INDEPENDENT

STRATEGIC ADVISORY

Private Capital · Strategic Partnerships ·
Cross-Border Commercial Development




VERROQ

WHO WE ARE

Independent advice for a more complex world.

INDEPENDENT JUDGMENT

Objective advice shaped by the opportunity — not by predetermined solutions.

CONNECTED PERSPECTIVE

Strategy, capital, partnerships and markets considered as part of one picture.

EXECUTION ORIENTATION

Advice designed to move from strategic direction toward practical outcomes.

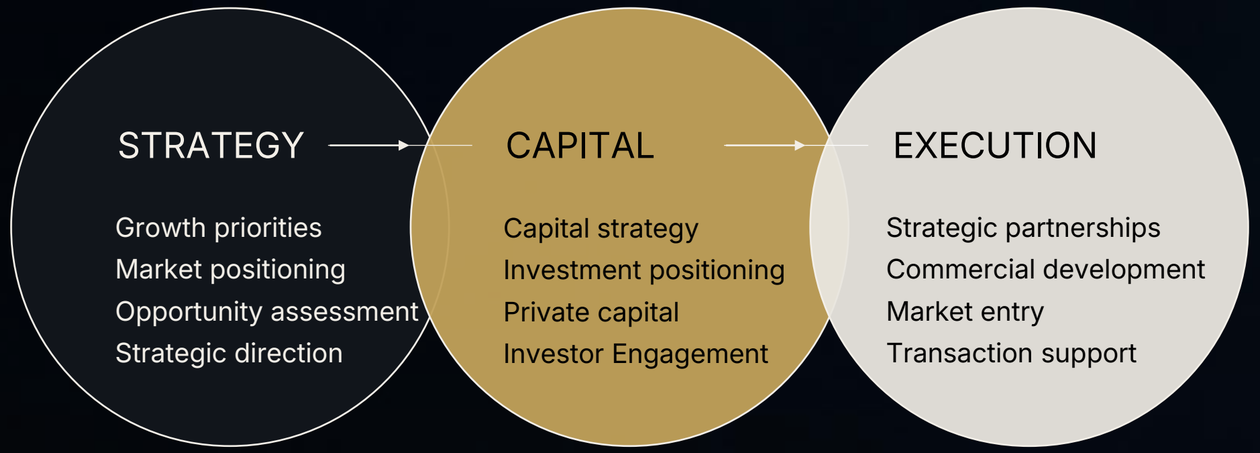
VERROQ is an independent strategic advisory firm working with businesses, investors and principals across strategy, private capital, partnerships and cross-border commercial development.

We help clients evaluate opportunities, align the right stakeholders and turn strategic priorities into actionable initiatives.

COMPLEXITY REQUIRES A DIFFERENT PERSPECTIVE.

OUR POSITION

At the intersection of strategy, capital and execution.



Many opportunities cannot be addressed through strategy, capital or commercial capability in isolation.

VERROQ works across these dimensions — helping clients connect strategic intent with the capital, relationships and execution pathways required to move forward.

FROM DIRECTION
TO ACTION

THE CLIENT CHALLENGE

Good opportunities often fail between idea and execution.



The challenge is rarely the absence of opportunity.

More often, it is the absence of alignment — between strategic priorities, capital, counterparties and the path to execution.

THE VALUE IS NOT ONLY IN SEEING THE OPPORTUNITY.
IT IS IN MAKING THE PIECES WORK TOGETHER.

01 **STRATEGIC CLARITY**

Where is the opportunity — and why does it matter?

02 **CAPITAL FIT**

What capital structure and investor profile fit the objective?

03 **COMMERCIAL ALIGNMENT**

Which partners, counterparties and markets can unlock the opportunity?

04 **EXECUTION PATH**

What needs to happen next to move from concept to commercial progress?

VERROQ

OUR ADVISORY PLATFORM

Four capabilities. One connected platform.

VERROQ brings together four complementary advisory capabilities across the opportunity lifecycle.

01

STRATEGIC ADVISORY

Strategy & positioning
Growth initiatives
Market & opportunity assessment
Strategic decision support

02

PRIVATE CAPITAL ADVISORY

Capital strategy
Investment positioning
Capital landscape
Investor engagement

03

STRATEGIC PARTNERSHIPS

Partnership strategy
Partner identification & assessment
Commercial alignment
Joint initiatives

04

CROSS-BORDER COMMERCIAL DEVELOPMENT

Market entry
Commercial opportunity development
Counterparty development
Transaction support
Cross-border execution



STRATEGY. CAPITAL. PARTNERSHIPS. MARKETS

AN INTEGRATED MODEL

Different capabilities. One path to progress.

