

THE INSTITUTE OF CHARTERED ACCOUNTANTS OF INDIA
(SET UP BY AN ACT OF PARLIAMENT)



BENGALURU BRANCH SIRC

E-NEWSLETTER

UTKARSHA



The New Face of CA

Smarter, Strategic, AI-Driven —
And Co-Led by Women

From the Chairperson's Desk



Dear Members,

Greetings from the Bengaluru Branch!

I hope this issue of *Utkarsha* finds each of you in good health and energised. April has closed on a high note, marking a strong start for the new financial year with the successful conclusion of bank audit season, year-end closures, and the significant statutory transition in the Income Tax Act, 2025 and the Labour Codes.

This issue carries a theme that is deeply personal to me, and one I believe will come to define our generation of profession - "**The New Face of CA: Smarter, Strategic, AI-Driven, And Co-Led by Women.**" This is not merely a slogan crafted for a cover but an honest reflection of our profession and future direction.

I am drawn to a Vachana of *Akka Mahadevi*, whose 12th-century voice carries a courage and I find remarkably relevant to our profession today:

ಬೆಟ್ಟದ ಮೇಲೊಂದು ಮನೆಯ ಮಾಡಿ
ಮೃಗಗಳಿಗಂಜಿದೊಡೆಂತಯ್ಯ?
ಸಮುದ್ರದ ತಡಿಯಲ್ಲೊಂದು ಮನೆಯ ಮಾಡಿ
ನೊರೆ ತೆರೆಗಳಿಗಂಜಿದೊಡೆಂತಯ್ಯ?

*"If you build a house on a mountaintop,
why fear the wild beasts?"*

*If you build a house on the seashore,
why fear the foam and the waves?"*

Our generation of Chartered Accountants has chosen to build at precisely such an elevation at the intersection of finance, technology, governance and trust. The waves of Artificial Intelligence, the steepening climb of regulatory complexity, the tides of global capital and the rising bar of stakeholder expectation are not threats, but they are the landscape of our profession, be it practice or industry! The question before us, therefore, is not whether we will face them but how we will lead this change with conviction. And, I believe we are well prepared!

The New Face of CA

Let me briefly highlight each of the four phrases that define this theme, as each holds significant meaning.

We are **Smarter** because our practice has shifted from rule following to sense making. Today's CA not just reads the trial balance but also the business model behind it and the broader implications it carries for capital, governance and reputation. We ask better questions before we reach for answers, and we offer counsel that values both insight and accuracy.

We are **Strategic** because we have moved from being mere compilers of numbers to counsellors of decisions. Today the Chartered Accountant is a partner in mergers and acquisitions, a custodian of

ESG and sustainability disclosures, a translator of regulation into strategy, a steward of governance, and increasingly a director on the boards of the very enterprises we once audited. We have crossed from the back office to the boardroom. This shift is driven by our competence built over the years.

We are **AI-Driven**, not replaced by AI, but amplified by it. ICAI's own AI Certificate Course demonstrates that our Institute is committed to ensuring that no member is left behind in this transition. AI shoulders the repeatable and the routine, allowing us to carry on the judgment, ethics, advisory, and the trust that defines our profession.

And we are **Co-Led by Women** as our profession finally begins to reflect the diversity of the country it serves. Nearly one in three new Chartered Accountancy students is a woman. The classroom, leadership pipeline, and meeting rooms are changing. The profession is gradually adopting a new, more inclusive face.

Every senior member who mentors a younger one, every woman member who encourages and supports a young woman, is quietly shaping the new face of our profession.

As Chairperson of one of the largest and most vibrant Branches of the ICAI, it is my responsibility to ensure that this momentum is matched, at every stage, with mentorship, opportunities and visible pathways for the women in our profession. Our Branch's programs are designed to achieve this.

The future of this profession must be both inclusive and equitable.

April in Retrospect

April was a month of doing at the Branch, and the calendar mirrored the breadth of our members' professional needs.

Our **Year End Book Closure and Compliance Series** brought members together across Accounting Standards, Income Tax, GST and the Companies Act, equipping each of us to close the year with confidence and clarity.

Under our **Think Global, Serve Global** initiative, the half-day seminar on UK Outsourcing Opportunities offered members tangible pathways to expand their practice beyond domestic geography and to participate meaningfully in the global services economy.

Our **AI Certificate Course**, along with specialized programmes on **FEMA and DISA**, reflected our commitment to keeping members future ready.

Our new initiative, "**The Moot Tribunal: From Practice to Courtroom**" has been designed to open a new doorway for our women members and young professionals into tax litigation as a meaningful and rewarding arena of practice. Tax litigation has long been an under represented vertical, particularly for our women members; this programme is our considered attempt to begin changing that.

The participating cohorts were shortlisted through an assessment, and they are now ready to present their arguments before the Moot Bench on **9th May 2026**. I invite each one of you to join us that day, to encourage these participants and cheer them on as they argue their case. Their courage deserves our presence.

The **workshop on Wealth Management** in Volatile Market Conditions equipped members to guide their clients through unsettled markets with greater clarity, and the full-day workshop on **Estate Planning** enabled members to take up succession planning as a meaningful advisory vertical under their own banner, a vertical whose relevance only deepens as Indian household wealth crosses generational hands at an unprecedented scale.

To every member who registered, attended, taught and mentored, “Thank you”. The Branch’s energy is, and has always been, your energy.

May Ahead

May carries the same momentum forward, with a deliberate emphasis on the theme of this issue. The calendar features programmes that bring AI from concept to keyboard, sessions that strengthen our women members in leadership and litigation practice, and that keeps us current with the evolving regulatory landscape, most notably the practical application of the Income Tax Act, 2025.

