

Profiles of Directors

Female Director

1. Dr. Samea Kauser Ahmad

Office Address: Tameer e Millat Foundation, Pitras Bukhari Road, Sector H-8/4, Islamabad

Dr. Samea is a graduate of Ayub Medical College, Abbottabad. She joined the Board of Shifa International Hospitals Limited (the "Company") in 2011 and has been helpful in guiding the Board and the administration towards the future direction of the corporation.

She has been serving as the Chairperson of Tameer-e-Millat Foundation (TMF) for more than 10 years. Greatly inspired and influenced by the philanthropic work of her father, Dr. Zaheer Ahmad, she was determined to carry on the vision and legacy laid down by him. As Chairperson, Dr. Samea governs the running and management of over 50 educational institutions in the TMF network, all across Pakistan.

Dr. Samea has been serving as a director on the board of the Company since 13.10.2011 and also serves as a member of the Senate of the federally registered Shifa Tameer-e-Millat University.

In addition, Dr. Samea is serving as nominee director in the following subsidiary companies of the Company:

- a. Shifa Development Services (Pvt.) Limited,
- b. Shifa Medical Center Islamabad (Pvt.) Limited
(as Chairperson and Chief Executive Officer)
- c. Shifa National Hospital Faisalabad (Pvt.) Limited
(as Chairperson and Chief Executive Officer)

Independent Director

2. Dr. Mohammad Naseem Ansari

Dr. Mohammad Naseem Ansari graduated from the Punjab University, Department of Pharmaceutical Science. He went for his postgraduate studies at Columbia University, New York City, USA and was granted a full talent scholarship. He has a very rich and illustrious career spanning over forty years both State side and upon his return to Pakistan.

After the completion of his studies, he joined Mt. Sinai Hospital and School of Medicine, New York City for the internship and training program. He served there in different administrative capacities for about eighteen years. He returned to Pakistan in 1988 and joined Shifa International Hospitals Limited from its inception and was assigned different roles such as Director Operations during the construction phase and Chief Operative Officer and Chief of Special Services once in operations. He was instrumental along with the other members in the establishment of Shifa College of Medicine in 1988 under the aegis of Shifa Foundation and became its first Chief Operating Officer. After the establishment of Shifa Tameer-e-Millat University in March 2012 he served at different administrative positions at STMU.

He is a member of American Hospital Association and also the “Rho Chi” Honor Society, Columbia University, New York City, USA. He also served on the board of International School of Islamabad as a member and then as the Board Chair for a few years. He also has the honor and privilege of serving on the Board of Shifa International Hospitals Limited, Islamabad.

Dr. Ansari has been serving as an independent director on the board of the Company since 28.05.2018. In addition, he is serving as nominee director in the following subsidiary companies of the Company:

- a. Shifa Neuro Sciences Institute Islamabad (Pvt.) Limited
- b. SIHT (Pvt.) Limited

3. Mr. Shah Naveed Saeed

Office Address: 2-B, ATS Centre, A.K. Fazl-ul-Haq Road, Blue Area, Islamabad.

Mr. Shah Naveed Saeed is a seasoned professional with over 30 years of experience in the fields of accounting, auditing, and financial management. His extensive educational background includes a range of prestigious qualifications: Chartered Global Management Accountant from the American Institute of Certified Public Accountants (2012), Certified Public Accountant from the University of Illinois (1985), and Chartered Accountancy from the Institute of Chartered Accountants of Pakistan (1980). He also holds a certificate in Advanced Accounting & Auditing from DePaul University, Chicago (1984)

Currently, Mr. Saeed serves as the Managing Partner at Naveed Zafar Ashfaq Jaffery & Co., Chartered Accountants, located in Islamabad. This firm is a member of Prime Global, an international association of independent accounting firms.

Mr. Saeed’s career includes a notable tenure with the World Bank, where he worked as a Senior Financial Management Consultant in the Pakistan Country Office for over 20 years. This role allowed him to gain substantial experience in Public Financial Management (PFM), contributing to various significant projects and reforms.

