



Anchor Excellence

Practice Lead - Complex Business & Finance Advisory

ABOUT PAYAL KAPOOR

Payal Kapoor is an experienced, senior finance expert with over 25 years of proven experience. Payal builds the provision of finance advisory services to clients, aligning directly with the core focus of Complex Business and Finance Advisory.

Payal specialises in developing strong business partnering finance teams, performing financial and operational turnarounds, complex structuring and transaction services, and CFO advisory services. Her professional approach is characterised by strong technical skills, a thorough business understanding, and a “people first” approach, driven by a commitment to achieving measurable social impact.

Expertise and Advisory Services

In her advisory capacity at Anchor Excellence, Payal’s services are designed to enhance client financial and business health. These services include:

- Assessing and improving the financial performance of an organisation, particularly in line with care and sustainability goals.
- Providing interim financial management assistance.
- Offering revenue optimisation strategies.
- Creating innovative and business astute partnering teams.
- Delivering CFO/Finance Executive coaching.
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Significant Professional Experience

Payal's extensive background includes significant experience in leading large-scale finance operations and delivering complex advisory work:

- **Public Sector Leadership:** As the Chief Financial Officer of Southern Eastern Sydney LHD (2021-2023), Payal successfully led the finance function in close partnership with the executive and operations teams. She delivered \$2 billion of services to approximately 1 million people and improved the service capability of the finance function significantly. During the challenging COVID times, she managed large legacy issues and provided significant performance and contribution in strategic areas, focusing on improvement in usage of taxpayer money.

- KPMG Advisory: Payal spent over 11 years with KPMG Sydney and 4 years with KPMG India, progressing from audit articles to a Senior Director. She worked across financial audit and CFO advisory services, specialising in the health, financial services, and construction/infrastructure sectors. At KPMG, Payal provided and led services in financial turnarounds, interim financial management arrangements, structuring of very large engagements to achieve appropriate accounting and tax outcomes, and management consulting aimed at improving finance functions.
- Investment Management: Payal previously held the role of Investment Manager at Morgan Stanley India (2002-2004). Based on relationship skills and strong financial management, she successfully managed portfolios for large corporates with assets under management ranging from \$0.5 billion to \$1 billion.

Qualifications and Memberships

Payal holds a Chartered Accountancy from the Institute of Chartered Accountants of India (2002). Her advanced professional development includes studying Business Strategies for Social Impact and ESG from Wharton Online School (2023) and an Executive Management Course - Change Management from Macquarie University (2018).

She is a member of the Institute of Chartered Accountants in India (ICAI) and the Australian Institute of Company Directors

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