Our capabilities are designed to work independently or together, depending on the opportunity and the client's objectives.



DEFINE

STRATEGY

Clarify the opportunity, priorities and strategic direction.

POSITION

CAPITAL

Define capital requirements and position the opportunity appropriately.

CONNECT

PARTNERSHIPS

Identify and align the investors, partners and counterparties required.

ADVANCE

COMMERCIAL DEVELOPMENT

Develop the opportunity toward execution, transaction or market entry.

ONE CAPABILITY WHEN THAT IS ENOUGH.
AN INTEGRATED PLATFORM WHEN THE OPPORTUNITY REQUIRES MORE.

VERROQ

STRATEGIC ADVISORY

Clarity before commitment.

We help clients assess opportunities, define strategic priorities and make informed decisions before committing capital, resources or management attention.

01 **GROWTH & POSITIONING**

Define growth priorities, strategic positioning and pathways to expansion.

02 **MARKET & OPPORTUNITY ASSESSMENT**

Evaluate markets, sectors, competitive dynamics and commercial potential.

03 **STRATEGIC OPTIONS**

Assess alternative pathways, trade-offs and implications.

04 **DECISION SUPPORT**

Translate complex questions into structured choices and actionable priorities.



Market expansion · New business initiatives · Portfolio opportunities · Investment decisions

PRIVATE CAPITAL ADVISORY

Capital starts with the opportunity.

CAPITAL STRATEGY

Assess funding requirements, capital structure and appropriate financing pathways.

INVESTMENT POSITIONING

Shape a clear and credible investment proposition around the underlying opportunity.

CAPITAL LANDSCAPE

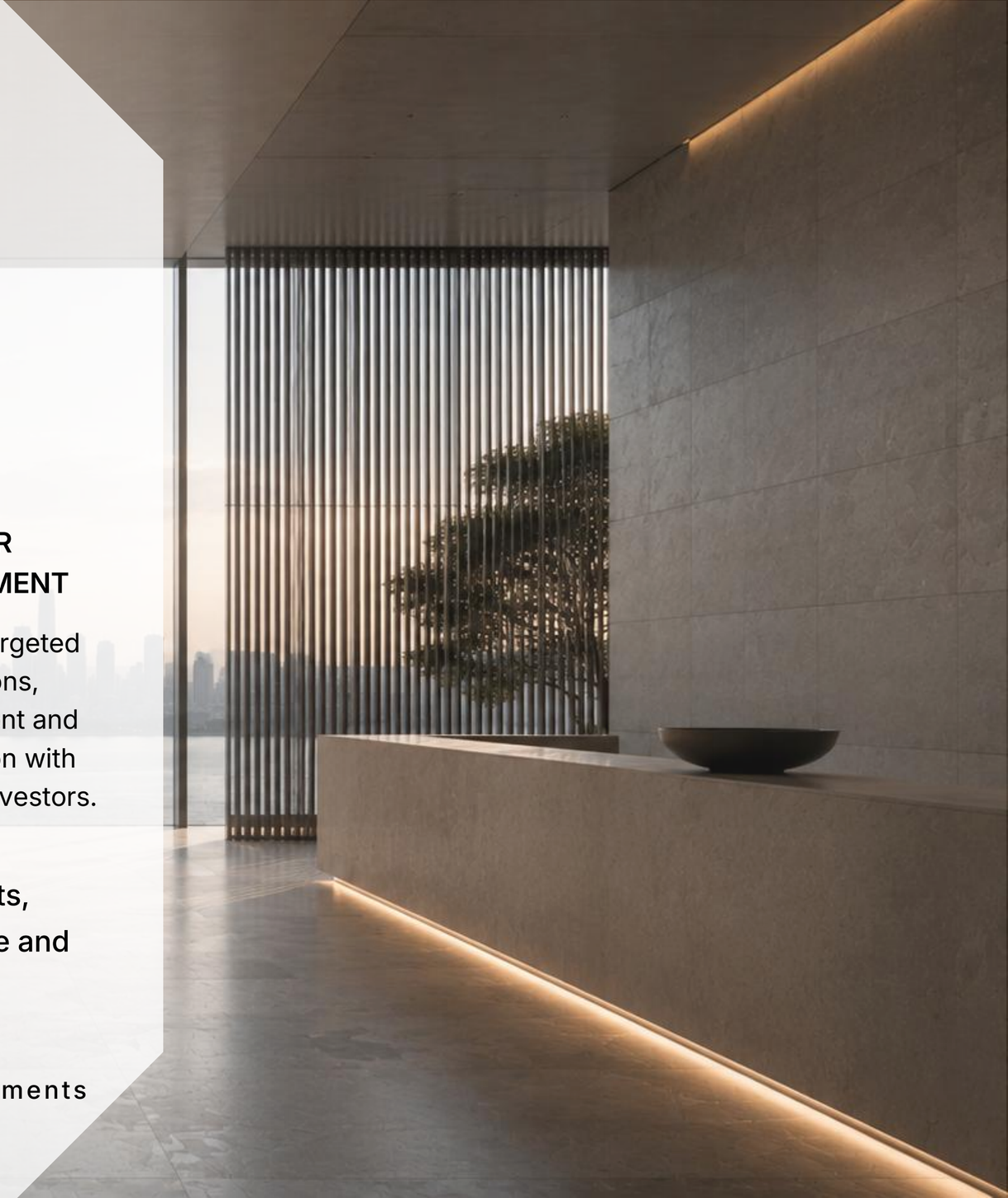
Identify relevant investor categories, capital providers and potential funding channels.

