

WORK EXPERIENCE

January 2003 – March 2009

CHAIRMAN SENATE AND VICE PRESIDENT OF ISLAMIC REPUBLIC OF PAKISTAN

- Elected unopposed as Presiding Officer of the highest Parliamentary / Legislative body.
- Ranked at the second highest protocol level in the country and during the President's absence performed all the functions as Acting President of Pakistan on several occasions and in aggregate for several months.
- Effective communicator and presenter, adept at establishing rewarding sessions to benefit the country.
- The Senate of Pakistan is the Upper House of Parliament and gives equal representation to the provinces. Its Presiding Officer plays a pivotal role in not only legislative initiatives but also in harnessing unity among the federating units.
- Increased female employee representation in the Senate, the Government and the private sector. Female participation was encouraged in all walks of life throughout Pakistan.
- Participated in and hosted several local and international conferences and seminars for International Parliamentary Units (IPU), United Nations, Common Wealth Parliamentary Association (CPA), Asia Pacific Parliamentary Committee for Economic and Environmental Development and others.
- Led bilateral delegations to several countries all over the world.
- Participated in and chaired many events of international renown and significance.

August 18, 2008 – September 9, 2008

PRESIDENT OF ISLAMIC REPUBLIC OF PAKISTAN Islamabad, Pakistan

- Actively administered the country's affairs and the regional security situation particularly in reference to Afghanistan, while managing the country's domestic, economic, security, political and social challenges.
- Responsible for overseeing the election process and the transition to the new President.

November 2007 – March 2008

PRIME MINISTER OF ISLAMIC REPUBLIC OF PAKISTAN Islamabad, Pakistan

- As Chief Executive of Pakistan, was responsible for effective overall governance of the country.
- Dealt with all domestic and international challenges with exposure to International and Foreign Affairs.
- Oversaw general elections and facilitated the largest voter turnout, which was universally recognized by international observers as being transparent and fair.
- Prepared immediate, short and long term strategies for each government department in coordination with the planning commission.
- Introduced new, innovative and comprehensive poverty alleviation schemes, giving the underprivileged access to food, shelter, employment and health care.
- Approved landmark projects in water, energy and other private and public sectors.

**GOVERNOR May 2000 –
AND CHIEF EXECUTIVE OF SINDH PROVINCE Karachi, Pakistan December 2002**

- Governed the larger industrial, financial and commercial Province in Pakistan with a population of over 38 million. Sindh contributed over 65% to the total revenues of Pakistan with a budget of over \$2.5 billion.
- Managed a complete turnaround in financial conditions and through resource mobilization cleared an overdraft of over Rs. 14 billion with the central bank. Also settled massive pending liabilities, including Rs. 26 billion to the Water and Power authority.
- Implemented a transparent, innovative and comprehensive merit-based governance system recognized by international financial organizations. As a result, Sindh became the first province in South Asia to receive a direct US\$100 million, low cost, long term facility for structural improvements and development from the World Bank. Additional amounts also committed upon continuation of reform implementation.
- Put the financial balance sheet in order on both the assets and liabilities side.
- Quadrupled developmental and social sector budgets. Social sector services improvements included providing free education up to secondary level, special provisions for free uniforms, books and scholarships for eligible students, enhanced teacher training revised curricula and centralized admissions process to avoid malpractices. Instituted special stipends for parents of under privileged girls between the ages of 10 to 15 years to encourage continued schooling rather than withdrawing children to work as domestic help or in other jobs to supplement their family income.
- Established credit rating to enable Provincial and District Governments to raise money directly from the public and financial markets. This positively changed donor perceptions and opened new avenues for low cost, long term financing in many fields including communication, infrastructure, education, judicial reforms, health care, environment, transport and other social sectors.
- Rationalized industrial inspections and other procedures to encourage foreign and local investment and employment opportunities which was favorably recognized by the Federal government and business community.
- Encouraged transparent privatization of state assets.
- Encouraged development of alternate and local energy sources (such as Tharcoal, Worlds 7th largest lignite deposit), conservation of energy and environment protected initiatives.
- Focused on agricultural, industrial, livestock, poultry and dairy research and development
- Introduced low cost housing schemes for the low income segments of the population.
- Improved and maintained law and order particularly in post September 11th environment, where Karachi and Sindh bore the brunt of the challenge.

February 1997 – May 2000

CHAIRMAN AND CEO OF NATIONAL BANK OF PAKISTAN Karachi, Pakistan (Chairman and CEO of Agricultural Bank of Pakistan.

Managing Director and Chief Executive of Federal Bank for Cooperatives.)

