VELARYS

BOARD AND EXECUTIVE LEVEL ADVISORY

In it until the outcome is real.

Asia · Middle East · Africa

velarys.com

sg@velarys.com

Set sail with Velarys.

Inside.

A firm that holds its course when others have left the room.

"Velarys was not built to advise. It was built to deliver."

Velarys operates at board and executive level across Asia, the Middle East, and Africa.

Present at the moments that determine the course of an organisation — transformation, structural strain, the complexity of scale. The engagement closes when the organisation can navigate independently. Not before.

Engagements are taken selectively, at principal level, held to one standard: the destination is defined before departure, and the bearing is held until it is reached.

Velarys does not enter with a framework and leave with a report. It enters with people who remain accountable — embedded in the structure, present at the decisions that matter, measured by what changes.

Vela.

Latin for sail.

**The sail is not a symbol of momentum.
It is a symbol of control.**

A vessel without a sail moves with whatever conditions permit. A vessel with one moves by intention — adjusting to the wind, holding the bearing, arriving where it set out to go.

This is the operating philosophy of Velarys. Not momentum for its own sake. Not speed at the cost of direction. Control over complexity, maintained under pressure, held in place long enough to produce something durable.

The name comes from Vela, the Latin word for sail. The name encodes the standard. Every engagement is an act of navigation.

The conditions a business faces — volatility, regulatory pressure, technological change, structural strain — are not problems to be eliminated. They are conditions to be converted into measurable performance.

The people who lead every engagement.

Kiran Sreedharan

FOUNDER AND MANAGING DIRECTOR

Works with founders, boards, and business families at the moments that determine the course of an organisation. His engagements occur at inflection points — restructuring, cross-border expansion, succession, institutional readiness, and scale preparation — where clarity, structured judgment, and the willingness to remain accountable to an outcome are what separate progress from drift.

Over 25 years across Asia, the Middle East, and Africa. He does not hand over a course correction and leave. He holds the bearing until the organisation can hold it independently.

B.Com | FCA (India) | ACA (Singapore) | FAIA | FCIArb | FSIArb | Singapore

Shreya Gambhir

DIRECTOR — RISK MANAGEMENT

Brings specialist depth in enterprise risk, regulatory governance, and crisis management to the Velarys model. Shreya works with clients navigating regulatory complexity, structural risk, and the governance challenges that accompany rapid growth or major transition.

Her engagement model mirrors the Velarys standard: present through the work, accountable to the outcome, and focused on building the risk architecture that holds independently after the engagement closes.

Three moments.
One standard of response.

01 **Direction without traction**

The bearing is set. The organisation is not moving with it. Strategy exists on paper and dissolves in execution. Velarys builds the governance architecture and accountability system that anchors direction in place — and remains until the organisation holds its own course.

02 **Growth creating disorder**

The engine that got you here will not take you further. What worked at an earlier scale is now creating drag. Before complexity compounds and the drift becomes structural, Velarys charts the operating model, decision rights, and governance design the next stage requires.

03 **The margin for error has closed**

The situation demands more than a plan. Velarys enters with a grounded diagnostic, a phased recovery course, and the accountability to remain present until the business is back under its own control — and able to stay there.

Three commitments.
Every engagement.

These are not differentiators. They are non-negotiables. Every engagement is structured around them, without exception.

01 **The destination is defined before we depart.**

We agree on the outcome before the engagement begins. Not the scope of work. Not the deliverables. The result — specific, measurable, and owned. This is how accountability is established from the first conversation, not retrofitted at the end.

02 **We remain until the vessel holds its own course.**

The engagement closes when the organisation is operating independently under the new system — not when the report is delivered. We do not hand over and disappear. The work is not finished until the client no longer needs it.

03 **We take a limited number of engagements. By choice.**

Not as a constraint imposed by capacity. As a commitment imposed by standards. At any point in time, there are a small number of organisations with a seat on the Velarys compass. Each receives the full weight of our attention.

Three strategic paths.
One defined outcome.

Every engagement begins with the same question: what does the business need right now? The answer determines which path applies. Three situations. Three distinct objectives. One consistent standard of delivery.

START

Build the economic engine before complexity compounds.

Most ventures are not undone by bad ideas. They are undone by structural gaps that compound quietly. Velarys charts the system, the structure, and the governance framework before the vessel is at sea.

Strategic positioning · Capital architecture · Governance design · Operating rhythm · Risk identification

SCALE

The course that brought you here leads to drift at the next scale.

The engine that got the business here is not the engine that takes it further. Velarys redesigns the operating model, decision architecture, and accountability system for the voyage ahead.

