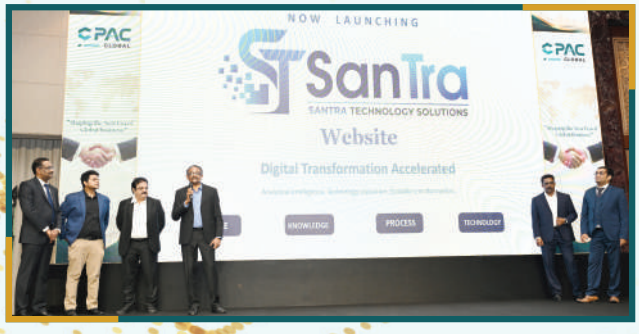



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