

Board Advisory for Frontier & Growth Markets

Helping boards to shape strategy, strengthen risk oversight, and drive sustainable growth

**Strategic Advisory
for Financial
Institutions**

Dubai · MENA · Asia-Pacific

June 2026

The Board Agenda Has Changed

Boards are no longer for oversight alone, but contributor to strategy, risk management, and long-term value creation



Expanding Scope of Board Responsibilities

Growth & Capital

Scaling faster with rising investor expectations

Regulation & ESG

Broader compliance and stakeholder demands

Technology & Cyber

Digital risk reshaping oversight priorities

Reputation

Brand and trust under heightened scrutiny

The Core Gap in Frontier & Growth Markets

While the shifts in board mandate well established in developed markets, not always the case in frontier and growth markets

Determinants of Board Effectiveness

Structure

- Composition of board
- Committees and mandates
- Governance mechanism



Operating Model

- How discussions are led
- How proposals are challenged
- How discussions translated into decisions

Structure ≠ Effectiveness

Many boards look strong on paper – the right committees, formal governance frameworks, and appropriate composition – yet they consistently underperform due to shortfalls in operating practices

Why it Matters Now

Ineffective boards reveal predictable weaknesses — especially as companies grow and scrutiny increases

Limited Strategic Challenge

Insufficient pushback on key decisions at critical growth stages

Underused Directors

Experienced independent directors not leveraged for meaningful input

Weak Risk Oversight

Emerging risks — cyber, regulatory, reputational — go unaddressed

Reporting Over Strategy

Meetings consumed by backward-looking updates rather than forward decisions

Key Priorities of an Effective Board

Effective boards combine the right structure with strong operating behavior – it is about how the board works in the room



Asks Better Questions

Constructive tension drives better decisions



Strategy-Led

Meetings focused on value creation, not just reporting



Strong Chair

Independent directors used actively and purposefully

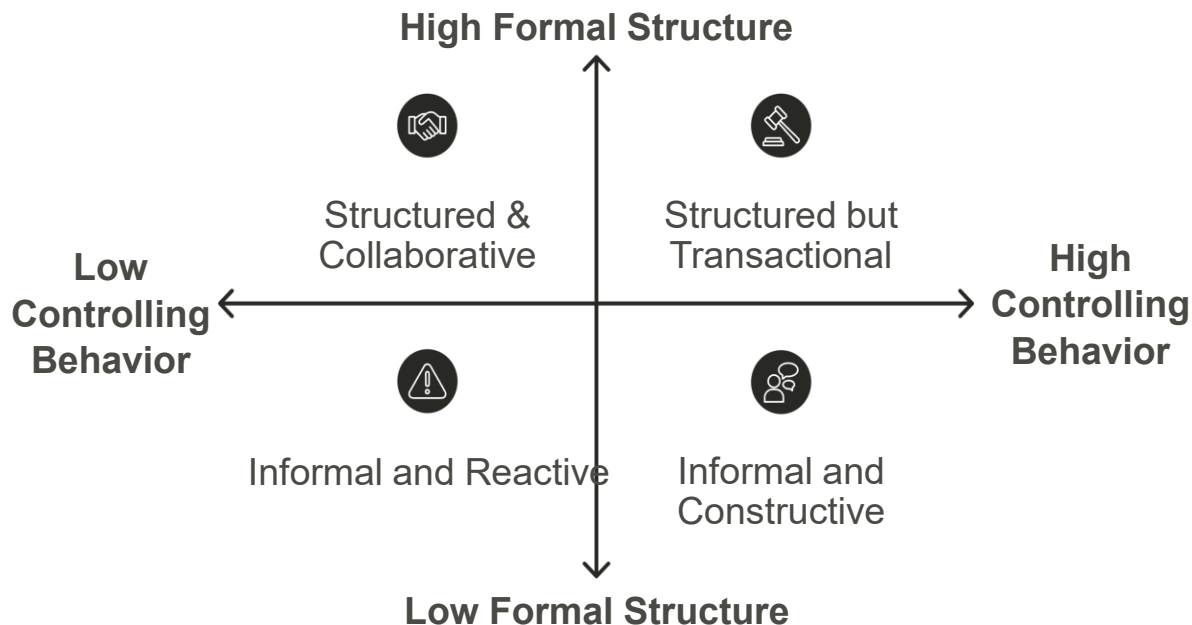


Clear Decisions

Discussion translates into decisive, accountable action

Our Framework towards Board Advisory

We assess both board structure and boardroom behavior — identifying practical, actionable improvements, not just producing a governance report