Operating model · Governance frameworks · Technology integration · Leadership alignment · Performance cadence

SAVE

When the margin for error has closed, precision matters more than speed.

Save is disciplined intervention at the point where the window for a controlled recovery is still open. Velarys enters with a grounded diagnostic and remains until the business is back under its own control.

Root-cause diagnostic · Cash flow · Governance restructure · Recovery model · Leadership realignment

START

Build the economic engine before complexity compounds.

Most ventures are not undone by bad ideas. They are undone by structural gaps that compound quietly until they become expensive problems. Legal architecture that does not match the capital plan. A financial model built on assumptions nobody tested. Governance that works at 10 people and breaks at 50.

Velarys defines Start as the disciplined design of a scalable economic engine. Not incorporation. Not a pitch deck. The intentional structuring of strategy, capital, governance, operating model, and risk architecture before complexity compounds.

The outcome is institutional readiness — not just operational launch.

START

WHAT VELARYS DELIVERS

— Clear strategic positioning and a defined customer thesis

— Sound legal and ownership architecture aligned with the capital plan

— Financial model with tested assumptions and clear unit economics

— Governance framework from inception — board structure, decision rights, accountability

— Operating rhythm, dashboards, and performance accountability structure

— Risk identification and early mitigation design

SCALE

The engine that got you here will not take you further.

Revenue is growing. Headcount is up. And the business is under more stress than it was when it was smaller. This is the scaling paradox: the engine that got you here is not the engine that takes you further.

Clients come to Velarys at recognisable inflection points: rapid revenue growth without supporting systems; margin erosion despite top-line expansion; new capital rounds with investors who expect governance that does not yet exist; multi-market expansion creating coordination failures; leadership misalignment that was manageable at 30 people and is not manageable at 300.

Scaling is the transition from founder-driven execution to system-driven performance. Velarys builds the structures that make that transition deliberate rather than accidental.

SCALE

WHAT VELARYS DELIVERS

— Improved EBITDA margins through cost architecture redesign

— Working capital stabilisation and investor-ready governance documentation

— Clear board reporting dashboards and accountability matrices

— Integrated ERP or automation frameworks

— Defined decision rights and performance cadence

— Reduced regulatory and compliance exposure

SAVE

Structured intervention. Not advisory theatre.

Cash is tightening. The board is asking questions the leadership team cannot answer with confidence. Decisions that should take a week are taking a month. The business is not failing. But it is moving in a direction that, uncorrected, leads there.

Saving a venture is not crisis management in the conventional sense. It is disciplined intervention: diagnosing root causes across capital, operations, governance, leadership, and risk, and executing a phased recovery that restores control, liquidity, and credibility.

Save is disciplined intervention at the point where the window for a controlled recovery is still open. The engagement closes when the business is back under its own control — and able to stay there.

WHAT VELARYS DELIVERS

— Root-cause diagnosis across capital, operations, governance, leadership, and risk

— Phased stabilisation plan with measurable milestones

— Cash flow management and liquidity restoration

— Governance restructure and leadership realignment

— Creditor and stakeholder communication framework

— Recovery operating model with clear accountability

The leaders who find us tend to share one thing.

The complexity they are navigating has outgrown the tools they have.

01 Founder-Led Enterprises

The business has outgrown its original structure. Building institutional governance and operating discipline without losing the founder's clarity of direction. The governance that held at 20 people will not hold at 200.

02 PE-Backed Businesses

The hold period is finite and the margin for drift is narrow. Governance architecture, performance systems, and investor-ready operating models built to withstand scrutiny at exit.

03 Family Businesses in Transition

Succession, ownership shifts, and generational transition carry structural complexity that goodwill alone cannot resolve. Designing the governance framework that holds across generations.

04 Multi-Market Operations

Cross-border operations that work in one jurisdiction begin to fragment across many. Building operating architecture that holds coherence at the centre while enabling control at the edge.

Five lenses confirming every bearing.

The Compass Model is the integrated framework through which Velarys reads every engagement. Each lens is active in every mandate — not as a menu of services, but as a set of simultaneous orientations that together produce a complete picture of the organisation and its constraints.

Risk

Uncertainty is not managed by avoiding it. It is managed by mapping it precisely, pricing it correctly, and building decisions that account for it as a strategic input — not an afterthought.

Finance

Performance, capital structure, and value architecture designed for sustained delivery. The financial lens is not about reporting what has happened. It is about engineering what must.

Technology

Automation and system design built into the operating model — not layered on top of it. Technology as the infrastructure of execution, not the decoration of ambition.

Organisation

Decision rights, accountability architecture, and governance discipline designed to hold across scale, succession, and transition. Built to outlast the people who built them.