- Managed the country's largest bank with total assets of US\$10 billion and a network of over 1,545 branches, including 22 international branches & offices covering Pakistan, Europe, USA, China, Middle East, Asia and Central Asia. Initiated incorporation of local banks in USA.
- Managed a turn-around from losses to Rs. 3.5+ billion profitability in 3 years. Re-structured and right-sized the bank by closing non-profitable and non-strategic branches. Reduced intermediation costs and the problem loans portfolio. Work force reduced from around 35,000 to below 24,000 without any legal and other problems. Developed a new corporate culture.
- Improved portfolio quality and reduced non-performing loans from 32% to 18% in 2 years. NBP was the only Pakistani bank that had then fully provided for its infected portfolio and the only large bank to meet its capital adequacy ratios.
- Rapidly implemented comprehensive and improved compensation packages, training and human resource development programs, along with management information systems to enhance employee morale, productivity and improve quality of service and portfolio.

- Developed an export credit guarantee program for exports from Pakistan to Sri Lanka in conjunction with State Bank of Pakistan. The program was modeled after major export credit guarantee programs namely: EXIM, ECGD, COFACE, HERMES, based on my extensive working experience with these agencies.
- Expanded presence of the bank in new markets (emerging and others).
- Received concurrent executive charges as Chairman and CEO of Agricultural Development Bank of Pakistan and Managing Director and CEO of Federal Bank for Cooperatives in 2000. Got invaluable exposure to the country's major sectors that significantly contribute to the country's GDP, food self sufficiency and employment. Encouraged and facilitated farmers for seed and soil research, land leveling, water conservation, mechanization, transportation, refrigeration and preservation, mutual cooperation and cost cutting through cooperatives. Provided support for higher exports. Separated joint recovery and lending functions of mobile credit officers. Improved quality of employees through training and management information systems.

November 1996 – February 1997

JOINT PRESIDENT AND COO OF MUSLIM COMMERCIAL BANK

Karachi, Pakistan

- Worked together with CEO to put Pakistan's largest privately owned bank back on track towards efficient banking and trade finance services to maximize profitability. Resigned under amicable terms to manage National Bank of Pakistan.

June 1995 – November 1996

CONSULTANT World Bank / International Organizations / Private Sector

- Advised on privatization, investments, syndications, portfolio management, restructuring, problem solving, mergers and acquisition, production, marketing, human resource development, compensation packages, management information systems and other services.
- Operating from Karachi, Islamabad and Washington worked on diverse projects ranging from banking and trade finance to privatization of companies in the banking, education, health care, social services, construction, oil and energy sectors.

January 1993 – May 1995

GENERAL MANAGER AND CEO OF INTERNATIONAL BANK OF YEMEN

Sana'a, Republic of Yemen

- See below January 1988 to December 1991 for responsibilities.

January 1992 – December 1992

COUNTRY GENERAL MANAGER OF FAYSAL ISLAMIC BANK OF BAHRAIN /

DMI GROUP, SWITZERLAND Karachi, Pakistan

- Responsible for entire operations of the bank in Pakistan. Instrumental in coordinating with the overseas units to profit from synergies of the group's activities, especially in the area of trade finance and syndications.
- Portfolio responsibilities included short-term trade-related consumer and long term syndications, sovereign and development finance and investment banking.
- Conducted overall strategic planning in the following areas and implemented appropriate action steps: Systems, technology, controls/operations, MIS, credit risk evaluation for portfolio development and human resource development.
- Increased profitability by 25% despite ten new commercial and several investment banks being allowed to open in the market.
- Implemented new compensation packages to avoid staff turnover.

- Incorporated Pakistan branches into a local bank with a much-enhanced network of branches.
- **Established Al-Faysal Investment Bank in mid 1992.**

January 1988 – December 1991

GENERAL MANAGER AND CEO OF INTERNATIONAL BANK OF YEMEN

(20% owner affiliate of Bank of America and Sana'a, Republic of Yemen managed by Bank of America)

- Responsible for overall management of the bank, offering a full range of financial and advisory services. Responsibilities included managing the portfolio of commercial and developmental finance, investment banking, operations, compliance and coordinating with branches, regulators and government authorities.
- Addressed and reversed the declining trend in profitability. The bank more than tripled in size and quintupled in profit through cost cutting, head count control, restructuring and upgrading of technology. Focus on portfolio recoveries and reduced cost of funds had a direct impact on this increase in the bottom line.
- Strengthened trade finance and documentary credit operations through training and strict compliance of credit policies and ICC/UCP requirements. The International Bank of Yemen became the largest private sector bank in Yemen and in the top tier amongst even the long established foreign banks. Its pool of human resources was developed and motivated and the bank is now working with local expertise.

