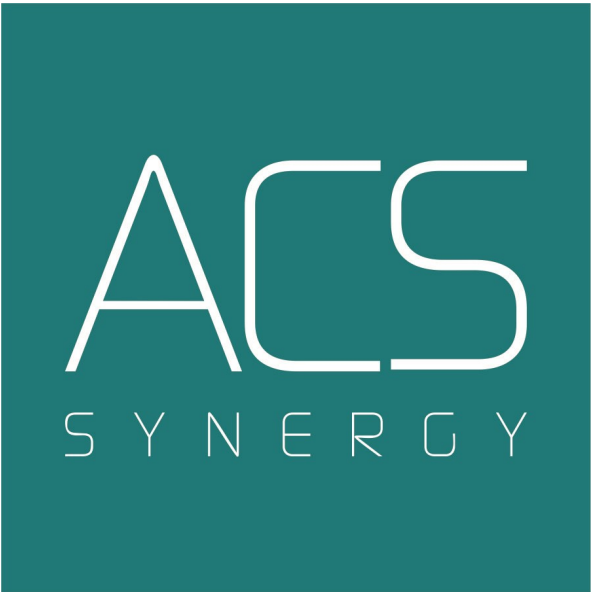


Consultant Profile

ACS SYNERGY LTD

www.acssynergy.com



Mohammad Kashif Javaid

Profile Summary

I am a Strategic Finance Professional with over 25 years of diversified international experience. As a fulltime executive, I have served many large & dynamic organizations located across the globe, including the UK, Switzerland, Netherlands, Saudi Arabia, UAE, State of Qatar, and Pakistan.

Working for the majority of my career years as a finance professional in various technology-related industries, I have built, managed & transformed high-performing finance functions for many businesses. Before moving on to the financial advisory industry and my current role at ACS Synergy in 2018, I worked as Head of Planning & Strategy for a telecommunications infrastructure development company in Doha, Qatar. In that role, I steered a three years business transformation program to success.

I have managed multiple IPOs, raised billions in private equity & debt finance, optimized capital structures, guided business mergers, implemented technology tools, devised business strategies, designed business transformation programs, and have trained countless young accountants & business leaders.

Unique strengths for managing assignments connected with the Public Sector as well as the Private Sector:

For over two decades, through various career roles and engagement with many large and diversified businesses around the globe, I have been deeply involved with turnaround, expansion, takeovers, and restructuring initiatives.

Enabling new & innovative revenue streams, devising turnaround/revival strategies, optimizing service tariff structures, raising funding for large projects & takeovers, expansion & restructuring, sustainably optimizing the cost structures, and adopting modern approaches to budgeting are just to name a few core areas that I can claim a significant level of contribution and success.

As a professional, I take pride in my specialist abilities related to strategy and financial planning & analysis.

Though primarily I am a corporate sector professional, in the later parts of my career, I have had some very fruitful engagements with the public sector. I believe that my core strengths are fully in line with the major challenges which continue to haunt governments, municipalities, and public utility companies throughout the developing world. Some of the key issues faced by such organizations include how to optimize their tariff structures and how to expand their resource base beyond government funding and grants. Shortcomings often remain hidden, appearing in the form of missed opportunities, low financial gains, or overspending for services.

Having a long corporate background, I believe I effectively bridge the capacity gaps which are too often faced by the public sector. I bring a fresh perspective and consider myself extremely capable of advising the public sector to develop the same level of efficiency and innovation that is a 'survival must' in competitive commerce.

Career Achievements Highlights:

1. **GROUP CFO for 8 plus years.**

- * Multinational group of companies.
- * Multi billion US dollars revenue.

1. **Business Model Transformation as Head of Strategy & Planning.**

- * Large Telecom Infrastructure development company.

1. 25 plus successful **acquisitions & PMI** management.

2. Three successful **IPOs**.

3. Raised over US dollar two billion in **private equity**.

4. Negotiated and managed over US dollars one billion of **banking facilities**.

5. **Lead financial consultant** on large scale public-sector development Initiatives, connected with the government of Qatar, The government of Punjab (Province in Pakistan), and the government of KP (Province in Pakistan).