INVESTOR ENGAGEMENT

Support targeted introductions, engagement and progression with relevant investors.

We help businesses and project sponsors define their capital requirements, strengthen investment positioning and engage relevant sources of private and institutional capital.

Growth capital · Project finance · Strategic investment · Private placements



STRATEGIC PARTNERSHIPS

The right partner can change the economics of an opportunity.

We help clients identify, assess and develop partnerships where complementary capabilities, market access, capital or commercial relationships can create greater value together.



01

PARTNERSHIP STRATEGY

Define what capabilities, access or resources a partnership should provide.

02

PARTNER IDENTIFICATION

Identify relevant strategic, financial and commercial counterparties.

03

ASSESSMENT & ALIGNMENT

Evaluate strategic fit, objectives, responsibilities and commercial logic.

04

PARTNERSHIP DEVELOPMENT

Support engagement from initial dialogue toward a defined collaborative initiative.

Strategic alliances · Distribution & market access · Operating partnerships · Cross-border collaboration

CROSS-BORDER COMMERCIAL DEVELOPMENT

Opportunities do not stop at borders.



We support clients entering new markets, developing commercial opportunities and building the relationships required to operate across jurisdictions.

01

MARKET ENTRY

Assess entry pathways, market dynamics and commercial priorities.

02

OPPORTUNITY DEVELOPMENT

Identify and develop actionable commercial opportunities.

03

COUNTERPARTY DEVELOPMENT

Originate and engage potential clients, partners, investors and counterparties.

04

TRANSACTION SUPPORT

Support commercial discussions, structuring, negotiation and progression toward execution.

05

CROSS-BORDER EXECUTION

Coordinate stakeholders and workstreams across markets as opportunities advance.

New market entry · International expansion · Commercial origination · Strategic transactions · Local partnerships

INTEGRATED ADVISORY

Some opportunities need more than one answer.

A strategic opportunity may begin with a market question, require capital, depend on the right partner and ultimately become a cross-border transaction.

VERROQ can support these dimensions within one coordinated advisory relationship.

01 **OPPORTUNITY**

A client identifies a growth opportunity in a new market.

02 **STRATEGY**

We assess the market, strategic rationale and entry options.

03 **CAPITAL**

We determine capital requirements and investment positioning.

04 **PARTNERSHIPS**

We identify investors, local partners or strategic counterparties.

05 **COMMERCIAL DEVELOPMENT**

We support engagement, structuring and progression toward execution.



ADVISORY OUTPUTS

Advice should lead somewhere.

Our work is structured around practical outputs that help clients make decisions, engage stakeholders and advance opportunities.

01

STRATEGIC ASSESSMENT

Market, opportunity and strategic analysis supporting a defined decision.

02

CAPITAL ROADMAP

Capital requirements, funding pathways and investor positioning.

03

INVESTMENT MATERIALS

Clear articulation of the opportunity for relevant capital providers.

04

COUNTERPARTY LANDSCAPE

Identification and prioritisation of investors, partners and commercial counterparties.

05

ENGAGEMENT SUPPORT

Introductions, preparation, discussions and stakeholder coordination.