We will also carry our *Think Global, Serve Global* series forward, this time turning our lens toward **UAE tax laws** and the opportunities they open up for the CA community. The UAE’s evolving Corporate Tax framework is an arena in which Indian Chartered Accountants are uniquely well positioned to lead in a rapidly globalising Indian enterprise scenario.

We have curated a Residential Refresher Course (RRC) on the Cruise with a view to help you to navigate and ride the rising tides that are taking the profession to newer horizons. This RRC would be a landmark one

and is set to provide you all a memorable experience for sure. So, do not miss the opportunity.

As I conclude, I would like to leave you with this thought, We are the professionals who give the financial system its most credible signature. As that signature is increasingly co-written by women, increasingly augmented by AI, and increasingly read inside the boardrooms. We must remember that the source of its credibility has not changed and will not change. It rests, as it always has, on competence, integrity and Trust.

Let us continue to build our house on the mountaintop without fear, and on the seashore without doubt. The profession is in good, capable and increasingly diverse hands.

For when we grow together, the profession grows stronger.

Wishing each one of you an inspiring May ahead !

Yours in service,

CA Kavitha Paramesh

Chairperson

ICAI Bengaluru Branch (SIRC)

CALENDAR OF EVENTS

CPE MEETINGS FOR THE MONTH OF MAY AND JUNE 2026

DATE AND DAY	TOPIC / SPEAKER	VENUE & TIME	STRUCTURED CPE CREDIT
02.05.2026 to 07.05.2026	AI Certificate Course Module 2 Online: 2nd and 3rd May 2026 Offline – 5th, 6th and 7th May 2026 (5 days)	Hotel Hyde Park, Hyde Park Orchards, 137/7, Raj Mahal Vilas Extension, Armane Nagar, Bengaluru	30 Hrs.
06.05.2026 Wednesday	Study Circle Meeting Know the Tax return forms for the AY 2026-27 CA K Kaushik Raj Delegate Fees : Members – Rs.300/- Plus GST Non Members – Rs.600/- Plus GST	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 5:00 PM to 8:00 PM	3 Hrs.
09.05.2026 Saturday	GST Moot Court Bench Members: Adv Lakshmi Menon and Adv Bhanu Murthy Mentors: CA Jatin Christopher, CA Rajesh Kumar TR and Adv Saiprasad Delegate Fees : Members – Rs.500/- Plus GST Non Members – Rs.1,000/- Plus GST	Seshadripuram Law College, Kumara Park West, Bengaluru 10.00 AM to 1.00 PM	3 Hrs.
09.05.2026 Saturday	Income Tax Moot Court Bench Members: Mr. Prashant Maharshi, VP ITAT, Bengaluru and CA. Rajagopal A Mentors: CA Prakash Hegde, CA Siddesh Gaddi and CA Deepak Chopra Delegate Fees : Members – Rs.500/- Plus GST Non Members – Rs.1,000/- Plus GST	Seshadripuram Law College, Kumara Park West, Bengaluru 2.00 PM to 5.00 PM	3 Hrs.
13.05.2026 Wednesday	Half a Day Seminar on Deep dive into FCRA provisions CA. Sanjay Agarwal, Delhi, Author of Handbook on FCRA Delegate Fees : Members – Rs.500/- Plus GST Non Members – Rs.1,000/- Plus GST	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 5:00 PM to 8:00 PM	3 Hrs.

DATE AND DAY	TOPIC / SPEAKER	VENUE & TIME	STRUCTURED CPE CREDIT
15.05.2026 to 17.05.2026	AI Certificate Course Module 1 15 th May to 17 th May 2026	Hotel Hyde Park, Hyde Park Orchards, 137/7, Raj Mahal Vilas Extension, Armane Nagar, Bengaluru	18 Hrs.
22.05.2026 to 24.05.2026	AI Certificate Course Module 1 22 nd May to 24 th May 2026	Hotel Hyde Park, Hyde Park Orchards, 137/7, Raj Mahal Vilas Extension, Armane Nagar, Bengaluru	18 Hrs.
16.05.2026 Saturday	Box Cricket and Pickleball for Members In association with KSCAA	Racquetly Pickleball, Malleswaram, Bengaluru	—
20.05.2026 Wednesday	Study Circle Meeting UAE Taxation Laws CA Uday Iyer Delegate Fees : Members - Rs.300/- Plus GST Non Members - Rs.600/- Plus GST	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 5:00 PM to 8:00 PM	3 Hrs.
21.05.2026 Thursday	From Bill to Practice: New Income Tax Act 2025 Series 1: Transition Provisions and Income from Salary CA KK Chythanya	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 4:00 PM to 7:00 PM	3 Hrs.
22.05.2026 Friday	One day Seminar on Audit of Cooperative Societies Delegate Fees : Members - Rs.1,000/- Plus GST Non Members - Rs.2,000/- Plus GST	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 10:00 AM TO 6:00 PM	6 Hrs.
27.05.2026 Wednesday	From Bill to Practice: New Income Tax Act 2025 Series 2: Profits and Gains from Business and Profession CA Shivanand Nayak & CA Bibhuti R	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 4:00 PM to 7:00 PM	3 Hrs.