- **Growth Support**: guiding the board through critical scaling decisions
- **Capital Allocation**: support in disciplined deployment of resources
- **Resilience**: support in anticipation and management of emerging risks proactively
- **Succession**: ensuring leadership continuity

The aim is to identify where the board is strong and where targeted support will create the most value

Scope of Our Review

Seasoned team with deep management expertise across various markets and FT NED qualification to lead the review



01

Composition & Skill Mix

Director expertise aligned to strategy and risk

02

Chair & Independent Director Effectiveness

Leadership quality and director utilization

03

Committee Design & Strategy Contribution

Structure supporting meaningful strategic input

04

Risk, Succession & Evaluation Quality

Oversight of emerging issues and board performance

Our Proposal



We are a **pilot board advisory engagement**: assessing board effectiveness, identifying practical gaps, and supporting implementation:

→ **Assess**

Diagnose board structure and operating behavior

→ **Identify**

Pinpoint practical gaps in strategy, challenge, and risk oversight

→ **Improve**

Support implementation that strengthens decision quality and value creation



This is not a compliance exercise — it is a **value creation mandate** for the board.

Appendix

What Sets Us Apart



Real Expertise

Led by partners with 150+ years of combined industry experience — real experts who have lived and delivered across leading financial institutions in major global hubs.



Measurable Impact

Our solutions deliver measurable value and lasting outcomes. A success-based fee model ensures our contribution is judged by actual impact, not effort.



Tailored Solutions

We go beyond advising. We develop and execute customized strategies that align precisely with each client's unique context, objectives, and constraints.



Proven Track Record

We have helped leading financial institutions achieve specific, measurable results — from capital optimization and regulatory compliance to transformational growth.

Core Team (1 / 2)

150+ combined years of front-line expertise across global financial centres



Biswajyoti Upadhyay

Corporate Banking & Trade Finance

25+ years · Standard Chartered

Regional Business Head and ExCo member with P&L responsibility for complex portfolios of USD 1bn+. Experienced in regulatory engagements with PBOC and HKMA. Scaled cash management and trade & working capital solutions across Greater China, Japan, Korea, and the Middle East. Board Member of fintech TAS Connect. Certified in sustainable finance. FT Non-Executive Director Diploma holder.



Navdeep Marwaha

Consumer Finance & Payments

*25+ years · Mastercard · Bank of England · AmEx
· GE Money*

Consumer finance and payments specialist across Southeast Asia, India, and the UK. Proven track record in market expansion, corporate strategy, commercialisation of strategic equity investments, and EU prudential supervision rollout. INSEAD MBA and FT Non-Executive Director Diploma holder



Hugo-Lancelot Marty

Risk & Capital Markets

30+ years · Nomura · Lehman Brothers · SocGen

Risk and data expert with senior roles in front office risk, trading, and structuring. Managed and delivered large-scale global programs navigating cross-cultural and cross-functional complexities. Deep expertise across rates, credit, equity, hybrids, CVA, funds, US mortgages, CLOs, and secured funding transactions.

Core Team (2 / 2)

150+ combined years of front-line expertise across global financial centres



Dhiraj Chandak

Capital Markets & Alternatives

20+ years · Deutsche Bank · BCG · INSEAD MBA

Deep expertise in hedge funds & alternatives, institutional sales, portfolio management, and equity trading. Head of APAC Alpha Capture and Head of Singapore & Malaysia Equity Sales at Deutsche Bank. Strategy consulting at Accenture and BCG. CFA Charterholder with advanced certifications in portfolio construction, machine learning, and DeFi.



Risk and Basel III Expert

Risk & Basel III

30+ years · Global Head roles at two major FIs

Seasoned risk management professional who spearheaded implementation of the Basel III regulatory framework at a major financial institution. Led advocacy initiatives alongside ISDA and key regulators. Published author on risk methodologies. Held Global Team Head roles at two major international financial institutions



Sam Duarah

Capital Markets & Strategy

25+ years · Oliver Wyman · Nomura · Citi · Mizuho · INSEAD MBA

Capital markets specialist with a 25-year track record in strategic growth, bottom-line improvement, resource optimisation, and data-driven allocation. Managed large-scale business restructuring and post-merger integration. Work experience across leading strategy consultancy and global banks.