06

EXECUTION ROADMAP

Defined actions, responsibilities and next steps required to advance the opportunity.

ANALYSIS → POSITIONING → ACCESS → ENGAGEMENT → PROGRESS

TYPICAL ENGAGEMENTS

Where clients bring us in.

VERROQ is engaged when an important opportunity requires strategic clarity, access to capital, the right counterparties or coordinated execution across markets.

01

GROWTH & EXPANSION

Assess new markets, sectors and growth pathways.

02

CAPITAL FORMATION

Define funding strategy, position the opportunity and engage relevant capital providers.

03

STRATEGIC TRANSACTIONS

Evaluate opportunities, counterparties and transaction pathways.

04

PARTNER ORIGINATION

Identify and engage strategic, financial or operating partners.

05

MARKET ENTRY

Develop entry strategy, local relationships and commercial pathways.

06

PROJECT DEVELOPMENT

Bring together strategy, capital, partners and execution around a defined opportunity.

DIFFERENT STARTING POINTS.
ONE OBJECTIVE: FORWARD PROGRESS.

OUR VALUE CREATION FRAMEWORK

From insight to impact.

01 **UNDERSTAND**

Context · Objectives · Stakeholders · Constraints

02 **ASSESS**

Market · Opportunity · Options · Economics

03 **STRUCTURE**

Strategy · Capital · Partnerships · Commercial model

04 **CONNECT**

Investors · Partners · Counterparties · Market relationships

05 **ADVANCE**

Engagement · Negotiation · Coordination · Execution support

06 **SUSTAIN**

Implementation · Follow-through · Long-term value creation

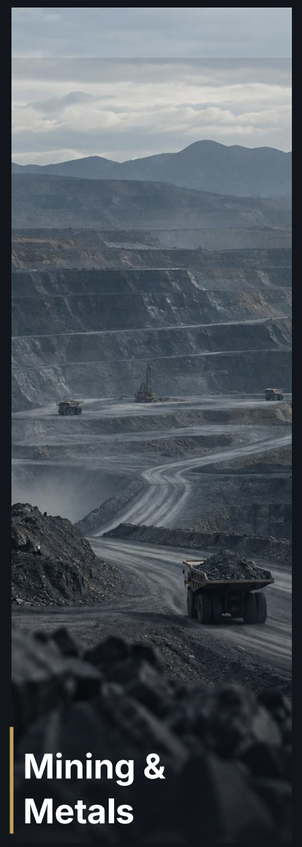


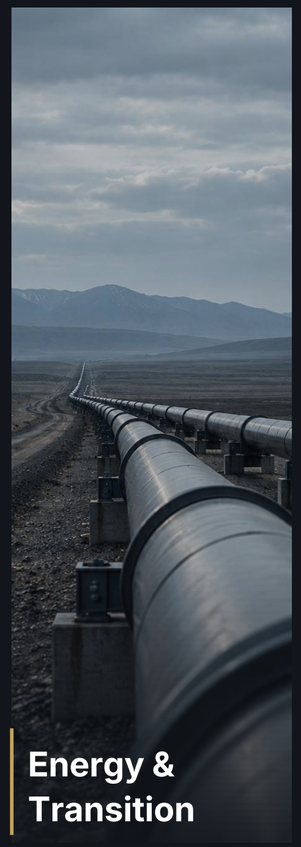
We structure engagements around a disciplined progression from understanding the opportunity to helping clients advance it.

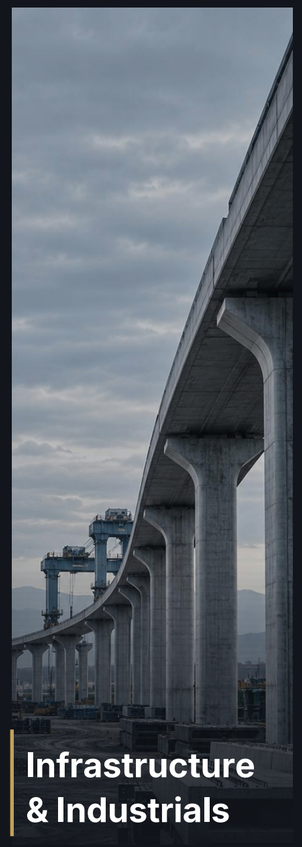
UNDERSTAND → ASSESS → STRUCTURE → CONNECT → ADVANCE → SUSTAIN

SECTOR FOCUS

Real sectors.
Long-term opportunity.