DATE AND DAY	TOPIC / SPEAKER	VENUE & TIME	STRUCTURED CPE CREDIT
30.05.2026 Saturday	One day Seminar on FEMA Delegate Fees : Members - Rs.1,000/- Plus GST Non Members - Rs.2,000/- Plus GST	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 10:00 AM TO 6:00 PM	6 Hrs.
03.06.2026 Wednesday	Study Circle Meeting Panel Discussion with Case Vignettes on Code of Ethics, Auditing Standards & Digital Technology Delegate Fees : Members - Rs.300/- Plus GST Non Members - Rs.600/- Plus GST	ICAI Bhawan Vasanthnagar, Branch Premises Bengaluru 5:00 PM to 8:00 PM	3 Hrs.
08.06.2026 to 10.06.2026	Residential Refresher Course on Sea Cruise from Mumbai to Goa		12 Hrs.

Announcement: Requirement of Reading Room Facility for CA Students

The ICAI Bengaluru Branch is looking for reading room facilities for our CA students.

Institutions or individuals who can provide or refer suitable reading room spaces of around 2,000 sq. ft. in and around Bengaluru city are kindly requested to inform us.

This initiative will greatly benefit our students.

Contact Details:

Phone: 080-43944868 / 876, Mobile: 9880007906, Email: blrchairman@icai.org | blradmin@icai.org

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CA Karthik U Rao

Chartered Accountants as Enablers of Finance Transformation in an AI World

The Chartered Accountancy profession has not only witnessed but successfully adapted to every significant shift in the business environment like adoption of computerised accounting, transition to ERP based environments, global consolidation of finance operations and evolving demands of reporting standards. Each shift demanded new competencies without abandoning professional foundations. The current shift, defined by the rapid deployment of Artificial Intelligence across finance functions, is no different in that respect. What is different is the depth of its impact on how financial information is produced, interpreted, and acted upon. And consequently, the importance of having a qualified professional who can fit the new demands on professional judgement, process design, and accountability.

This article examines the enabling role that Chartered Accountants both in practice and in industry are positioned to play in finance

transformation within an AI-augmented environment.

The Adoption-Impact Gap: Why It Matters

A 2025 Gartner survey of global CFOs found that nearly 60 per cent of finance teams are actively piloting or implementing AI. Yet, only 7 per cent of CFOs reported a strong impact from that investment.

This gap is not unique to global markets. India's finance functions, particularly within the rapidly expanding Global Capability Centre ecosystem, are experiencing the same pattern. Organisations that anchored their GCC value propositions on labour arbitrage are now investing in AI-led automation to defend and extend their cost positions, yet the anticipated step-change in financial intelligence quality has not followed. The deployment is happening. The transformation is not.

This is not a technology failure. The models perform as intended. Failure

is attributed to a long list of causes ranging from model hallucination to incorrect datasets to poorly framed prompt instructions. However, one of the primary, and seldom addressed, underlying reasons is that most finance functions deploy AI into environments that have not been prepared to receive it. The result is faster execution of poorly designed processes, not genuine transformation of how financial intelligence is produced and used.

The AICPA-CIMA Future of Finance Leadership Advisory Group, convening over fifty senior finance leaders in 2025, captured the above finding in three direct conclusions:

- Finance functions to move from experimentation to enablement
- Treat the finance technology stack as a dynamic, adaptive ecosystem and not fixed implementation program
- Data quality is non negotiable

Each of the above points to professional work that precedes technology deployment, and each maps directly onto the Chartered Accountant's (CA) domain.

What Finance Transformation Actually Means

The term finance transformation is used with considerable variation in practice. It is frequently applied to ERP upgrades, dashboard implementations, and automation projects that are, more accurately, technology deployments without any changes to the underlying operating model. Clarity on the definition matters, because it determines what enabling the transformation actually requires.

Finance transformation is the deliberate redesign of how a finance function creates, validates, and communicates financial intelligence. It is distinct from:

- Technology implementation - which installs new systems onto an existing operating model
- Process improvement - which optimises specific workflows without reconsidering overall design

Finance Transformation in its truest sense involves reconstituting how the end-to-end function operates across three layers:

1. Transaction processing - recording, classifying, reconciling financial events
2. Financial reporting - aggregating and communicating results to stakeholders
3. Decision support - providing analysis and judgement to business decision-makers

Finance transformation must address all three. AI, deployed without this foundation, surfaces gaps rather than resolving them.

What AI Actually Does in a Finance Function

Current-generation large language model (LLM) Gen AI tools, including Claude (Anthropic), GPT- (OpenAI), and Gemini (Google), are qualitatively different from the robotic process automation (RPA) tools that defined the previous wave of finance automation.

RPA replicated rule-based human actions at machine speed whereas the current generation LLM tools reason across unstructured information, synthesise content from multiple sources, generate analytical narratives, and surface inconsistencies that manual review processes would not routinely find – all this at speed and scale that is no match for human talent.

According to McKinsey, Generative AI has raised the projected share of finance work hours subject to automation from 21.5 per cent to 29.5 per cent by 2030.

In a finance transformation context, AI tools contribute most usefully in the following areas:

- Converting a recorded process walkthrough into a structured process map and gap analysis within hours
- Identifying inconsistencies between MIS definitions and the underlying chart of accounts
- Generating first-draft variance commentaries for professional review

- Synthesising findings across audit observations, management letters, and board minutes
- Surfacing data anomalies and pattern deviations across large transaction datasets

What AI does not do is equally important to understand, it does not:

- Apply statutory interpretation to specific fact patterns
- Exercise professional judgement in ambiguous situations
- Carry accountability for the outputs it generates
- Replace the contextual understanding a CA builds through sustained client engagement

AI operates on the principle of consistency. When the definitions are ambiguous, when the data carries years of undocumented manual adjustments, or when the underlying process is poorly designed, AI does not resolve these conditions. It exposes them systematically, and without the organisational reluctance that often prevents humans from naming what they see.