Mohammad Kashif Javaid

Strategic Finance, Transformation, FP&A, Strategy & Enterprise Performance Consultant



I am a **strategic finance professional** with over **25 years** of diversified international experience, working for large & dynamic companies located across the globe including **United Kingdom, Switzerland, Netherlands, Saudi Arabia, United Arab Emirates, State of Qatar** and **Pakistan**. Working for a majority of my career years as a finance professional in various technology related industries, I have built, transformed & managed high-performing finance functions for many businesses. As a CFO as well as a consultant, I have raised over \$2 billion in **private equity & debt finance**, optimized **capital structures**, guided **business mergers**, implemented **technology tools**, devised **business strategies**, designed business **transformation programs**, and have trained countless accountants & business leaders.

Major Recent Projects:

- ◇ Lead financial consultant on several transaction advisory and institutional reform assignments, connected with the government of Qatar, and the governments of Punjab & KP (provinces in Pakistan), on large public sector development Initiatives.
- ◇ Lead financial consultant on several assignments related with ADB, USAID and other donor agencies driven projects.
- ◇ Strategic advisor to a UK private equity firm for acquisition valuations & selection.
- ◇ Advisor to a large Telecom company for development of 7 years strategic financial plan.

Experience Summary

Managing Director | Lead Consultant, FP&A and Financial Strategy | Aug 2018 To Present

ACS Synergy, South Asia (www.acssynergy.com)

Headquartered in London, United Kingdom, ACS SYNERGY is a global business advisory & enablement firm. I co-founded ACS Synergy and joined it as MD, South Asia, in August 2018.

ACS SYNERGY assists a wide range of clients including government ministries, municipalities, corporates, small & large businesses, as well as individual entrepreneurs located around the world, with developing sustainable business models & competitive advantage, through increased flexibility, enhanced quality, cost efficiency, and a significant reduction in waste & failure costs.

Head of Planning & Strategy | Feb 2015 To Jul 2018

Al-Mashriq Telecom, Doha, State of Qatar

Based in Doha, Qatar, Al-Mashriq Telecom is an ICT company specializing in the development of telecommunication & related infrastructure. It employs over 1,000 fulltime personnel. When I joined the company, it was primarily carrying-out a range of nation-wide fiber optic networks expansion projects for Qatar government in collaboration with Huawei Technologies Co.

As head of planning & strategy, I designed and implemented a business transformation program meant for reducing reliance on few large customers (primarily government ministries) by progressively developing new capabilities & revenue streams. The program also included few strategic acquisitions resulting into significant widening of the company's strategic capabilities.

As a result of the transformation program implementation, the company successfully absorbed the shock of government spending rationalization drives and transformed itself from a labour-intensive company to one which now differentiates through its ability to deliver highly complex technology solutions to large as well as mid-size businesses.

Group Chief Financial Officer | Apr 2006 To Jan 2015

Morpheus IT Group of Companies, Dubai, United Arab Emirates

Held by a Swiss conglomerate parent, Morpheus IT was a technology company engaged in the development and provision of turnkey complex ICT solutions to media, banking, financial services, telecom, and FMCG industries. It also had transnational trading operations.

Assisted by a top-team, I progressively transformed the company's accounting & finance function into a high-performing and vibrant business functional area. Managing annual revenues of well over USD two billion, my team grew from about 15 initially to more than 150 personnel by the time I left. I devised better systems, implemented better ERPs and trained a large number of young team members as well as other colleagues from different functional areas. I negotiated & managed very sizable banking facilities with international banks and successfully planned as well as executed both equity and debt financing.

Through its growth journey, the company went through several mergers and acquisitions. I was instrumental in acquisition negotiations and spearheaded the post-merger integration & transformation programs. As Group CFO, I was responsible for a multinational financial operation & teams based in GCC, United Kingdom, Switzerland, Greece, Hongkong & Singapore.