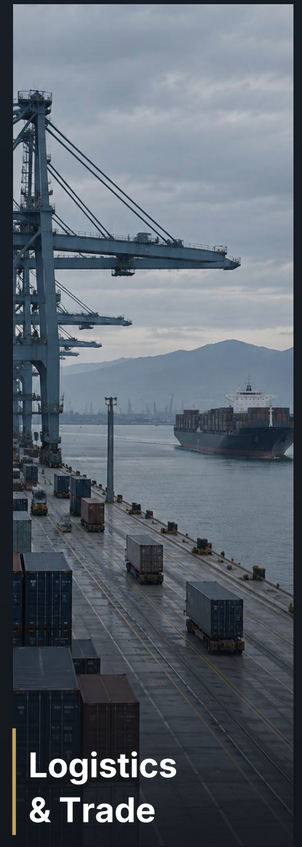


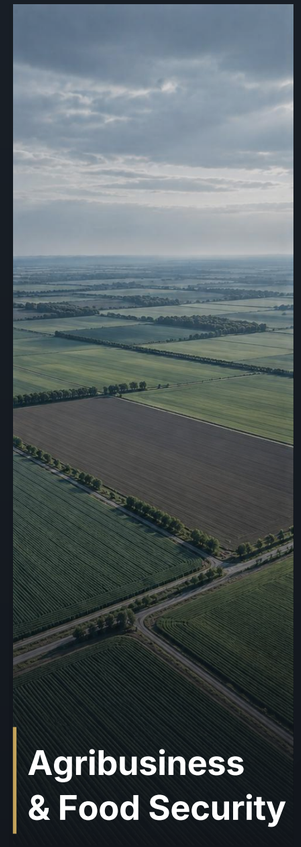












CAPITAL-INTENSIVE. RELATIONSHIP-DRIVEN. CROSS-BORDER.

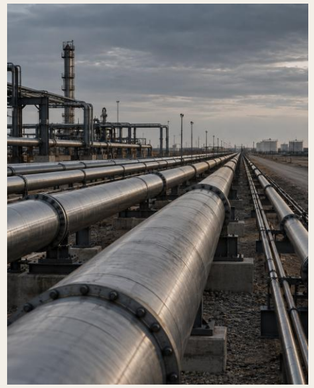
SECTOR FOCUS

Deep sector expertise. Practical opportunity.



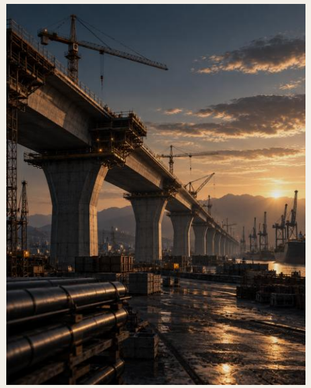
MINING & METALS

Mining projects
Critical & industrial minerals
Metals value chains
Project development
Strategic partnerships



ENERGY & TRANSITION

Conventional energy
Energy infrastructure
Energy transition
Low-carbon opportunities
Investment opportunities



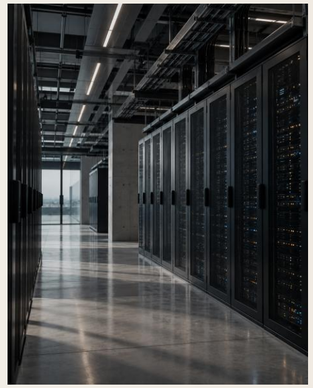
INFRASTRUCTURE & INDUSTRIALS

Transport & logistics
Industrial development
Infrastructure projects
PPP & concession models
Industrial value chains



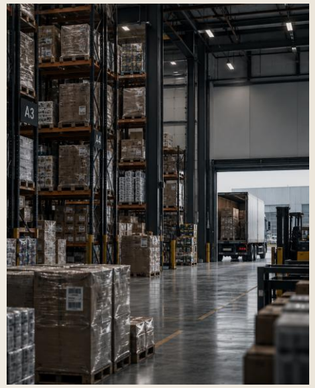
REAL ASSETS & INVESTMENTS

Real estate
Strategic assets
Investment opportunities
Asset development
Portfolio strategies



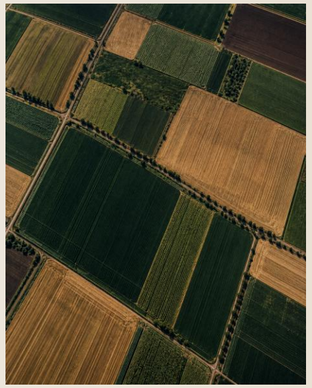
TECHNOLOGY & DIGITAL

Digital infrastructure
Technology platforms
Digital transformation
Data & connectivity
Technology investments



LOGISTICS & TRADE

Trade facilitation
Logistics infrastructure
Supply chain development
Transport corridors
Cross-border trade



AGRIBUSINESS & FOOD

Production & processing
Trade & distribution
Food security initiatives
Agricultural value chains
Investment opportunities

REAL SECTORS. LONG-TERM OPPORTUNITY.