This is, in practice, one of the most valuable things AI does in a transformation context. It makes the real problem visible and urgent. Addressing that problem becomes the CA's professional opportunity.

Where AI Is Currently Underutilised

Current AI deployment in finance transformation is concentrated largely in repeatable, lower judgement tasks like account reconciliation and line-item

matching, first-level forecasting and variance write-ups based on historical data, and spend or T&E analytics where AI flags anomalies for human review. These are not high-impact applications from a transformation standpoint. In many cases, they are tasks that traditional automation such as RPA, macros, and rule-based tools could address adequately.

Note: The Pattern that Repeats

Across finance transformation engagements, the most common cause of failure is not technology adoption difficulty. It is deploying capable technology into finance functions whose underlying processes, data definitions, and reporting frameworks have not been reviewed or redesigned.

The result: Organisations then reproduce their existing inefficiencies at greater speed, without the improvement in financial intelligence quality the transformation was intended to deliver.

Business process reengineering must precede, or at minimum accompany, technology deployment. This is not preparatory work that can be deferred. It is a necessary condition under which AI investment delivers results.

The CA's Enabling Role: A Competency Mapping

The alignment between what finance transformation requires and where the CA's existing professional competencies map is specific and worth examining directly. These competencies are clear differentiators when it comes to compliance, domain expertise and interpretational clarity of output when compared to the traditional high-level consulting approaches to finance transformation.

Five Common Transformation Failure Points and the CA's Response

Failure Point	What Goes Wrong	CA's Enabling Role
Definitional ambiguity	Same metric, different meanings across teams	Establish and document agreed definitions
Broken Processes	Workarounds automated rather than fixed	Map, redesign, and document processes first
Data Quality Gaps	AI surfaces inconsistencies at scale	Design and enforce data governance frameworks
No interpretive Layer	Outputs used without professional review	Apply judgement to AI-generated analysis
Accountability vacuum	No one owns the AI output	Provide professional sign-off and oversight

1. Definitional Rigour

The CA’s training in Ind AS, the Companies Act, and GAAP is, at its core, a training in financial definition. The CA understands what a concept means for statutory purposes, where professional judgement is permissible in its application, and what the downstream consequences of definitional inconsistency are.

This precision maps addresses one of the most common transformation failure points. In many organisations, metrics such as gross margin, net revenue, or working capital carry different definitions across finance, operations, and management reporting. AI systems, which demand consistency, bring this ambiguity to the fore immediately. The CA is the professional qualified to identify, document, and resolve it.

2. Process Integrity

An audit, statutory or otherwise, is structurally an exercise in process evaluation. The CA who has traced transactions from source document to financial statement across multiple client industry environment has developed, over the course of that work, a detailed understanding of where financial processes break down and how upstream process failures manifest in downstream reporting errors. This diagnostic capability is the analytical core of transformation work.

3. Data Governance

The audit trail, which is fundamental to CA practice, is the conceptual antecedent of modern data lineage requirements in AI-enabled finance systems. The CA’s understanding of the relationship between source transactions, accounting entries, and reported outputs provides a direct foundation for data governance design. Research consistently confirms that absence of data governance discipline is among the primary reasons AI projects in finance fail to deliver intended impact.

4. Interpretive Judgement

AI generates outputs. It does not interpret them in organisational context. Determinations whether a variance pattern warrants escalation,

AI Tools Relevant to Finance Transformation Work

Tool	Best Use in Transformation Context
Claude Sonnet (Anthropic)	Process analysis, gap identification, narrative review
GPT (OpenAI)	Document synthesis, first-draft commentary
Gemini, Notebook LM (Google)	Cross-document, multimodal analysis, MIS mapping
Microsoft Copilot in Excel	Reconciliation acceleration, data pattern analysis, Chart of accounts mapping, consolidation support

None of these tools require a technology background to use effectively. Output quality is determined by the precision of the question asked. That precision is what professional training develops.

whether an AI-generated narrative accurately represents an underlying economic event, or whether a data anomaly reflects a process error or a genuine business development require professional judgement. The CA’s formal training and experience in applying technical knowledge to ambiguous, real-world circumstances is precisely the competency this interpretive layer demands.

5. Professional Accountability

Financial information carries regulatory, commercial, and fiduciary consequence. As AI generates a larger proportion of finance outputs, the accountability framework within which those outputs are used becomes more, not less, critical. The CA’s professional accountability, enforceable through ICAI’s disciplinary framework, provides the necessary accountability to this layer – one that AI cannot provide. And this is significant.

Enabling Transformation in Practice: What This Actually Looks Like

For the CA in practice or in industry, finance transformation is best understood as a natural deeper extension of existing professional work rather than an entirely new service category. The transition is one of framing and scope. The competencies are already present. What changes is the scale and context in which they are applied.

A structured Finance Function Diagnostic should be the logical entry point. This involves assessing a client’s finance function across the abovesaid three layers –

- Transaction processing
- Reporting

• Decision support

through document review, mapping exercises, structured interviews, and measurement of key operational metrics.

Effective AI tools usage accelerate this assessment significantly. A recorded process walkthrough, transcribed and submitted to a language model with a precisely framed prompt, produces a structured first-draft gap analysis in hours. The CA’s role is to frame the right questions, validate the output against domain knowledge, and apply professional judgement to the findings in the specific context of the client or organisation.