Personal Information

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Date of birth

20, Jan, 1973

LinkedIn Profile

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Core Skills

Strategic Financial Planning,
Analysis & Management

Public Financial Management

Corporate Financial Reporting &
Regulatory Compliance

Corporate Financial & Business
Strategy. Evaluation, Development
& Implementation

Business Performance Management.

Strategic Business Analysis
Business Transformation & Restructuring
Business Valuation
Investment & Project Appraisal
Mergers & Acquisition Management
Business Feasibilities & Startup Business Planning
Business Model & Financial Operational Planning
Advanced Financial Modeling
Business Process Re-engineering
Business Exit Strategies
Budgetary Discipline Enforcement & Cost Rationalization
Business Intelligence Technologies Enablement
Financial & Non-Financial Performance Measurement
Accounting & Reporting Systems Design & Implementation

Industries Served

In alphabetic order:

Accounting & Audit Practice
Business Consulting
Construction & Construction Materials..
ECO Housing
Ecommerce
Entertainment & Media
FMCG & Consumer Goods Retail
Information Technology Solutions Integration
Light Manufacturing
Non-Profit Organizations (NGOs)
Oilfield Services
Pharmaceutical & Medical Devices
Property Development & Sales
Public Sector (Government) Organizations & Companies
Solid Waste Management
Telecom Infrastructure Development
Telecom Service Providers
Urban Water Supply & Waste Water Management
Wholesale & Transnational Trading

Finance Manager | Jan 2005 To March 2006

Smith & Nephew, Dubai, United Arab Emirates

Smith & Nephew is a global medical technology business. Having operations in more than 100 countries, the company develops medical devices and processes to help healthcare professionals in their daily efforts to improve the lives of their patients.

Based in their Dubai office, I served with this company for 15 months and besides managing a section in the finance department, I led the SAP ERP implementation (finance & related modules) team.

Accounting Manager | Mar 2002 To Dec 2004

Orbit Showtime Network (OSN), Dubai, United Arab Emirates

Orbit Showtime Network is a direct-broadcast satellite provider serving the Middle East and North Africa (MENA). I joined the company to be based in their regional office in Al-Khobar Saudi Arabia. After first year of service, I was chosen for the 'Best Employee Award' and was promoted and transferred to their accounts and finance headquarter located in the Media City, Dubai.

After transferring to Dubai, I lead a team within the broader post-centralization integration efforts and was also part of the team ensuring smooth implementation of new centralized ERP system.

Audit Senior | May 1998 To Feb 2002

Arthur Andersen, London, United Kingdom

Arthur Andersen was one of the largest audit, consulting and financial advisory firms in the world. I joined the firm in Al-Khobar, Saudi Arabia as a trainee. Later, in March 1998, through a competitive process, I was chosen to be sent for a three years training program to the firm's office in London, United Kingdom.

In Jan, 2001, I was promoted as Audit Senior.

Trainee Semi Senior | Mar 1997 To Apr 1998

Arthur Andersen, Al-Khobar, Saudi Arabia

To train for and to pursue a career as a professional accountant, I joined the firm in Al-Khobar, Saudi Arabia as a trainee. Later, in March 1998, through a competitive process, I was chosen to be sent for a three years training program to the firm's office in London, United Kingdom.

As a trainee, I served in audit & assurance as well as advisory and operations consulting teams.

Major Education

FCA | Fellow Chartered Accountant | Institute of Chartered Accountants in England & Wales (ICAEW)

ACCA | Chartered Certified Accountant | The Association of Chartered Certified Accountants, UK

CIPFA | Member | Chartered Institute of Public Finance & Accountancy, UK

MSC | Professional Accountancy | UCL, The University of London, UK

MSC | Financial Management | Manchester Business School, The University of Manchester, UK