Leadership

The behaviours, alignment, and capability that hold transformation in place long after the engagement closes. The organisation must be able to hold its own course.

The work is measured.
So are we.

Every figure below is drawn from a real engagement. No composites. No projections.

10x

FULL EXIT

PE investor return — distressed offshore marine turnaround. Full exit in 4 years.

85%

AUTOMATED

Transaction volume automated — USD 200M GCC. Headcount rationalised from 500 to 65.

10%

EBIT
RESTORED

Restored in 12 months — technically insolvent luxury furniture brand. Exit at USD 60M.

16

MARKETS

Markets structured for cross-border expansion — Singapore EPC contractor. 5 years.

20+

BOARDS REDESIGNED

Enterprises with board-level governance redesigned and implemented.

A 30-vessel fleet, 40 cents in the dollar, and a 10x exit.

10x	4 Years	15/30
PE Investor Return	Full Engagement to Exit	Vessels Divested or Restructured

THE SITUATION

A Singapore-headquartered operator of offshore supply vessels — peak market cap approaching USD 1 billion — acquired by a PE firm during a period of sustained market distress. The purchase price was 40% of assessed value. The business carried structural governance failures, an oversized and underperforming fleet, and a cost base that could not survive a prolonged downturn.

THE WORK

Governance was redesigned from the board down — decision rights, reporting lines, and performance accountability restructured across the organisation. The financial architecture was rebuilt: liability management, capital allocation between assets, and a cash governance framework that rationed resources to the vessels with the strongest return profile. Fleet rationalisation was a central workstream. Of the 30 vessels, 15 were divested or restructured — each decision made against a clear capital redeployment logic.

THE OUTCOME

When the offshore market recovered, the business was positioned to benefit fully. The operational drag had been removed. The governance held. The PE investor exited at 10x return within 4 years of acquisition.

Technical insolvency to USD 60 million exit.

12 Months	40% EBIT	USD 60M
To Operational Breakeven	Margin at Exit	Strategic Exit Valuation

THE SITUATION

One of the world's top five luxury furniture brands — USD 50M revenue at its peak, manufacturing in Asia, distribution across 14 countries — entered a period of severe financial distress. Revenue had fallen below USD 20M. There was no liquidity. Suppliers had not been paid for over a year. Customer orders could not be fulfilled. The banks were moving to foreclose on loans and enforce mortgages on the operating premises. The company was technically insolvent.

THE WORK

Velarys was engaged by the owners to restructure the business, taking a board-level position and the CFO function simultaneously. The first priority was stabilisation: negotiating with creditors, banks, and suppliers to create the breathing room the business needed to be rebuilt rather than liquidated. The balance sheet was repaired through liability restructuring and the recovery of working capital. The business model was pivoted from B2C to B2B — reducing the overhead of retail distribution while maintaining the brand's relationships with the high-end contract and hospitality sectors.

THE OUTCOME

Operational breakeven was achieved within 12 months. EBIT reached 10% at the point of recovery and climbed to 40% by the time of exit. A strategic acquirer purchased the business at USD 60 million — a full exit from a position that, at the outset of the engagement, had no clear path to survival.

From 500 people and two days, to 65 people and two hours.

85%	500 to 65	2 Days to 2 hrs
Transaction Volume Automated	Headcount Rationalised	Processing Time Reduction

THE SITUATION

A USD 200M Global Capability Center executing US financial operations from India had built its delivery model on manual processing. Data entry, financial accounting reconciliation, management reporting, corporate compliance filings, and payroll processing were all handled by a team of approximately 500 people. The model had reached its ceiling — it could not scale, it could not absorb error, and it was consuming resources that the business needed for growth.

THE WORK

Velarys rebuilt the system from the ground up. Every major process was mapped, redesigned as a workflow, and integrated into an automated system architecture. AI-enabled processing was introduced across data entry and reconciliation. Compliance filing workflows were systematised and scheduled. Payroll processing was automated end-to-end. The implementation was managed in parallel with live operations — no disruption to the US-facing service.

THE OUTCOME

Within 12 months, 85% of transaction volume was fully automated. Processing time was cut from two days to two hours. The team was rationalised from 500 to 65. The organisation gained the capacity to scale its US operations without adding manual processing overhead.

VELARYS

START HERE

The right leaders find their bearing here.

A small number of organisations. A defined problem. The resolve to navigate it. If that describes your situation, this is where it starts.

We do not pitch. We do not send decks. We have a direct conversation about the situation, and we tell you honestly whether it is one we are positioned to help with.

BOOK AN ADVISORY CALL

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