

Avarta

A full turn, a fresh horizon



2026

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Aavarta is Advith's annual edition, released to mark the close of each year in the company's journey. Pronounced aa-var-ta, it is a Sanskrit word meaning a turning. The cycle of a year coming round again. It also means to turn something over in the mind, to reflect, to deliberate. This edition is both. A year completed, and a year reflected upon.



CA Krishna Upadhya S
Co – Founder

From the *Founders'* Desk



CA Suchindra R K
Co – Founder

The year gone by made it increasingly clear that finance and professional consulting are no longer viewed only as partner-led, people-intensive professions. Globally, the sector is being seen as an investable platform business. Private equity is looking beyond its traditional sectors and finding value in firms that combine recurring client relationships, specialised expertise, strong talent and the ability to build new capabilities through acquisition. Across the US and UK, several leading professional-services firms have taken in institutional capital to fund growth and technology while preserving their core practices.

Capital is now being used to consolidate specialist firms, add service lines, and build businesses that operate at a scale the traditional partnership model could not. India is at an earlier stage of this evolution, but the direction is visible. Accounting, outsourced finance, and KPO services have become key entry points, combining recurring work, global demand, and India's deep talent base.

For companies like ours, the operating reality is changing. Clients want deeper specialisation, faster turnaround, and technology-enabled visibility, even as the cost of quality talent rises. AI adds another dimension. The shift from compliance to being audit-ready is now essential, and it is exactly where human and AI together can step in. It can materially improve research, analysis, controls and workflows, but it cannot replace context, judgement or accountability for a recommendation. Our conviction is that human and AI together will always outperform either alone, and our goal is to uphold the values of our profession through AI, not despite it.

These industry shifts were not distant observations for Advith. They shaped the year we experienced, the pressures we faced, and the opportunities we saw. Above all, they made the choices ahead of us clearer.



The Year in Motion

Growing Wider



A Decade of Advith

The year began with a milestone. We celebrated the trust, the late nights, and the quiet wins that turned a belief into a story worth telling. A decade behind us, with our nod to the one ahead.



New Ground, Mangaluru



Our third home, after Bengaluru and Udupi. Not just a new address, but proof of how far the foundation has carried us.



Out in the World

At TiECon Mangaluru, India AI Impact Summit in New Delhi, and the Mangaluru Technovanza, we showcased what we are building, joined the ecosystem's biggest conversations, and made our mark from the coast to the capital.



On the Global Map

Some milestones don't just mark progress, they multiply it. Becoming part of IR Global, a network spanning 165+ jurisdictions, placed Advith on the world stage as a strategic force multiplier, broadening our reach and deepening our impact.



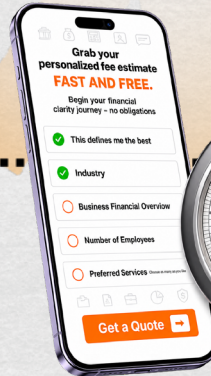
Growing Deeper



Built for Speed

We put pricing on the fast lane. Right on our website, our Get-a-Quote feature turns a few details into tailored numbers in minutes, no calls, no waiting...

Just clarity when it counts!



Sharpening Ourselves

What happens when a consulting firm studies its own profession? Our team took a case from IIM Ahmedabad and turned it into a thinking challenge, six teams, six strategic lenses, weeks of debate, and an external jury.

A reminder that curiosity is the sharpest tool we have.



Less Talk, More Action

Our annual Advith Managers' Academy (AMAC) brought managers and partners together from three cities with one theme and one purpose: to shape the year of execution. You won't hear what was discussed in that room, but you will see it in everything we build.



Beyond the Desk

Some of the year's best returns never touched a balance sheet. From the misty hills of Coorg on Advith Pravasa to festival lights and hard-fought games on the sports field, we grew closer, stronger, and more ourselves, together.





The Ones Who Stood Out

— *Advith Being Awardees* —



CA Chandan D



CA N Srilatha Bhat



Poonam Vernekar



Sheela



Sujaya Amin

— *Spot Awardees* —



Akshaya Kotian



Deeksha M



Deepthi Suvarna



Divyashree R



Keith D'souza



Khushi Harish



Kuldeep Sarma



Madhusudhan
Reddy



N R Vishwas Adiga



Nagesha



Raksha M



Sanath Shetty



Sathwik L



Sudesh



Sujay Somanath



Swathi Kamath



Vijay Surya

Voices from within

Lost Or Found

It was a regular Wednesday morning. I rushed through the house on autopilot. Breakfast on the stove, lunches waiting to be packed, clothes waiting to be taken down and folded. I slid open the balcony door and stepped outside.

The lake outside looked calm. Birds were chirping and the trees moved gently. For a moment, everything seemed so... normal. Without meaning to, I stopped.