June 1975 – December 1987

DEPUTY COUNTRY MANAGER OF BANK OF AMERICA

Los Angeles, CA / Karachi, Pakistan

- Responsibilities included managing a US\$400 million portfolio along with supervising the network of branches and 250+ employees. Officiated for the expatriate Country Manager in his absence. Managed Pakistan operations of the Bank with emphasis on credit and trade finance, marketing, portfolio quality, profitability and supervision of branches.
- Portfolio covered short-term facilities and developmental financing to multi-nationals, local borrowers, Government of Pakistan and public sector, investments, portfolio management, interest free banking, leasing, liability management, syndications, transfer risk allocations, management and financial consultancy.
- Established a strong foundation for continuous growth and sustainable profitability and productivity.
- Initiated highly profitable government and commercial offshore syndications and new revenues from Islamic based trade financing instruments.
- Enforced rigorous controls and high standards for trade and credit facilities.
- **Hired highly qualified personnel and developed a quality team to manage the Bank, many of who are now heading the country's larger and other prominent local and foreign banks.**
- Established new Islamabad branch in 1979.
- Implemented the Islamic Banking P&L System within Bank of America as well as MIS system for measuring trade finance performance.
- Developed a profile of "responsibilities of an account officer" that was officially implemented by the bank globally.
- Bank of America became one of the most profitable banks amongst the foreign banks in Pakistan despite problems globally in the mid-1980s.
- From 1975 to 1977 worked at the International Banking Office and various other departments in Los Angeles.
- Repeatedly received Exceptional Performance Awards (EPAs) and was consistently given highest annual performance ratings.

EDUCATION

1975 NORTHROP UNIVERSITY Los Angeles, CA

Masters of Science in Operations Research and Management.

1973 PUNJAB UNIVERSITY Lahore, Pakistan

Masters of Science in Nuclear Physics and Electronics.

TRAINING

- 1989 - Advanced Bank Lending Education Program at Bank of America Headquarters in San Francisco for high potential officers.
- 1987 - High Performance Management Seminar, London.
- 1986 - Investment Banking, Trusts, Private Banking & Capital Markets Workshop, Geneva.
- 1984 - Management of Problem Loans workshop, Frankfurt.
- 1983 - Development of Credit and Trade Finance courses, London.
- 1982 - Seminar on Energy and Construction Financing, London.
- 1981 - Systematic Selling Skills Seminar, London.
- 1980 - Division Credit Administration Course, London.
- 1978 - FX seminar, Athens.
- 1976 - MBA courses for high potential officers, London.

BOARD MEMBERSHIP AND AFFILIATIONS

1977 – 2000 • Chairman of the Pakistan Banks Association.

- Member of Governing Council, Institute of Bankers Pakistan (IBP).
- Shell Pakistan Ltd.
- Pakistan International Airlines Corporation.
- Pakistan Refinery Ltd. (Shell Petroleum Joint Venture).
- Pak Arab Refinery.
- Pak Arab Fertilizer.
- Bank Al-Jazira (Jeddah, Kingdom of Saudi Arabia).
- Investment Corporation of Pakistan: Series of Mutual Funds.
- National Discounting Services Ltd.
- National Exchange Company Abu Dhabi.
- National Bank Modaraba Management Co. Ltd.
- First Women Bank Ltd.
- Consolidated Leasing Company.
- National Construction Company.
- Pakistan Tourism Development Corporation.
- National Investment Trust: Open-ended Mutual Fund in Pakistan with directorships on nearly 90% of listed firms. 640 Companies out of 730 Companies on the Stock Exchange (with the directorships on 80% of the companies on the Karachi Stock Exchange).
- Member of the Advisory Committee to Ministries of Finance, Planning, Commerce and Communication (January 1983 December 1987).

CONFERENCES AND LECTURES

- Commonwealth Parliamentary Association (CPA).

- Chairman CPA Asia Region.
- Inter Parliamentary Union.
- United Nations.
- Asia Pacific Committee for Environment and Economic Development (APPCED). Members included USA, China, Canada, Japan, Korea, Australia and many South American and Asian countries with European and Middle Eastern countries as observant.
- Association of Asian Parliament for Peace.
- Lectured in leading institutions of North America, Europe, Middle East, South Asian territories particularly on Pakistan.
- Frequently participated as a speaker and panelist at conferences at the Harvard Business School, Harvard Kennedy School of Government, Harvard Law School, Harvard Graduate School of Education and Tufts University.
- Frequent appearances on a broad range of media panels and talk shows locally and globally.

COMMUNITY SERVICE

- Passionate about improving the quality of life of indigent and disabled children throughout the world.
- Support and patronize several local and international community service organizations and NGOs.
- Family has been active in public life since the 1920s and held several ministerial, chief ministerial, speakership and other key positions at various times.

LANGUAGES

- Fluent in English, Urdu and various regional languages of Pakistan.
- Conversant in Arabic.

PERSONAL

- Date of Birth: August 19, 1950.