Continuing Professional Education

Major Recent Certifications *(only those which were done in past 36 months)*

1. Certificate in Business Valuation | **ACCA**
2. Certificate in Digital Innovation for Finance | **ACCA**
3. Certificate in Public Financial Management | **ACCA**
4. Certificate in International Financial Reporting Standards | **ACCA**
5. Financial Modeling & Valuation Analyst (**FMVA**) | The Corporate Finance Institute (**CFI**), USA
6. Certificate in Disruptive Strategy | **HBX** | Harvard Business School
7. Certificate in Negotiations Mastery | **HBX** | Harvard Business School
8. Certificate in Sustainable Business Strategy | **HBX** | Harvard Business School
9. Intuit QuickBooks Certified Pro-advisor (Advanced) Certification | **Intuit** United States

Other Relevant Education

1. CA Foundation (3rd Batch) | The Institute of Chartered Accountants of Pakistan (**ICAP**) | 1995
2. Bachelor of Science (**BSC**) in Mathematics, Statistics & Economics | Forman Christian College | 1993

Major Projects With Public Sector Involvement

Name of assignment or project: INSTITUTIONAL REVIEW & CAPACITY BUILDING (IRCB)
KHYBER PAKHTUNKHWA CITIES IMPROVEMENT PROJECT (KPCIP)

Supported By: The Asian Development Bank, Cities Development Initiative For Asia.

Year: 2021 - Ongoing

Location: Five Cities, Khyber Pakhtunkhwa, Pakistan.

Client: The Department of Local Government, Elections, and Rural Development (LGE&RDD)
Government of Khyber Pakhtunkhwa, Pakistan.

Main project features: Institutional Reform, Capacity Building & Knowledge Transfer. The proposed project will result in the following outcome: Residents in the five KPK cities have improved access to sufficient, safe, acceptable, physically accessible and affordable water, sanitation, and hygiene services for health and livelihoods. The project is aligned with the following impact: Improved livability and community health for environmental sustainability, and socio-economic development in urban areas of KPK Pakistan, as envisaged in Pakistan Vision 2025.

Positions held: International Key Expert. Municipal Finance & Tariff Specialist.

Activities performed: Sustainability & financial analysis of 22 sub-projects. Assessment of the current tariff structure and cost recovery mechanisms of public utility companies. Identification & assessment of necessary technology options viable to local infrastructure and staff capacity to improve efficiency of cost-recovery. Development of necessary policies, step-by-step guidelines and technical notes to introduce cost-recovery tariffs.

Name of assignment or project: ENGINEERING DESIGN & CONSTRUCTION MANAGEMENT (EDCM)
KHYBER PAKHTUNKHWA CITIES IMPROVEMENT PROJECT (KPCIP)

Supported By: The Asian Development Bank, Cities Development Initiative For Asia.

Year: 2020 - 2021

Location: Five Cities, Khyber Pakhtunkhwa, Pakistan

Client: The Department of Local Government, Elections, and Rural Development (LGE&RDD)
Government of Khyber Pakhtunkhwa, Pakistan.

Main project features: Detailed Engineering Design & Estimation of Lifecycle Cost & Option Analysis for Creating and Maintaining Solid Waste Management Systems In 5 Cities Of KPK.

Positions held: Consultant. Financial Modeling, Financial Analysis & Revenue Modeling.

Activities performed: Detailed financial modeling of the engineering design, financial analysis, options analysis incorporating various waste treatment options, revenue modeling, life cycle cost estimation & recommendations.

Name of assignment or project: PUNJAB INTERMEDIATE CITIES INFRASTRUCTURE IMPROVEMENT PROGRAM PHASE 2.
OPERATIONAL DESIGN AND BUSINESS MODEL (ODBM)

Supported By: The Asian Development Bank, Cities Development Initiative For Asia.

Year: 2021

Location: 7 Cities, Punjab, Pakistan.

Client: Local Government and Community Development Department (LG&CDD), Government of Punjab, Pakistan

Main project features: Development of Operational Design & Business Model for Sustainable Delivery of Municipal Services Including Water Supply, Sewerage, Drain Water & Solid Waste Management in The Seven Intermediate Cities of Punjab including Rawalpindi, Sargodha, Multan, Bahawalpur, Muzaffargarh, DG Khan and Rahim Yar Khan.