For perhaps the first time in a while, I wasn't trying to outrun my thoughts. Silence has always intimidated me. So, I keep myself busy. Anything to stop my mind from wandering. But that morning, I let my thoughts come. The last year has been the hardest and the happiest year of my life.

Sometimes I wonder if this past year made me lose myself or find myself.

I found love in a year when I experienced my biggest fears.

I found a partner but lost the comfort of believing my loved ones will always be okay.

I found hope, but I lost the certainty that life will go according to plan.

I found strength I didn't know I had, but because life first showed me how fragile everything is. *Maybe that's what growing up really is.*

It's about losing parts and discovering parts you didn't know existed. You lose certainty but find resilience. You lose control but find acceptance. You lose the life you imagined and slowly begin to appreciate the life unfolding in front of you.

That morning, I realized I didn't need to know whether I was healed or still healing, whether I was lost or found. Maybe I was both.

The birds kept singing. My clothes still waited to be folded, and work was waiting for me inside.

Nothing around me had changed. But something inside me had.

Not because I had solved anything, but because I stopped trying to silence my own thoughts. I stood there and let myself feel everything—the fear, the love, the grief, the gratitude.

And somehow, that was enough!



Sharanya Sundar

Senior Manager
Advisory Services

“You lose the life you imagined and slowly begin to appreciate the life unfolding in front of you.”

The Pause That Wasn't

I have always believed a profession is something you assemble and refine over years. Expertise, ethics, clarity, communication, and the quieter work of managing time, stress, and yourself. Add enough of these, and you grow a little better each day. But then motherhood arrived and asked for all of it at once, and I judged that my assembling had stopped.

What I remember the most is the fear. Will I find my way back? Will this count against me? Yet, I stepped away from work for a full year, wholeheartedly, choosing to stay with the present. The initial phase of motherhood, I believe, no support system can replace. Though it may ask for a pause from work, it is quietly making you. Embracing it is the best way out.

The next phase is where women get let down. Coming back takes more than confidence; it needs a support system. More women qualify today than ever, yet urban female unemployment sits near 19%. Even in rural areas, getting them in is the first challenge; getting them into work worthy of them is the second. So, though many qualify, they quietly disappear.

In my personal story, I came out of it, and I know why. Along with my family, Advith became part of my support system. It wasn't just a recruit to fill a vacancy; I got an opportunity that reflected who I had become. And the gap taught me something I saw only later. "Hold a single task and it looms enormous; hold several at once, and each finds its proportion. What felt like a pause was reshaping how I work".

So, I move ahead with a fuller version of myself. But, far too many still are not, and that is the unfinished work. India's growth story needs more women at work, and building that support system into the economy is not welfare. It is strategy... *The surest way left to unlock human capital.*



CA N Srilatha Bhat

Senior Manager
Knowledge & Solutions

“Hold a single task and it looms enormous; hold several at once, and each finds its proportion!”

Voices from within

In Good *Company*

A Glance at Our Expanding Client Portfolio

avenza

ĀUKERA®
GROWN DIAMOND JEWELLERY



smartShift

ISI Ri
A step towards better health



NKRF

KAPP NILES

HARINIM
TRAVELS

Words that *Travel*



The team at Advith has always been professional, responsive, and dependable. Their proactive approach, timely support, and attention to detail have made our financial processes seamless. We're pleased with the partnership and look forward to continuing to work together.

- Esha Mookerjee Dutta, Partner, **DesignUp Conf LLP**

Working with Advith has been a great experience. Their team demonstrated strong domain expertise, professionalism, and responsiveness throughout our salary restructuring project. Their practical guidance and collaborative approach helped us implement the changes smoothly and effectively.

- Poornima S P, Vice President & Global Head of HR, **SmartShift Technologies Pvt Ltd**



Advith's commitment to focused and exceptional contributions have truly driven our team in the right direction. We sincerely appreciate their efforts and are proud to have them partnering with us.

- Rohit Pereira, Managing Director, **Kapp Niles India Technologies Private Limited**



Divya Venkatesh,
Co – Founder,
Dhruvansh Dairy Foods Pvt Ltd



Shwetha Ravindranath,
Co – Founder,
Dhruvansh Dairy Foods Pvt Ltd

Our association with Advith has been invaluable, and we are truly grateful for the expertise, commitment, and strategic guidance their team has consistently provided, giving us the confidence to focus on growing our business and making informed business decisions.

What truly sets Advith apart is their forward-thinking approach. Their proactive guidance and strategic insights have become an integral part of our business planning. They are currently working closely with us on detailed unit costing and financial planning, laying a strong foundation for our future growth and our journey towards engaging with venture capital investors.

From the *Field*

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From delivery to the decision table:

The best engagements rarely stay in their original box. One that began with accounting and compliance grew into questions of process, systems, and scale, and we found ourselves shaping how the business runs, not just serving it.

The real win wasn't solving the problem. It was becoming the partner they thought to ask.