He has also served as a director on the board of Shifa International Hospitals Limited from 29.03.2010 to 27.04.2018 and from 28.05.2018 to 14.05.2019.

He holds memberships in several prestigious professional bodies. He is a Fellow Member of the Institute of Chartered Accountants of Pakistan (ICAP) and a Chartered Global Management Accountant affiliated with CIMA/AICPA. He has previously served on the Public Sector and Technical Advisory Committees of ICAP and is a past member of the American Institute of Certified Public Accountants and ISACA, USA.

Mr. Saeed has attended numerous training courses offered by ICAP, AICPA, LUMS, and other international institutes. These courses cover diverse areas such as financial management, business process re-engineering, change management, risk-based audits, forensic accounting, procurement audits, and various international standards including IAS and IFRSs.

His core competencies are vast and varied. He possesses in-depth knowledge of International Standards on Auditing (ISAs), International Financial Reporting Standards (IFRSs), IPSASs, INTOSAI Auditing Standards, and US Governmental Auditing Standards. Mr. Saeed has developed Financial Management Systems and Reporting Manuals for both public and private sector entities. His expertise extends to designing and reviewing accounting and costing systems, policy development, and implementation, including risk management and standard operating procedures.

In his role, he has provided guidance to the heads of internal audit for various clients, focusing on internal audit along with information technology-related controls for the COSO framework and application security. He has managed IT internal audits, the IT controls environment, and IT facilities and equipment procurement processes, providing recommendations for improvement.

Mr. Saeed is responsible for delivering comprehensive audit and assurance services, including independent audits of international non-profit entities, UNDP projects, and other multi-donor agency-funded initiatives both in Pakistan and abroad. He has conducted corporate fraud investigations for regulators and performed pre-award assessments for prospective grant recipients under the USAID Pakistan program.

Additionally, he has developed computerized models for decommissioning cost provisioning and conducted related studies for petroleum clients. As an engagement partner, he has overseen independent audits of funds and grants provided by multi-donor agencies.

His extensive experience in PFM includes working as an accredited Financial Management Consultant with the World Bank since 1998. He has been a part of the core team for the 'Tax Base Expansion' study of Sindh Sales Tax on Services, including the preparation of audit and HR manuals and IT assessments. Mr. Saeed has evaluated PFM reforms and conducted PEFA assessments for various government entities.

He has also served on the Pakistan CFAA committee, responsible for reviewing and finalizing assessment reports. His expertise in public sector accounting and auditing standards includes updating gap analysis reports in compliance with IPSAS and INTOSAI.

Moreover, Mr. Saeed has provided financial advisory services, including financial modeling and company formation. He has conducted training programs on IFRS, IAS, and ISAs within his firm and for various multinational clients, with a strong emphasis on quality control. He has also served as an independent director and chairman of the internal audit committee of a public listed company in the healthcare sector.

Shah Naveed Saeed's rich professional journey, marked by significant achievements and contributions, highlights his profound expertise and dedication to the fields of accounting and financial management.

4. Dr. Mohammad Salim Khan

Dr. Mohammad Salim Khan is a graduate of Khyber Medical College, Peshawar. He completed his training in radiation oncology in the United Kingdom and later worked there as a senior

registrar and as a lecturer at the University of Newcastle upon Tyne. After working briefly as a radiation oncologist in Jeddah, Saudi Arabia, he moved to Canada. There he worked for over twelve years as a consultant radiation oncologist at the Allan Blair Cancer Centre, Regina, and as an assistant professor in the College of Medicine, University of Saskatchewan, Saskatoon. He returned to Pakistan with twenty-five years of experience overseas and joined Shifa International Hospital during its formative years. At Shifa, in addition to working as a radiation oncologist and as an assistant /associate professor at Shifa College of Medicine, he held several other major administrative positions. He remained a member of the Board of Directors for nine years and has worked as a medical director for over six years. Shifa International Hospital got its first accreditation from the Joint Commission International USA during this time. He also remained a member of the board of directors of the Shifa Foundation for several years. He retired from active medical practice in January 2020.

