

PADMAVATI KRISHNAN

Independent Director – investment governance, capital allocation and investor protection

Navi Mumbai, Maharashtra · padmakrishnan99@yahoo.co.in · +91 98198 17743 · linkedin.com/in/padmavati-krishnan-939b41190

Discipline	Investment management, finance, treasury and controllership	**Sector**	BFSI — insurance, asset management, investment banking
Assets managed	**Up to USD 200 million** Fund management, treasury and multi-entity portfolios	**Recognition**	**Reuters Lipper Award, 2007** Best Performing Islamic Global Growth Fund
Qualifications	PGDM, IIM Bangalore · CFA Level II · B.Com, Osmania University	**Board credential**	**Certified Board-Ready — Elite** Gladwin International Consulting
Capacity	No current directorships — full availability under s.165 and Reg 17A	**Committees**	Audit · Risk Management · Stakeholders Relationship

THE PERSPECTIVE SHE BRINGS

Most finance candidates a board considers have *prepared* financial statements. Padmavati Krishnan has spent the larger part of her career *pricing* them. She has headed an asset-management business running USD 200 million, won an international award for fund performance, carried full P&L responsibility for a USD 80 million multi-entity portfolio, and worked on both a two-company merger and an IPO from the inside. She comes to a board from the buy side of the table.

That difference is a practical one. When management brings an impairment, a fair-value level, a hedge designation or a related-party investment to the audit committee, the committee's ability to test it depends on whether anyone in the room has had to decide whether that number was worth paying for. She has, repeatedly, with capital at risk and her performance measured against a market. On a board she is a complement to a finance director rather than a substitute for one – the member who asks what the position is actually worth.

WHAT SHE CONTRIBUTES TO A BOARD

- **An investment record validated externally.** Headed asset management at Solidarity BSC(c) with USD 200 million under management, and won the Reuters Lipper Award in 2007 for the best performing Islamic Global Growth Fund. Performance judged by an independent body against a peer universe, not asserted.
- **Corporate transactions from the inside.** Worked on the merger of Bahrain Insurance Company and National Insurance Company into Bahrain National Holding, and on Solidarity's IPO. Boards face schemes of arrangement, valuations and capital raising with few members who have sat inside either process.
- **Derivatives executed, not merely reported.** Implemented an interest-rate swap against a building loan and currency-forward hedging programmes, and separately implemented IAS 39 – the direct predecessor of Ind AS 109 – as the accounting counterpart. Hedge designation, effectiveness and fair-value hierarchy are among the judgements audit committees most often take on trust.
- **Capital allocation with accountability.** A USD 80 million multi-entity portfolio at Bahrain National Holding run with full profit-and-loss responsibility, returning 6.5–7% consistently, alongside investment accounting, group consolidation and treasury.
- **Fraud identified and escalated.** Detected a USD 2 million fraud and drove the corrective action – the habit of raising an uncomfortable finding rather than deferring it, which is the working definition of an effective independent director.
- **Investment governance built, and regulators handled.** Established the investment-governance framework, policy and performance-monitoring discipline at Solidarity, and coordinated with the Bahrain Monetary Agency on fund approvals – familiar with what a regulator asks for, and on what timetable.
- **The ability to make finance legible.** Lecturer in International Finance at master's level, Mumbai University, and CFA Level I faculty at the Bahrain Institute of Banking & Finance – on a board where most members are not accountants, the working skill.

CAREER RECORD

2021 – present	**Clearnexus Inc (Global Operations)** – Senior Finance Lead, FP&A & Controllership. End-to-end finance for multiple entities; annual budgets, rolling forecasts and long-range planning; financial modelling for revenue, cost and cash-flow decisions; strengthened controls across entities. Leads a cross-border India–Philippines team.
2012 – present	**Independent practice** – FP&A and finance consultant; Lecturer in International Finance, Mumbai University (MFM programme); CFA Level I faculty, Bahrain Institute of Banking & Finance; finance author on markets, investments and macroeconomics. Manages a personal equity portfolio on fundamental analysis.
2004 – 2009	**Solidarity BSC(c), Bahrain** – Head, Asset Management. **USD 200 million under management. Winner, Reuters Lipper Award 2007 – Best Performing Islamic Global Growth Fund.** Led investment strategy, treasury and fund management. Established investment-governance frameworks and policy; structured and launched Sharia-compliant funds across asset classes; worked on the company's IPO; coordinated with the Bahrain Monetary Agency on approvals and compliance.
1998 – 2003	**Bahrain National Holding Company** – Portfolio Manager, Investments & Finance. USD 80 million multi-entity portfolio with full P&L responsibility, returning approximately 6.5–7%. Investment accounting, financial reporting and group consolidation; implemented IAS/IFRS including IAS 39; executed an interest-rate swap against a building loan and currency-forward hedging; treasury, cash management and asset–liability matching. Worked on the merger of Bahrain Insurance Company and National Insurance Company into Bahrain National Holding.
Earlier	**Telcap Limited, Bahrain** – Operations Manager, Investments (USD 40 million portfolio). **Daiwa Middle East E.C., Bahrain** – Investment Analyst.

INDEPENDENT BOARD-READINESS CREDENTIAL

Certified Board-Ready – Elite · Gladwin International Consulting

Assessed 3 August 2026 on a scenario-based instrument scored against the current Indian governance framework across three weighted axes – board governance, functional depth and industry knowledge. Composite score 82, with **distinction in board governance and in BFSI**. The Elite band requires a composite of 80 or above with distinction on at least two axes. Credential GIC-CBR-2026-000021, valid to 3 August 2027 and verifiable with the issuer.

COMMITTEE CONTRIBUTION

Audit Committee s.177 / Reg 18	Clears the financial-literacy requirement comfortably, and meets the harder unwritten one: a member able to form an independent view on a valuation, an impairment or a hedge designation rather than read the auditor's comfort.
Risk Management Committee Reg 21	Investment, treasury, liquidity, currency and asset–liability risk is her native territory. She has built the frameworks and executed the hedges, not merely reviewed the reporting.
Stakeholders Relationship Reg 20	Her orientation to investor protection is literal – she is herself a minority equity investor working from published disclosure, and reads a shareholder concern from the same side as the person raising it.

APPOINTMENT AND REFERENCES

- **Capacity and independence.** No current directorships; full availability against both the twenty-company limit under s.165 and the listed-company limit under Reg 17A. Independence declaration under s.149(6) and DIR-2 consent provided on appointment.
- **Registration and references.** Director Identification Number and IICA Independent Directors Databank registration, including the proficiency assessment, will be completed prior to appointment. Professional and academic references, the full board-readiness assessment report and a detailed career dossier are available on request.

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