WHO WE ADVISE

We work with decision-makers responsible for deploying capital, building businesses and developing strategic opportunities across markets.

01 **CORPORATES & ENTREPRENEURS**

Growth, transformation, capital and international expansion.

02 **PROJECT SPONSORS & ASSET OWNERS**

Project development, financing, partnerships and commercialisation.

03 **PRIVATE CAPITAL & FAMILY OFFICES**

Opportunity access, market insight, partnerships and co-investment.

04 **INSTITUTIONAL INVESTORS**

Investment opportunities, market access and strategic relationships.

05 **GOVERNMENT & DEVELOPMENT INSTITUTIONS**

Strategic initiatives, investment development and cross-border partnerships.

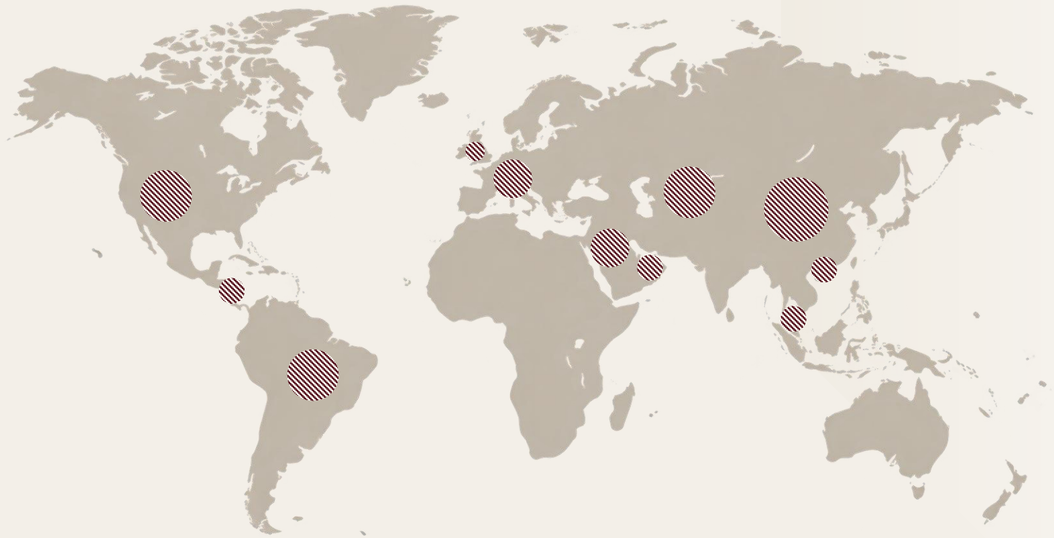
WORKING DIRECTLY WITH DECISION-MAKERS.



Principals. Businesses. Investors. Institutions.

GEOGRAPHIC REACH

Local insight. International connectivity.



REGIONAL DEPTH. GLOBAL CONNECTIVITY.

VERROQ operates from a strong base across the Middle East and Central Asia, supported by relationships and experience across established and emerging international markets.

MIDDLE EAST

UAE · Saudi Arabia · Oman and wider GCC

CENTRAL ASIA & CASPIAN

Kazakhstan · Uzbekistan · Caspian Region

ASIA PACIFIC

China · Hong Kong · Southeast Asia

EUROPE

United Kingdom · Continental Europe

AMERICAS

North America · Mexico · selected Latin American markets

REPRESENTATIVE EXPERIENCE

Experience built around real opportunities.

MINING & METALS

Cross-border commodity and mining opportunities involving producers, buyers, investors and international markets.

ENERGY & INDUSTRIALS

Commercial and strategic initiatives across energy, industrial supply and large-scale operating environments.

CAPITAL & INVESTMENT

Capital strategy, investor engagement and development of funding pathways for businesses and projects.

