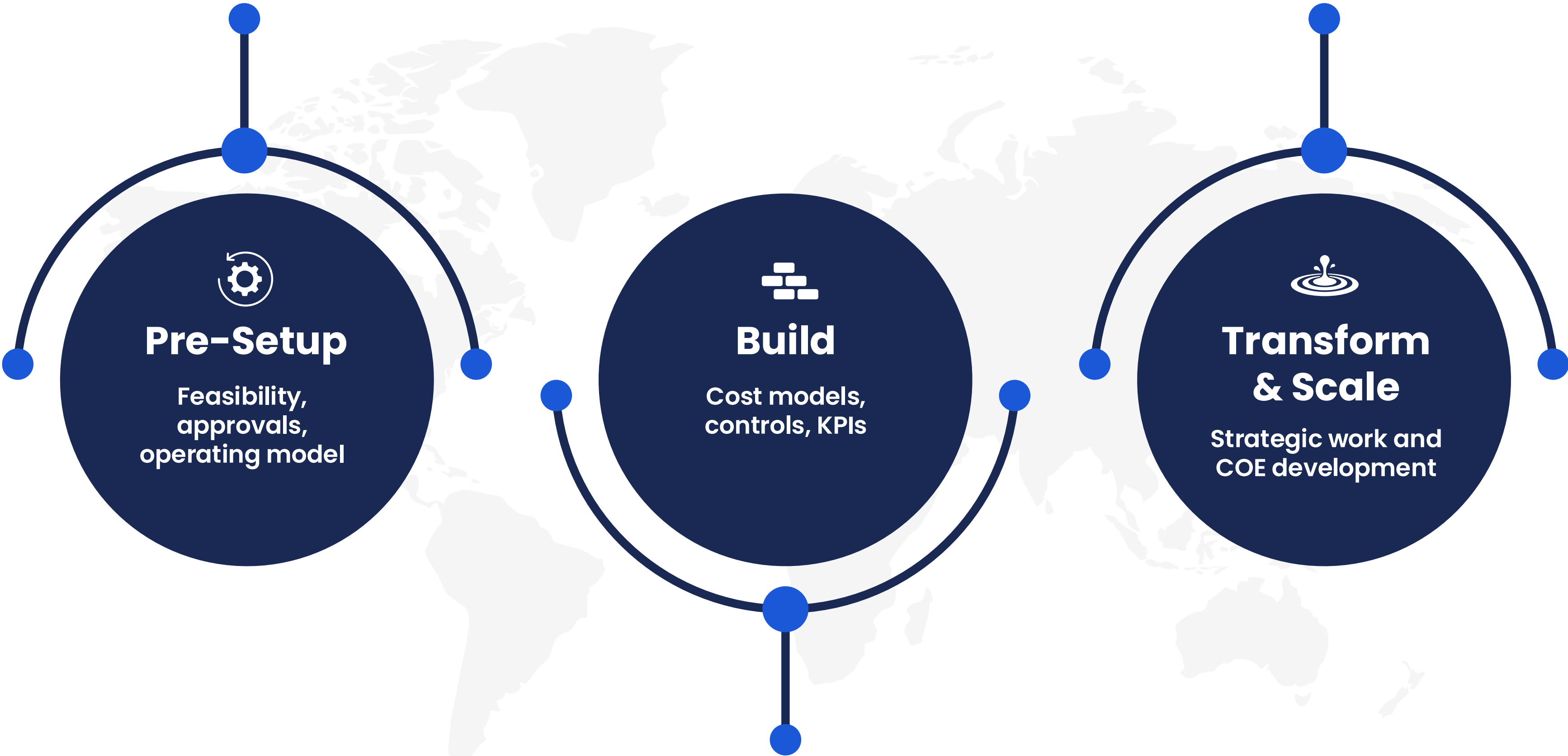


CA Leadership in Change Management and CA-Led Compliance in GCCs

By **CA. Mukesh Kedia**
CFO & Co-founder
MOAR Advisory

CAs Across the GCC Journey





Where It All Began: **CAs as the Foundation of GCC Scale**

- Financial discipline and governance
- Alignment with global leadership
- Trust that enabled scale



From **Cost Guardians** to **Strategic Partners**

- Digital finance and analytics
- Enterprise decision support
- Expanding capability leadership

Operating Rhythms That Enable Change

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Forecasting



**Performance
Reviews**



**Planning
cadences**

CA Leadership in Change Management & Compliance in GCCs



- Driving Transformation, Governance & Strategic Value

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Change Management Starts With Financial Clarity



- Value-led decisions
- Simplifying global-local complexity
- Clear logic that drives adoption

Why Finance Leads Digital Transformation

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1

**Automation
and workflow
simplification**

2

**Insights,
forecasting,
scenario modelling**

3

**ERP upgrades
and data
governance**

Compliance Isn't a Checkpoint — It's a **Growth Engine**

- ✓ SOX/IFC and ERM
- ✓ Shared governance
- ✓ Strong audit readiness



Building a Resilient GCC



Controls and transparency



Risk anticipation



Confidence for global leadership

The CA Advantage for the Future

- **Clarity**
- **Compliance**
- **Governance**
- **Insight**
- **Transformation**



The Full Spectrum of CA Capabilities

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 Finance leadership

 Digital transformation

 Governance & compliance

 Global partnering

 Regulatory & tax

 GCC setup & scale

 Performance excellence





ANY
QUESTIONS?

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THANK YOU!

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