

Additional Information

Profile

Positioning Statement

Business Savvy Governance Expert with strong analytical and negotiation skills; global experience of over 25 years across multiple sectors; proven abilities to manage and motivate diverse teams to stretch targets; and a track record of creating effective governance systems to ensure long term sustainability, stakeholder confidence and support.

Key Strengths:

Board & Governance	Financial & Strategic Planning
Risk & Project Management	Forecasting & Budget Development & Implementation
IFRS, SOX, IPSAS & GAAP Expertise	M&A, Capital & Funding Strategy Development
Systems Planning & Implementation	Business Process Re-engineering
Complex Problem Solving	Team Building, Motivation & Change Management

Educational Background:

- CA, CPA Chartered Professional Accountants, Ontario, Canada, 2013
- Masters in Business Administration, Joint Program Kellogg Business School, Chicago, USA with Schulich Business School, Toronto, Canada, 2009.
- Advanced Management Program, (AMP 166) Harvard Business School, Boston, USA, 2004
- FCA, Institute of Chartered Accountants of Pakistan (ICAP) 1992
- Dual Bachelors: Law and Arts (Economics & Political Science), 1986 and 1991
- Certified Director Code of Corporate Governance, Pakistan 2003
- Member, Institute of Corporate Governance, 2016

Present Position:

- Member and Current Chair of Independent Oversight Advisory Committee (IOAC) of International Labor Organization (ILO), Geneva, Switzerland (2012-2018)
- Member Board of Trustee & Audit and Risk Chair, ICRAF, Nairobi, Kenya (2016-2019)
- Member Board of Directors and Chair Audit Committee, PIDC (Ministry of Industries), Karachi, Pakistan (2016-2019)
- Member Board of Directors, Chair Audit & Risk Committee, TCP (Ministry of Commerce), Karachi, Pakistan (2018-2020)
- Member of Independent Audit & Oversight Committee UNHCR (2019-2022)
- Director MHM Consulting, a boutique management consulting firm, member BTG, USA

Past Positions:

- Member Board of Directors (2016-17) & Audit and Risk Committee Chair, CGIAR, France (2016-2018)
- Business Process Specialist, CPEC Secretariat, MPDR, (MP-1 position 2014-2015)
- Member Board of Directors, Strategy Committee, Regulatory Affairs Committee, and Chair Audit Committee at Lahore Stock Exchange Ltd 2010-11 till 2012-2013 as an independent director.

- Finance Director of Campaign Committee 2012, Tran Nhan Tong Acedemy, Boston, USA.
- Group Director Finance at Kohinoor Maple Leaf Group and Member Board of Directors at Maple Leaf Denim Mills Ltd (2007-2010)
- Group Chief Financial Officer at Nafees Group of Industries and Member Board of Directors at Legler Nafees Denim Mills Ltd (1995-2007)
- Regional Director at Institute of Chartered Accountants of Pakistan (ICAP) (1994)
- Manager Finance at Ayesha Group of Industries (1992-1993)

Major Accomplishments:

- Instrumental in helping ILO to improve focus on audit recommendations resulting in reduction in implementation time from 11.4 months to less than 6 months.
- Oversight of development of risk management framework and identifying system level risks at CGIAR System Organization comprising of 15 independent Global Research Centres.
- Oversight of development of key policies and procedures manual at PIDC.
- Refreshing of strategy at World Agroforestry Centre.
- Key member of team rolling down of implementation of CPEC projects worth \$46 Billion.
- Instrumental in revamping the Governance Structure at Lahore Stock Exchange Ltd.
- Led the largest fund arrangement (Suqook instrument) of the cement sector for Maple Leaf Cement Factory Ltd which was termed as the deal of the year by the Banker Magazine, London in 2007.
- Led comprehensive restructuring of the Maple Leaf which was regarded as the best corporate finance deal by ICAP and was given Professional Excellency Award in 2010.
- Instrumental in leading Maple Leaf's white cement division to drive its competition out of business and attain 82% market share with complete turn-around including removal of Sales Tax from white cement category.
- Led along with CEO the acquisition process of Pak American Fertilizer by Azgard Nine Limited which was the largest private sector deal of that time and completed the transaction in nine months including integration.
- Led the first implementation of Balance Score Card in Pakistan (Azgard Nine Ltd).

Directorship in Listed & Unlisted Companies

- Member Board of Directors and Chair Audit Committee, PIDC (Ministry of Industries), Karachi, Pakistan (2016-2019)
- Member Board of Directors, Chair Audit & Risk Committee, TCP (Ministry of Commerce), Karachi, Pakistan (2018-2020)