Positions held: Key National Expert. Financial Management & Tariff

Activities performed: Visits of All Cities Under the Scope to Meet with Key Management of Multiple Relevant Organizations. Detailed Financial Analysis of Municipal Councils, Water Supply & Sewerage Agencies, & Waste Management Companies. Assessment of Existing Tariff Formulation Policies & Mechanisms. Evaluation of Willingness to Pay and Capacity to Pay Surveys. Assessment of Existing Level of Service and Govt. Subsidy Requirements. Review & Assessment of Revenue Generation Plans. Detailed Assessment of Existing Situation.

Major Projects With Public Sector Involvement - Continued

Name of assignment or project: DETAILED ENGINEERING DESIGN & OUTSOURCING TRANSACTION ADVISORY FOR ESTABLISHING & MAINTAINING URBAN SOLID WASTE COLLECTION & MANAGEMENT SYSTEM IN LAHORE

(Population: 16 million est.), PAKISTAN

Year: 2019 - 2020

Location: Lahore, Pakistan.

Client: Local Government and Community Development Department (LG&CDD), Government of Punjab, Pakistan.

Main project features: Detailed Engineering Design & Outsourcing Transaction Advisory

Positions held: Key Expert. Financial Management, Tariff, & Financial Modeling.

Activities performed: Detailed financial modeling & engineering design cost calculation, options analysis, tariff formulation & revenue modeling, project financial analysis, calculation & recommendations of bid price evaluation criteria. Formulation of options for mobilization advance & its impact on acceptable bid price.

Name of assignment or project: TRANSACTION ADVISORY, TEST AUTHORITY FOR THE IAFC PROGRAMME

Year: 2018 - 2019

Location: Doha, Qatar

Client: Qatar Rail & Ministry of Transport and Telecommunication, Qatar.

Main project features: Evaluation of The Project Cost Forecast & Formulation of Sustainable Tariff Policies.

Positions held: Lead Financial Consultant.

Activities performed: Development of detailed cost forecasts under various scenarios. Financial analysis and project returns analysis. Bids evaluation criteria. Development, monitoring & implementation support for a sustainable tariff formulation/revision mechanism.

Name of assignment or project: FTTX PHASE TWO (FIBER TO HOME CONNECTIVITY PROJECT), CONNECTING 99% HOUSES AND BUSINESS PREMISES WITH FIBER IN QATAR

Year: 2015 - 2018

Location: Doha, Qatar

Client: Qatar Telecom (Ooreedo). Ministry of Transport & Telecommunication, Qatar

Main project features: Development of Post Construction Management, Project Cost Recovery & Returns Options.

Positions held: Consultant (Whilst employed by Al-Mashreq Telecom)

Activities performed: Worked very closely with Qatar Telecom for development, implementation and monitoring of project cost recovery options through various utility services tariffs and through various OSR options.

Name of assignment or project: TARIFF RATIONALIZATION FOR BUSINESS SUSTAINABILITY

Year: 2013 - 2015

Location: United Arab Emirates

Client: ETISALAT/Ministry of Telecommunications, United Arab Emirates.

Main project features: Cost Structure Optimization. Development of Tariff Formulation Mechanism.

Positions held: Consultant (Whilst employed by Morpheus IT)

Activities performed: Optimization of ETISILAT (Telecom) cost structure (one year engagement). Development of commercially viable & sustainable tariff formulation mechanisms for full cost recovery & achievement of desired ROI.

Major Projects With Public Sector Involvement - Continued

Name of assignment or project: FTTX PHASE ONE (FIBER TO HOME CONNECTIVITY PROJECT), CONNECTING 99% HOUSES AND BUSINESS PREMISES WITH FIBER IN QATAR

Year: 2011 - 2014

Location: Qatar

Client: Qatar Telecom (Ooreedo). Ministry of Transport & Telecommunication, Qatar.