To illustrate, below are three service offerings that follow naturally from this foundation:

1. Finance Function Diagnostic

A structured assessment of the finance function across all three layers, producing a concise report of current-state observations, gap analysis, and prioritised recommendations. For the CA in practice, this is a bounded, deliverable-led engagement with defined scope. For the CA in industry, it is the business case that gives internal transformation proposals their credibility and their sequencing logic.

2. MIS Review

This is a critical examination of whether the existing MIS remains relevant to its stated purpose and whether it accurately and consistently reflects the underlying books of account. In most organisations, MIS integrity degrades over time through undocumented methodology changes, informal accommodation of

new business activities, and accumulated manual adjustments. Report proliferation compounds the problem with many reports no longer read, yet continue to consume finance capacity. The skills required to identify and remediate this are directly related to those applied in audit and review work. AI tools can assist in mapping, cross-referencing, and identifying redundancies. The professional judgement about whether a report serves its stated purpose, what a compromise in integrity means, and how to resolve it belongs to the CA.

3. Close Cycle Assessment

Documenting the month-end close process at task level, identifying the critical path, and recommending where steps can be eliminated, run in parallel, or automated. AI tools handle the documentation; the CA applies the judgement about what needs prioritization, what is safe to change and what control steps are non-negotiable.

The conversations that lead to these engagements are simpler than they may appear. For the CA in practice, the existing client relationship provides both the access and the credibility. The conversation does not require a formal proposal or a new service line announcement. It begins with a professional observation offered to a client who already trusts the CA's judgement. For the CA in industry, the equivalent conversation is with the CFO or the finance leadership team.

The CA's value in that room is not as a technology advocate. It is as the professional who can articulate precisely what the function needs before a technology investment is made, and what it will take to ensure that investment delivers.

How has AI democratised Finance Transformation?

There is a structural shift underway in finance transformation that deserves direct acknowledgement, because it

changes the competitive landscape of professional services in a significant way.

Finance transformation has historically been the domain of large consulting firms, organisations that could field multi-disciplinary teams of specialists across process, technology, and change management simultaneously. The cost of that model placed genuine transformation work beyond the reach of most mid-market organisations, leave alone the independent practice of most individual professionals, however technically capable.

AI changes this equation significantly. A CA working with current-generation language model tools can now conduct a process diagnostic, produce a structured gap analysis, map MIS inconsistencies, and draft a transformation roadmap - work that previously required a team and several weeks - in a fraction of the time and at a fraction of the cost. The analytical range that was previously available only to well-resourced consulting engagements is now accessible to a single professional with domain expertise and the discipline to ask precise questions.

This is not a marginal efficiency gain. It is a structural shift in what an individual CA or a small practice can credibly deliver to a mid-market client or an internal finance leadership team. The barrier to providing high-quality transformation advisory has not been removed - professional judgement, domain knowledge, and accountability remain essential, and those are not AI-generated. But the operational constraint that previously made such work impractical for most CA practitioners has been substantially reduced.

For the profession, this is the more consequential development. It means that finance transformation advisory is no longer a service category reserved for large firms. It is now within reach of any CA with the domain depth and the willingness to frame their work in

transformation terms.

Conclusion

Finance transformation in an AI world does not fail for want of technology. It fails for want of the professional judgement, process rigour, and accountability that effective AI deployment demands. These are not gaps that AI can fill. They are the gaps that define the profession's opportunity.

What AI provides is the means to apply those capabilities at greater speed, with greater analytical range, and to greater visible effect than was previously possible for a single professional working without a large team. The work that once required a consulting battalion is now within reach of a CA who knows the right questions to ask or define the right problem statement.

As investment in Generative AI and Agentic AI increases, the expectations of management, investors, and boards will only intensify. The gap between AI adoption and AI impact will continue to widen wherever technology continues to be overlaid on unreformed processes, undefined metrics, and ungoverned data. That gap is what the profession is uniquely qualified to close. That is both the professional opportunity and the responsibility of this moment.

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From Lotus 1-2-3 to AI Copilots: My Journey as a Chartered Accountant



CA Kavitha Ramesh

When I started my career as a finance professional, spreadsheets did not open in seconds and dashboards did not refresh in real time. We worked on Lotus 1-2-3, printed accounts on dot matrix printers, and carefully filed physical records that could not be retrieved with a simple search. Closing the books took time, patience, and a lot of perseverance.

Back then, finance was largely about getting the numbers right. Accuracy and compliance mattered, the work was rigorous, and I loved that discipline. But the role was clearly defined, finance recorded the past, decisions were made elsewhere.

Over the years, I realised that I was not just growing in my career—the profession itself was evolving, often faster than we realised while living through it.

Learning the Craft: Foundations that still Matter

My early years shaped how I approach finance even today. I learned to respect controls, question assumptions, and integrity was core, especially when decisions were uncomfortable. Audit rooms taught me attention to detail

and professional scepticism. Long reconciliation cycles taught me patience. Manual processes taught me accountability—because errors were painfully visible.

Technology then was a tool, not a partner. Lotus 1-2-3 transitioned to Excel, ERPs were being implemented, sometimes reluctantly. Reports took days, sometimes weeks. And yet, we learnt the business deeply, because understanding numbers required knowing where they came from.

Those years gave me a strong foundation. Even today, as systems automate much of the work, I find that judgment is strongest when built on those fundamentals.

The Shift I Lived Through: Finance Moves Closer to the Business

At some point, I noticed my conversations changing. Business leaders stopped asking “What are the numbers?” and started asking “What do they mean?” That shift—from reporting to interpreting—changed everything. Finance was no longer expected to just close the books, but to connect numbers to decisions.