CA Ramganesh Maiya

Senior Manager
Operation Excellence Centre

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Prepared for the hard room:

When a board presses hard, only preparation holds. In one such room, we had the analysis behind every answer, and our responses helped the members reach clearer decisions. Being ready when it matters most is quietly the whole job.

Sharanya Sundar

Senior Manager
Advisory Services

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More than the filing team:

Corporate compliance is easy to reduce to filings and deadlines. Yet our clients turned it into something more. Coming to us first, more readily, more often, trusting our read on things before they acted. That quiet, growing reliance is the clearest sign we've earned a place beyond the paperwork.

CS Nikita Mittal

Senior Manager
Corporate Secretarial Services

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The weight of small things:

The instinct in our work is to solve what lands on the desk. The greater shift was learning to prevent it, to build small checks that stop issues before they ever reach a client. Catching problems is competence. Not letting them form is the harder discipline, and the one that quietly sets the standard.

CA Sukhesh K

Manager
Operation Excellence Centre

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From the *Field*

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The tides of learning:

Growing up, I was told a good job meant life was finally “settled.” This past year in the profession taught me otherwise. The moment you feel settled is the moment you stop growing. Real learning means keeping the mind open, unlearning old assumptions, and absorbing the habits of those who have mastered the craft. Kuvempu called it Anikethana, the infinite, unhoused soul, one that never settles and never stops moving forward. That is what learning truly asks of us.

CA Chandan D
Assistant Manager
Direct Tax Services



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Knowing when to let go:

In every dispute comes a moment when defending a position cost more than conceding it. The skill is spotting it early and pivoting fast. Admitting a misstep protects credibility and refocuses on the outcome, not the win. The real art is knowing when to hold, and when to let go.

CA Chandan D
Assistant Manager
Direct Tax Services

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Owning the whole chain:

Real ownership isn't measured by the tasks you complete, but by the outcome you refuse to let go of. On a complex, multi-part engagement, that meant treating every link as ours, no gap left for responsibility to slip through. The lesson: you don't own a piece of the work. You own the result.

CA Srikantha
Assistant Manager
Tax & Regulatory Services

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Giving time back:

Some of the most valuable work begins by questioning what a client has long accepted as routine. Seeing time lost to it, we rethought and streamlined how it was done, and returned hours to them, hours they could turn toward decisions that mattered more. Value isn't only what we add. It's what we free up.

CA Shivaprasad
Deputy Manager
Tax & Regulatory Services

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The habit of checking twice:

Speed once felt like everything, reply fast, finish fast, move on. But being fast didn't always mean helping; often it just pushed a mistake further down the line, where it cost more to fix. So, I picked up a small habit: one honest look before hitting send. The things worth doing rarely need to be done fast. They need to be done once, properly.

Harshitha N H Gowda
Executive Assistant
Founder's Office

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Charting the *Next Course*

When I look back at 2025–26, I do not think of it as an easy year. It was, in many ways, one of the more testing years in Advith's journey. The challenges faced by many of our growing clients—cash flow constraints, slower growth, and people-related pressures—also became part of our own reality. They tested our ability to stay efficient, safeguard delivery quality, and remain resilient as a team.

In the heat of navigating these pressures, I admit that we were not perfect. We made our share of mistakes, and there were moments of struggle to find the right balance. But this is also what 11 years of building has taught us. Difficult phases eventually pass, provided we continue learning, stay close to our clients, and keep moving with purpose. I am deeply grateful for the trust our clients have placed in us over the years, which has carried Advith through every stage of its journey.

As we completed 11 years, we crossed an important milestone by joining IR Global, an international network of professional services firms. For Advith, this is more than an association. It strengthens our ability to support our Indian clients as they look beyond India, while enabling us to serve international businesses that need reliable, on-ground support as they enter and grow in India.

As we step into the next year, our focus is on deepening the foundations we have built. We remain committed to scaling our Virtual Finance Office, India Entry Strategy, and Transaction Advisory practices, the very pillars that have defined Advith's niche. Alongside, we are quietly preparing for our next chapter with ITeCApp, our transition into a more tech-enabled future.

To our clients, our commitment is simple: we will continue to evolve alongside your growth. As your business becomes more global and complex, Advith will remain your trusted, tech-enabled partner, providing the clarity and expertise to scale with confidence. We aren't just your consultants; we are invested in your journey.

For our people, the coming year will feel different. We are shifting from 'surviving the decade' to 'shaping the future'—building a technology-first, expertise-led platform where our team grows not just commercially, but as trusted consultants and future leaders. Together, we are charting Advith's next course.

Together, we are charting Advith's next course.

CA Krishna Upadhya S

Co - Founder

The Ground We *Stand On*



Built on enduring values. Driven by evolving capabilities.



advith

Where **Finance Consulting** meets **Technology**



Udupi

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