Main project features: Engineering Design & Construction Management. Laying, Terminating & Testing of Fiber Optics Cable for Achieving 99% Connectivity (Houses and Business Premises). Connectivity of The Expanded Network with Related Infrastructure.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Activities performed: CFO of the project executing company. Managing a project of that magnitude, impact, and duration is a huge challenge for any CFO. Involved right from the project evaluation and bidding stage, advising the bidding department on cost estimation, desired & expected returns, cost of capital, component pricing and progress payment planning, etc. I spearheaded the project execution by ensuring that cost overruns were highlighted/controlled/minimized and ensuring that project profitability was constantly kept under the radar. Negotiated and arranged multi-million-dollar banking facilities for the project and maintained a manageable liquidity position by effectively managing the billing and payment cycles. Deeply involved in stakeholder's relationship management including the relevant govt. ministry, company board of directors, and the banks.

Name of assignment or project: ETISALAT – UP-GRADATION AND ENHANCEMENT OF COVERAGE AREA BY ERECTION OF 371 GSM TOWERS IN VARIOUS LOCATIONS IN UAE.

Year: 2007 - 2009

Location: United Arab Emirates

Client: Ministry of Telecommunication UAE (TRA).

Main project features: Upgradation and Enhancement of Coverage Area by Erection of 371 GSM Towers at Various Remote Locations in UAE.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Activities performed: Responsible for the project's financial/profitability evaluation and participated in the bidding process, advising the bidding department on cost estimation, desired & expected returns, cost of capital, component pricing, and progress payment planning, etc. The project was executed at a time when the UAE was still witnessing a construction and expansion boom, resulting in high inflationary pressures and uncertain cost of capital. Potential cost overruns were a serious risk. Spearheaded the project execution by ensuring that cost overruns were highlighted/controlled/minimized, through proper planning and execution, and ensuring that project profitability was constantly kept under the radar. Negotiated and arranged multi-million-dollar project-specific banking facilities and maintained a manageable liquidity position by effectively managing the billing and payment cycles. Deeply involved in stakeholder's relationship management including the relevant govt. ministry, company board of directors, and the banks.

Name of assignment or project: DEVELOPMENT/UPGRADATION OF MOBILE TELEPHONY BACKBONE INFRASTRUCTURE IN KUWAIT.

Year: 2006 - 2009

Location: Kuwait

Client: Ministry of Communications, Kuwait

Main project features: Engineering Design, Procurement & Construction Management For Development/Upgradation of Mobile Telephony Backbone Infrastructure In Kuwait.

Positions held: Financial Controller (Promoted as CFO during the project), Morpheus IT, UAE.

Activities performed: Responsible for the project's financial/profitability evaluation and participated in the bidding process, advising the bidding department on cost estimation, desired & expected returns, component pricing, and progress payment planning, etc. The project involved procurement of equipment worth well over a billion US dollars, through multiple vendors and from multiple countries, which exposed the project to cost overrun risk due to uncertainty in the IT & Telecom equipment market. To properly plan and mitigate those risks, I managed a process of intense scenario planning and extremely complex financial modeling. Supported the project execution by ensuring that cost overruns were highlighted/controlled/minimized, through proper planning and execution, and ensuring that project profitability was constantly kept under the radar. Negotiated and arranged multi-million-dollar project-specific banking facilities and maintained a manageable liquidity position by effectively managing the billing and payment cycles. Deeply involved in stakeholder's relationship management including the relevant govt. ministry in Kuwait, company board of directors, and the banks.

Major Projects With Public Sector Involvement - Continued

Name of assignment or project: UPGRADATION/CREATION OF ORTHOPEDIC, ENDOSCOPY & ADVANCED WOUND MANAGEMENT DEPARTMENTS IN 28 PUBLIC SECTOR HOSPITALS IN UAE

Year: 2005 -2006

Location: UAE

Client: Ministry of Health, UAE

Main project features: Smith & Nephew is a global medical technology business, specializing in technology (including equipment) and systems development for Orthopedics, Endoscopy, and Advanced Wound Management. The project involved design, provision, installation, testing & training of technology up-gradation equipment for up-gradation/creation Of Orthopedic, Endoscopy & Advanced Wound Management Departments In 28 Public Sector Hospitals In UAE.