As I progressed into leadership roles, I found myself spending more time

understanding operating models, customer behaviour, and long term risks. The role demanded curiosity beyond accounting standards.

It was not a one time transition. It required unlearning, the comfort of staying safely behind spreadsheets and learning to speak the language of business. Sitting in leadership meetings, I realised that the value I brought was not just precision, but perspective.

Becoming a CFO: Stewardship, Strategy, and Influence

Becoming a CFO was not about having “arrived.” It was about realising the weight of judgment the role carries. Today, my decisions influence not just financial outcomes, but long term direction. I spend less time finalising numbers and more time asking questions that don’t have perfect answers. What matters now is balance between growth and risk, speed and control, opportunity and responsibility.

One of the most important skills I have developed is explaining complexity in simple terms. Boards and leadership teams don’t need more data, they need

clarity. My role often involves translating uncertainty into choices.

Yes, financial stewardship remains central. But today, my role involves:

- Shaping strategy, not just validating it
- Balancing growth with governance
- Making decisions with incomplete information
- Leading teams through change

A significant part of the role is storytelling—translating complex financial data into clear narratives that boards, leaders, and teams can act on. Numbers alone don't drive decisions, understanding does.

Technology and AI: Seeing the Shift from the Inside

I have experienced technology transition not as headline but have lived the change from manual ledgers to ERPs, from spreadsheets to dashboards, and now from reports to AI driven insight. AI today can highlight trends, flag anomalies, and even draft explanations. What it cannot do is decide what matters. That responsibility remains with humans.

If someone had told me early in my career that machines would one day analyse data, flag anomalies, draft insights, and support forecasts, I might have been sceptical. What excites me is not that technology does the work faster, but that it gives finance leaders time to think. The profession is no longer confined to producing numbers, it is focused on interpreting them responsibly. In many ways, the more intelligent

our tools become, the more critical judgment, ethics, and experience become. Automation has reduced the manual load, AI has accelerated insight, but neither can replace judgment.

What technology has done is push finance professionals towards higher value work:

- Asking better questions
- Applying context and ethics
- Exercising judgment where ambiguity exists

Ironically, as technology advances, the human element of finance has become more important than ever.

Woman in Finance Leadership: My Journey

Alongside this professional evolution runs another, quieter journey. As a woman in finance, I learnt early that credibility is built over time and sometimes tested more than once. There were times where I chose preparation over volume, consistency over visibility. I let outcome speak.

As the finance role shifted from command and control to influence and collaboration, I found greater space to lead in a way that felt authentic. Modern finance leadership values listening, context, and the ability to connect perspectives, qualities that have served me well.

Technology and data have also been powerful equalisers. When insights replace hierarchy, leadership becomes more inclusive. I have seen firsthand how this allows women in finance

to lead with confidence, credibility, and impact.

With seniority comes responsibility beyond personal success. Creating space for others, mentoring talent, and demonstrating that leadership does not require a single mould have become integral to how I view my role today.

What Has Stayed Constant

Despite all the change, some things remain firmly anchored:

- Ethics and integrity
- Respect for governance
- Accountability for decisions
- The CA discipline of getting the fundamentals right

These principles have not aged. What has changed is how broadly we apply them.

A Reflection for the Next Generation

From dot matrix printers to AI copilots, my journey as a Chartered Accountant to CFO mirrors the evolution of the profession. What began as a focus on accuracy has grown into a role defined by judgment, influence, and responsibility.

The numbers still matter. But today, what we do with them—and how responsibly we do it—matters far more.

My advice to young Chartered Accountants is simple: Don't anchor your identity to the tools of today. Anchor it to learning, judgment, and values.

The profession will continue to change. And that is its greatest strength.



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For Registration please visit
www.Bangaloreicai.org

One Day Seminar on Audit of Cooperative Societies

Organised by Bengaluru Branch (SIRC)

On Friday, 22nd May 2026

Venue: S. Narayanan Auditorium, ICAI Bhawan,
Vasanthnagar, Bengaluru

Time: 10:00 AM to 6:00 PM

6 hrs
CPE

TIMINGS	TOPICS	SPEAKERS
10:00 AM to 10:15 AM	Inauguration	
10:15 AM to 11:45 AM	Technical session 1: a) Overview of Cooperative Societies, evolving landscape of Co-operative Amendments, 2025 b) Advisory role and Opportunities for CAs in Cooperative Societies	CA Ramesh Prabhu
12:00 PM to 1:30 PM	Technical session 2: Recent changes in Karnataka State Cooperative Act, its implication on audit, change in audit formats for FY 2025-26	CA B V Ravindranath
2:00 PM to 3:30 PM	Technical session 3: Income Tax implications for Cooperative Societies	CA Prakash Hegde <i>Bangalore</i>
4:00 PM to 5:30 PM	Technical session 4: GST in Cooperative Societies	CA Varun Bhat <i>Bangalore</i>

CA Kavitha Paramesh
Chairperson
Bengaluru Branch (SIRC)

CA Shripad H N
Secretary
Bengaluru Branch (SIRC)

Online Registration open

DELEGATE FEES :	
For MEMBERS:	For NON MEMBERS:
Rs. 1,000/- (Plus GST)	Rs. 2,000/- (Plus GST)

Mode of Payment: Online / Cash / Cheque in favour of
"Bengaluru Branch of SIRC of ICAI", payable at Bengaluru
For Registration, click www.bangaloreicai.org | Tel: 080 4394 4868 / 876, 96069 13003

One Day Seminar on FEMA

Organised by Bengaluru Branch (SIRC)