STRATEGIC PARTNERSHIPS

Development of partnerships involving corporates, investors, operating partners and international counterparties.

CROSS-BORDER DEVELOPMENT

Commercial initiatives connecting opportunities across Central Asia, the Middle East, Asia and international markets.



Our perspective is informed by senior-level experience across strategic initiatives, capital, partnerships and complex cross-border commercial situations.

EXPERIENCE IN PRACTICE

Complex opportunities rarely fit into a single category.

Our experience spans situations where strategy, capital, partnerships and commercial execution intersect.

MINING & NATURAL RESOURCES

CROSS-BORDER COMMERCIAL DEVELOPMENT

Connecting resource opportunities with international markets, commercial counterparties and transaction pathways.

STRATEGY · PARTNERSHIPS · MARKETS

CAPITAL & PROJECT DEVELOPMENT

FROM OPPORTUNITY TO INVESTMENT PROPOSITION

Supporting the progression of businesses and projects from strategic opportunity toward capital positioning and investor engagement.

STRATEGY · CAPITAL · INVESTORS

INDUSTRIAL & INFRASTRUCTURE

MULTI-STAKEHOLDER DEVELOPMENT

Working across complex operating environments involving asset owners, contractors, international partners and institutional stakeholders.

STRATEGY · PARTNERSHIPS · EXECUTION

INTERNATIONAL EXPANSION

NEW MARKETS. NEW RELATIONSHIPS.

Supporting businesses seeking market access, strategic relationships and commercial opportunities across jurisdictions.

MARKETS · PARTNERSHIPS · DEVELOPMENT

EXPERIENCE ACROSS THE FULL OPPORTUNITY LIFECYCLE.

HOW WE ENGAGE

Built around the mandate. Not around a template.

Every engagement begins with the client's objective.
We define the scope, team and commercial model around what the opportunity actually requires.

PROJECT MANDATE

Defined objective.
Defined scope.
Defined deliverables.

For specific strategic, capital or commercial assignments.

ONGOING ADVISORY

Continuous senior-level support across evolving strategic priorities and opportunities.

For clients requiring a trusted advisory relationship over time.

TRANSACTION & SUCCESS-BASED

Commercial structures aligned with defined transactions, capital events or measurable outcomes where appropriate.

For mandates where interests can be directly aligned with execution.

INTEGRATED MANDATE

Multiple VERROQ capabilities brought together within one coordinated engagement.

For complex opportunities crossing strategy, capital, partnerships and markets.

THE MODEL FOLLOWS THE MANDATE.

WHY VERROQ

Senior attention. Independent thinking. Connected execution.

INDEPENDENCE

Our advice is shaped by the client’s objective — not by a predetermined product, platform or solution.