Positions held: Finance Manager, Project Cost Planner/Controller. Smith & Nephew, UAE.

Activities performed: Financial and project reporting. Project cost planning & control. Participation in project returns forecasting. Project billing. Project cashflows management. Receivables management. Payables management. Banking facilities management.

Major Projects - Private Sector

Name of assignment or project: BUSINESS MODEL TRANSFORMATION

Year: 2015 - 2018

Location: Qatar

Client/Employer: Al-Mashriq Telecom, Doha, Qatar. Al-Mashriq Telecom is an ICT company specializing in the development of telecommunication & related infrastructure. It employs over 1,000 full-time personnel.

Main project features: Business Model Transformation.

Positions held: Head of Planning & Strategy

Activities performed: Designed and implemented a business transformation/diversification program meant for reducing reliance on few large customers (primarily government ministries) by progressively developing new capabilities & revenue streams. The program also included few strategic acquisitions resulting in a significant widening of the company's strategic capabilities (resources & competencies).

Name of assignment or project: MERGERS & ACQUISITIONS (M&A). MANAGED OVER **25 ACQUISITIONS** IN TOTAL

Year: 2009 - 2018

Targets Locations: United Kingdom, Switzerland, Greece, Hong Kong, Singapore, Jordan, Saudi Arabia, UAE, Bahrain, Qatar.

Employer: Morpheus IT & Al-Mashriq Telecom.

Main project features: M&A For Growth & Diversification.

Positions held: Chief Financial Officer, Morpheus IT. Head of Planning & Strategy, Al-Mashreq Telecom.

Activities performed: Participation in M&A strategy development. Participation in target criteria development. Target valuation & bid range formulation. Participation in acquisition negotiations. Financial due diligence. Acquisition transaction management. Financial aspects of post merger implementation program development and implementation.

Name of assignment or project: MOBILE TELECOMMUNICATION OPERATOR, STRATEGIC PLAN DEVELOPMENT

Year: 2020 - 2021

Location: Pakistan.

Client: A leading TELCO. Mobile Telecommunication Operator.

Main project features: Pricing Policies Optimization. Cost Structure Optimization. Investments Analysis & Expansion Plans/Choices Development.

Positions held: Strategy & Financial Consultant (Whilst employed by ACS SYNERGY South Asia).

Major Projects Private Sector - Continued

Name of assignment or project: OILFIELD SERVICES, STRATEGIC PLAN DEVELOPMENT

Year: 2019 - 2020

Location: Qatar & International.

Client: Hot-Hed Middle East. Hot-Hed is an international oilfield services company operating in 23 countries globally.

Main project features: Detailed study of the Business Model and Development of a Long-term Strategic Business Plan.

Positions held: Strategy & Financial Consultant (Whilst employed by ACS SYNERGY South Asia).

Name of assignment or project: BUSINESS & FINANCIAL MODEL DEVELOPMENT. ON-DEMAND WASTE MANAGEMENT SERVICES ECOMMERCE COMPANY. A USAID BACKED PROJECT (CLEAN PAKISTAN)

Year: 2019 - 2020

Location: 15 Cities, Pakistan.

Client: Waste Busters. WBs is a private sector waste management company, operating in 15 urban centers across Pakistan.

Main project features: Development of a sustainable and commercially viable business model for enabling on-demand waste management & related hygiene services provision through an UBER like mobile application in all major cities of Pakistan.

Positions held: Business & Financial Modelling Consultant (Whilst employed by ACS SYNERGY South Asia).

Name of assignment or project: LOW COST ECO HOUSING BUSINESS & FINANCIAL MODEL DEVELOPMENT. 3,000 HOUSING UNITS, PRIVATE SECTOR PROJECT

Year: 2018 - 2019

Location: Pakistan.

Client: A Private Sector Urban Development Company, Pakistan.

Main project features: Business & Financial Modelling. Price Range Determination. Buyer Financing Models & Options Development.

Positions held: Business & Financial Modelling Consultant (Whilst employed by ACS SYNERGY South Asia).