On Saturday, 30th May 2026

Venue: S. Narayanan Auditorium, ICAI Bhawan,
Vasanthnagar, Bengaluru

Time: 10:00 AM to 6:00 PM

6 hrs
CPE

TIMINGS	TOPICS	SPEAKERS
10:00 AM to 10:15 AM	Inauguration	
10:15 AM to 11:45 AM	Technical session 1: Legal Structure of FEMA as a Statute, Overview of the recent amendments	Advocate Chidanand Urs
12:00 PM to 1:30 PM	Technical session 2: Practical Insights into FDI and ODI Documentation & Compliance	CA Vivek Mallya
2:30 PM to 4:00 PM	Technical session 3: External Commercial Borrowing Inbound and outbound Investments into immovable properties and the implications under FEMA - NRI and OCI perspective	<i>To be Confirmed</i>
4:30 PM to 6:00 PM	Technical session 4: Compounding, Contraventions and Penal provisions under FEMA	CA Rithik Sanghvi

CA Kavitha Paramesh
Chairperson
Bengaluru Branch (SIRC)

CA Shripad H N
Secretary
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For Registration, click www.bangaloreicai.org | Tel: 080 4394 4868 / 876, 96069 13003

ICAI – Bengaluru Branch (SIRC) Faculty Recruitment for Orientation Course & MCS Course

The Institute of Chartered Accountants of India (ICAI), Bengaluru Branch (SIRC) invites applications for Faculty Positions for conducting the Orientation Course (OC) and Management and Communication Skills (MCS) Course.

Criteria for Empanelment of faculty for OC and MCS Course

Following eligibility criteria, based on their qualifications and experience, be adopted for empanelment of faculties:

- 1. Professional Qualification:** A CA qualification (practicing) or equivalent is essential to demonstrate a deep understanding of the specific challenges & requirements of the accounting profession.
- 2. Advanced Degrees:** A Minimum of a master's degree in a relevant field such as Psychology, Sociology, Business Administration, Management, Organizational Communication, Law, or a related discipline. A Ph.D. is desirable for such programs. Any other allied courses in line with the advanced degree may also be considered. Certificate Course on Soft Skills Development, Leadership Skills, High Impact Presentation Skills, Training and Development and any Executive Education Programs in Communication Skills, Program in Leadership and Change Management, strategic thinking and NLP Trainer Certification may also be considered.
- 3. Professional experience:** Typically, 5-15 years of relevant professional experience. This experience may include a combination of industry practice, teaching and potentially some form of management and leadership experience. This experience should demonstrate a significant impact in their field, leadership capabilities, and a record of effective teaching and program development.
- 4. Previous Residential program experience.**
- 5. Communication Skills:** (a) Clear and effective communication skills, both verbal and written; (b) Ability to convey complex concepts in an accessible and understandable manner.
- 6. Teaching and Training experience:** (a) Proven experience in conducting training sessions or workshops, especially in a residential or immersive setting; (b) Demonstrated ability to engage and effectively communicate with diverse groups of participants.
- 7. Industry Experience:** Practical experience and a strong background in the industry related to the skill being taught; (b) Knowledge of real-world application and industry trends.
- 8. Curriculum Development:** Experience creating structured lesson plans and hands-on activities.
- 9. Facilitation and interpersonal skills:** (a) Strong facilitation skills to lead group discussions, interactive activities, and collaborative projects. ;(b) Excellent interpersonal skills to build rapport with participants and create a positive learning environment.
- 10. Technological Proficiency:** Familiarity with relevant technologies to enhance learning experience and (b) Capability to integrate technology into skill development activities.
- 11. Student engagement and mentoring:** (a) commitment to student success through engagement, mentorship, and support; (b) Evidence of fostering positive and inclusive learning environment.

How to Apply: Send your CV to: blrchairman@icai.org blrstudentevents@icai.org blradmin@icai.org

Address:

The Chairperson,
ICAI Bengaluru Branch (SIRC)



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ICAI Bengaluru Branch – Coaching Classes Announcement

The ICAI Bengaluru Branch is pleased to announce that it is organizing coaching classes for:

- CA Foundation**
- CA Intermediate**

ADMISSIONS OPEN FOR SUBJECTWISE COACHING

In pursuance of our objective to provide fruitful and quality teaching to our students, we are pleased to inform you that **PHYSICAL** coaching classes for **CA FOUNDATION & CA INTERMEDIATE** students & will commence as follows

Why you Should Choose ICAI – Bengaluru Branch

Salient Features

- Experienced, expert, and dedicated faculty members
- Concept-oriented teaching methodology
- Affordable coaching fees
- Library and reading room facilities
- Mock tests, revision classes, crash courses
- Quiz programmes and classroom presentations
- The journey of a CA student with the Bengaluru Branch will be enriched with numerous knowledge-oriented activities, motivational sessions, and orientation programmes. Students will receive guidance from our senior members, renowned faculty, and experienced resource persons to make their academic journey productive and fruitful.
- It is a golden opportunity to be part of the Bengaluru Branch by enrolling as a student and progressing towards becoming a prestigious member of this esteemed profession.



Course	Fees	Starting Dates	Timings
CA Foundation	Rs. 15,000/- (Including Crash Course)	Starting from 7th May 2026, for the Sep. 2026 Exams.	04.30pm to 07.30pm (Monday to Saturday) 8.00am to 2.00pm (Sunday) (Evening batch)
CA Intermediate	Rs. 25,000/- for Both Groups Rs. 15,000/- for Single Group (Including Crash Course) Rs. 6000/- for Single Subject	Starting from 18th May 2026 for January 2027 Exams.	7:00am to 10:00am (Monday to Saturday) 7:00am to 2:00pm (Sunday) (Morning batch)

Registration Fees - Mode of payment: Cash / Online www.bangaloreicai.org

Email: blrstudentevents@icai.org | Website: www.bangaloreicai.org

Venue: ICAI Bhawan, 16/O, Miller's Tank, Bed Area, Vasanthanagar, Bengaluru -52

Please Note: 1) Fees once paid will not be refunded.