SENIOR-LEVEL ATTENTION

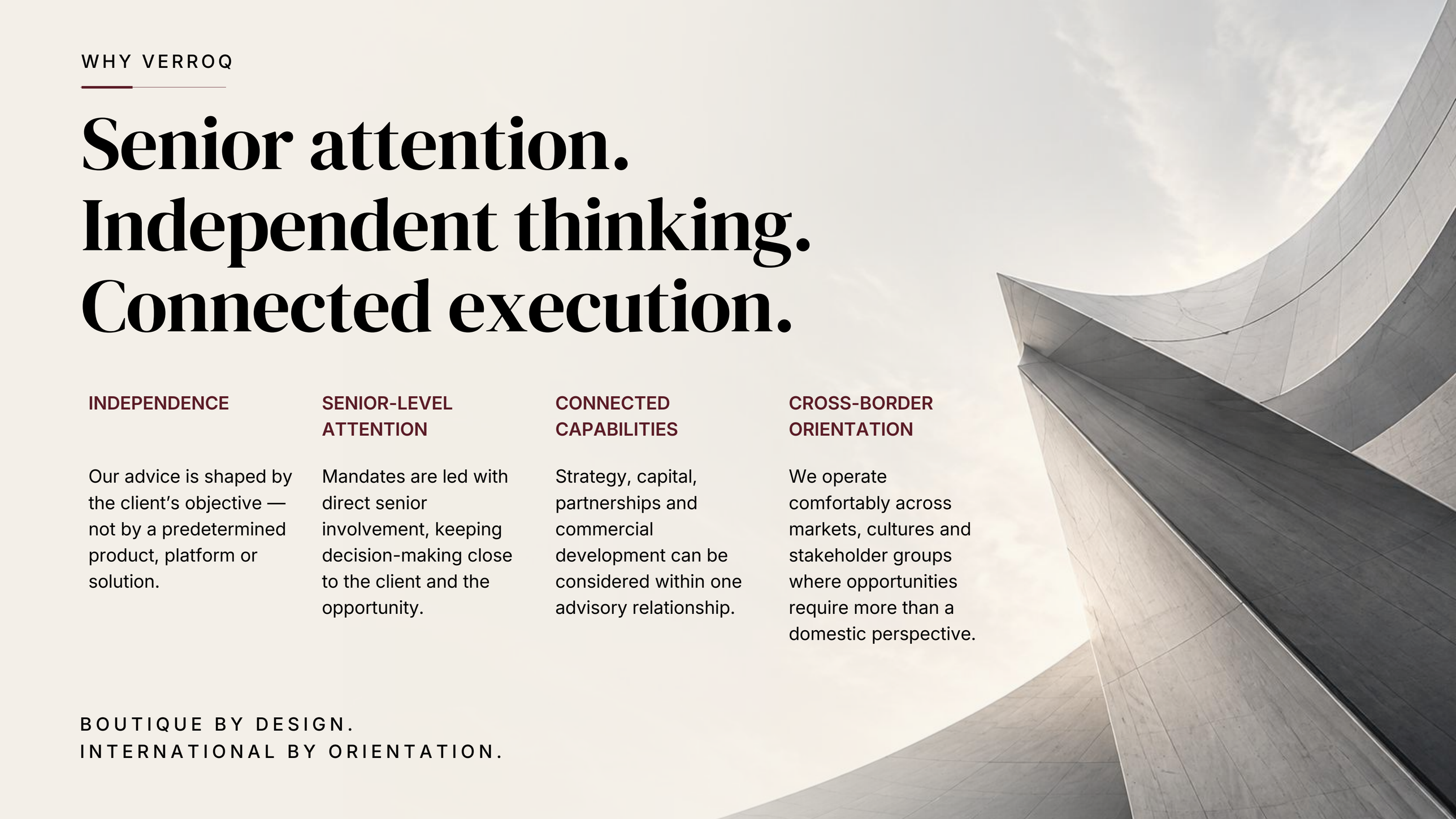
Mandates are led with direct senior involvement, keeping decision-making close to the client and the opportunity.

CONNECTED CAPABILITIES

Strategy, capital, partnerships and commercial development can be considered within one advisory relationship.

CROSS-BORDER ORIENTATION

We operate comfortably across markets, cultures and stakeholder groups where opportunities require more than a domestic perspective.



BOUTIQUE BY DESIGN.
INTERNATIONAL BY ORIENTATION.

OUR PRINCIPLES

How we work matters.

Strategic advisory often involves decisions, relationships and information that require judgment beyond the immediate assignment.



INDEPENDENCE

We preserve objective judgment and remain focused on the client's interests.

DISCRETION

Sensitive information, relationships and opportunities are treated accordingly.

ALIGNMENT

We seek structures where objectives, responsibilities and incentives are clear.

SELECTIVITY

We pursue mandates where we believe our capabilities and relationships can create meaningful value.

LONG-TERM ORIENTATION

We value relationships beyond a single transaction or engagement.

TRUST IS BUILT THROUGH HOW THE WORK IS DONE.



IDEAS

become
STRATEGIES

that attract
CAPITAL

and bring together
PEOPLE

to create
OPPORTUNITIES

LOOKING AHEAD

A more connected tomorrow.

WE BELIEVE
THE NEXT GENERATION OF OPPORTUNITIES
WILL BE BUILT ACROSS BORDERS
— NOT WITHIN THEM.

Capital is becoming more global.
Businesses are entering new markets.
Investors are looking beyond familiar geographies.
Strategic relationships increasingly cross borders, industries and traditional boundaries.

In that environment, the ability to connect perspective, capital, relationships and execution becomes increasingly valuable.

VERROQ was built for that intersection.



VERROQ

Let’s move the opportunity forward.

Whether the starting point is strategy, capital, partnership or market access, every meaningful engagement begins with a conversation.

DUBAI • ALMATY • TORONTO • HONG KONG

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INDEPENDENT STRATEGIC ADVISORY GLOBAL PERSPECTIVE. REAL PROGRESS.

STRATEGIC ADVISORY · PRIVATE CAPITAL · STRATEGIC PARTNERSHIPS · CROSS-BORDER COMMERCIAL DEVELOPMENT