Name of assignment or project: EMIRATES NBD (BANK), UPGRADATION & DEVELOPMENT OF NEXT GENERATION IT INFRASTRUCTURE. HEAD OFFICE AND 109 BRANCHES

Year: 2013 - 2015

Location: United Arab Emirates.

Client: Emirates NBD, United Arab Emirates.

Main project features: Banking IT Infrastructure Development & Integration for one of the largest banks in the UAE. Scope covered the head office and 109 branches.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Name of assignment or project: DUBAI SILICON OASIS. IT INFRASTRUCTURE DEVELOPMENT

Year: 2012 - 2015

Location: Dubai, United Arab Emirates.

Client: Dubai Silicon Oasis. DSOA is a globally recognized free zone and a multi billion dollars integrated technology park, hosting modern technology based industries and an urban master-planned community in an iconic location, DSOA offers state-of-the-art infrastructure and in-house business services.

Main project features: ICT infrastructure development for 13 sub-projects within DSOA comprising multi story office complexes, apartment complexes, & DSOA's head office.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Major Projects Private Sector - Continued

Name of assignment or project: EMAAR BUSINESS PARK. UPGRADATION AND REHABILITATION OF ICT INFRASTRUCTURE

Year: 2011 - 2012

Location: Dubai, United Arab Emirates.

Client: EMAAR. The largest property development and management company in UAE.

Main project features: Upgradation and rehabilitation of ICT infrastructure in the four buildings within the business park and a stand-alone multi-story car park, covering a built up areas of 685,000 sq.ft.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Name of assignment or project: UPGRADATION & COVERAGE ENHANCEMENT FOR ENABLEMENT OF MOBILE AND FIXED SERVICES, BROADBAND CONNECTIVITY AND IPTV SERVICES TO PEOPLE, HOMES AND BUSINESSES ALL OVER THE UAE

Year: 2009 - 2011

Location: United Arab Emirates

Client: Emirates Integrated Telecommunications Company PJSC ('EITC')

Main project features: Development, testing and management of technology infrastructure for mobile connectivity, broadband connectivity and IPTV services.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Name of assignment or project: ICT INFRASTRUCTURE UPGRADATION FOR NEXT GENERATION AIRPORT SERVICES

Year: 2008 - 2010

Location: United Arab Emirates

Client: Dubai National Air Travel Agency (DANATA).

Main project features: Technology infrastructure upgradation for major enhancement in cargo handling services capacity, aligned with the message development of aviation industry and new airport terminals.

Positions held: Chief Financial Officer (CFO), Morpheus IT, UAE.

Unique Strengths For Managing Assignments Connected With The Public Sector As Well As The Private Sector

For over two decades, through various career roles and engagement with many large and diversified businesses around the globe, I have been deeply involved with turnaround, expansion, takeovers, and restructuring initiatives.

Enabling new & innovative revenue streams, devising **turnaround/revival strategies**, optimizing service tariff structures, raising funding for large projects & takeovers, expansion & restructuring, sustainably optimizing the cost structures, and adopting modern approaches to budgeting are just to name a few core areas that I can claim a significant level of contribution and success.

As a professional, I take pride in my specialist abilities related to strategy and financial planning & analysis.

Though primarily I am a corporate sector professional, in the later parts of my career, I have had some very fruitful engagements with the public sector. I believe that my core strengths are fully in line with the major challenges which continue to haunt governments, municipalities, and public utility companies throughout the developing world. Some of the key issues faced by such organizations include how to optimize their tariff structures and how to expand their resource base beyond government funding and grants. Shortcomings often remain hidden, appearing in the form of missed opportunities, low financial gains, or overspending for services.

Having a long corporate background, I believe I effectively bridge the capacity gaps which are too often faced by the public sector. I bring a fresh perspective and consider myself extremely capable of advising the public sector to develop the same level of efficiency and innovation that is a 'survival must' in competitive commerce.

When it comes to finding sustainable resources for initiatives/services, optimizing costs as well as tariff structures, enabling revenues, and measuring and managing performance, there is a lot for the public sector entities to learn from the private commercial sectors.