2) Tentative scheduled faculty may change due to non availability at that point of time.

3) In case of less registration, it may be changed or cancelled.



CA. Kavitha Paramesh
Chairperson

CA. Shripad H N
Secretary



For further details
/Queries
Pls call 080 - 4394
4868 /4876
Mob: 9880007904



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BENGALURU BRANCH (SIRC)

BENGALURU BRANCH ICAI IS ORGANISING CA INTERMEDIATE COACHING CLASSES FOR SEP. 2026 EXAMS – PHYSICAL

Schedule from: 16.04.2026 to 04.08.2026

Timings 7:00am to 10:00am (Monday to Saturday)




7:00am to 2:00pm (Sunday)(Morning batch)

Tentative scheduled faculty may change due to non availability at that point of time

REGISTRATION OPEN FOR CA INTERMEDIATE COACHING CLASSES FOR SEP. 2026 EXAMS

GROUP – I



Subject and dates	Faculty name
Paper -2 : Corporate and Other Laws Dates: 16.04.2026 to 12.05.2026	CS. BHARATH K L 
Paper - 1 : Advanced Accounting Dates: 13.05.2026 to 25.06.2026	CA. MURALI NAGARAJ All-India Rank Holder 
	CA. ASHWINI K 
Paper-3: Taxation A: Income Tax Law Dates: 26.06.2026 to 18.07.2026	CA. VENKATA KRISHNA KOTHARI 
	CA. KARTHIK SHASTRY 
Paper-3: Taxation Section B: Goods and Services Tax Dates: 19.07.2026 to 04.08.2026	CA. ANIL BHARADWAJ 



Course	Fees	Timings
CA Intermediate	Rs. 25,000/- for Both Groups Rs. 15,000/- for Single Group (Including Mock Test and Crash Course) Rs. 6000/- for Single Subject	Registration Fees - Mode of payment: Cash / Online www.bangaloreicai.org Note: 1) Fees once paid will not be refunded. For further details /Queries Pls call 080 - 4394 4868 /4876 Mob: 9880007904 Email: blrstudentevents@icai.org

Venue: ICAI-Bengaluru Branch (SIRC) ICAI BHAWAN #, 16/O, Millers Tank Bed Area, Vasanth Nagar, Bangalore - 52.

CA. Kavitha Paramesh
Chairperson

CA. Shripad H N
Secretary

64th Campus Placement Programme for the Newly Qualified CA's on 7th April 2026



Inauguration of Programme by lighting the lamp



CA Kavitha Paramesh,
Chairperson,
Bengaluru Branch (SIRC)



Chief Guest
CA Jagannathan C N.,
Sonata Software, CFO



CA K. Raghu,
Past President, ICAI



CA Arpit Kabra,
Convener, ICAI
Placement Directorate



CA Rajesh Sharma,
Deputy Convener, ICAI
Placement Directorate



CA Shripad H N,
Secretary,
Bengaluru Branch (SIRC)



CA Pramod R Hegde,
Secretary,
SIRC of ICAI



Ms. Disha Mehta,
HR, Grant Thornton
LLP



CA Cotha S. Srinivas,
Past Central Council
Member-ICAI



CA Ajay Rotti,
Panelist and
Founder Tax Compass



CA Bhavik Trivedi,
Panelist and CEO,
Tuv Rheinland India
Private Limited



CA Pavan Jayaprakash,
Moderator



Mr. Srinivas Bhatt
Ey Tax Partner



Ms. Deepa Sujesh.
HR Team,
Representative from
ICICI



Mr. Suresh Chetwani



Mr. Vikas Agarwal



Participants

Study Circle Meetings



CA Vikram Udipi



CA Hanish S.



CA Rani N R.



CS Thirupal Gorige



CS Sundharesan J.

Half A Day Seminar on Form Flux Mastering
New Tax Rules & Compliance 2025 at Tumkur

Half A Day Seminar on Salary, House Property &
Capital Gains 2025 Tax Act Decoded at Tumkur



Mr. Sreekara I. P.,
Founder - Director and
Chief Entrepreneur at
WMG Group



CA Latha Bala,
UK, London



CA Deepak Chopra



CA Kaushik Raj

One Day Workshop on Estate Planning



Inauguration of Workshop by lighting the lamp



CA Kavitha Paramesh,
Chairperson,
Bengaluru Branch (SIRC)



CA Shripad H N,
Secretary,
Bengaluru Branch (SIRC)



Adv. V Vinay Giri



Adv. Haseet Bathiwa



CA Dhruv Shah,
Mumbai



CA Naresh A. Ajwani,
Mumbai



Participants

Workshop on GST and Income Tax Litigation Fundamentals, followed by Assessment Test, Part 1 of the Moot Tribunal Program



Inauguration of Workshop by lighting the lamp



Adv. K.S. Naveen
Kumar



Adv. Tanmayee
Rajkumar



Participants

Certification Course on AI for CAs - 3rd, 4th & 5th April 2026



Certification Course on DISA for CAs - 2nd to 19th April 2026



Certification Course on FEMA - 17th to 26th April 2026



Career Counselling Programme - April 2026