Other Category

5. Dr. Habib Ur Rahman

Dr. Habib Ur Rahman graduated from King Edward Medical College. He received his internal medicine training at D. C. General Hospital, Howard University, Washington D.C. and Wayne State University, Detroit, Michigan and Wright State University, Dayton Ohio. He completed his fellowship of Cardiovascular Disease from Mount Sinai Hospital, University of Connecticut, Hartford, Connecticut. He is Board Certified by American Board of Internal Medicine and also American Board of Cardiovascular Diseases. He has extensive experience in cardiology as well as in education, training and management. He has been Consultant Cardiologist and Head of Cardiology at Graham Hospital, Canton, Illinois and later at Byrd Regional Hospital at Leesville, Louisiana in USA. In addition to teaching experience in Wright State University, Connecticut he is presently member of the Senate of Shifa Tameer-e-Millat University. He has been member of different scientific councils and committees including Pakistan Lifesavers Foundation, Pakistan Cardiac Society and Faculty of Cardiology, College of Physicians and Surgeons Pakistan. He is among the founding members of Shifa International Hospitals Limited and Shifa Foundation.

Dr. Habib has been serving as a director on the board of the Company since its inception and as chairman of the board since 28.05.2012. In addition, he is serving as nominee director in the following subsidiary companies of the Company:

- a. Shifa Medical Center Islamabad (Pvt.) Limited
- b. Shifa National Hospital Faisalabad (Pvt.) Limited
- c. Shifa Neuro Sciences Institute Islamabad (Pvt.) Limited
- d. Shifa CARE (Pvt.) Limited
- e. Shifa Development Services (Pvt.) Limited

6. Dr. Manzoor H. Qazi

Dr. Manzoor H. Qazi is a founding member of Shifa International Hospitals Limited and has been a board member since its inception. He was appointed as Chief Executive of the company on 10th October 2011. He received his medical degree from King Edward Medical College Lahore. Later he was trained in USA at Little Company of Mary Hospital in Chicago and Flushing Hospital in New York for Internal Medicine and later in Louisiana State University for Cardiology. He is Board certified in Internal Medicine and Cardiology from American Board of Internal Medicine and Cardiology. He has an extensive experience of practice of cardiology as well as administration and management. He was Consultant Cardiologist and President Medical Staff at Byrd Regional Hospital, Leesville, Louisiana for several years. He has also served as President of local chapter of American Heart Association and State Medical Society. He previously has been fellow American College of Cardiology, American Chest Physician and American Board of Quality Assurance and Utilization Review for Physicians. He was actively involved in the initial planning and founding stages of Shifa and later on in the management of the Hospital and has been Medical Director of Shifa International Hospitals Limited since its conception, through planning and implementation until when he accepted the position of Chief Executive Officer. He is also member BOG of Shifa Foundation, a non-profit organization involved in healthcare for poor and medical education.

In addition, he is serving as nominee director in the following subsidiary companies of the Company:

- a. Shifa Medical Center Islamabad (Pvt.) Limited
- b. Shifa National Hospital Faisalabad (Pvt.) Limited
- c. Shifa Neuro Sciences Institute Islamabad (Pvt.) Limited

7. Mr. Qasim Farooq Ahmad

Mr. Qasim Farooq Ahmad brings young blood and new dimension to the Board of Shifa International Hospitals. He did his Bachelor of Science in Information Systems and Bachelors of Arts in Economics from Stony Brook University, Stony Brook NY. He furthered his education with a Master of Science degree in Computer Science from Columbia University, New York, in 2007. He has over 20 years of diverse experience in the technology sector focusing on production systems engineering with a strong background in software engineering. This includes 7 years of extensive experience working with high volume financial and reporting applications for companies on Wall Street such as Lehman Brothers and Barclays Capital. Current major responsibilities include change management, incident management, performance planning, capacity planning, business continuity planning and disaster recovery, Sarbanes Oxley compliance and vendor management for all Fund Systems which includes the Front, Middle and Back Office applications. His previous experiences as the lead developer for the NYC Law Department include analysis, design, development and implementation of different technical projects.

Mr. Qasim has been serving as a director on the board of the Company since 02.04.2010. In addition, he is serving as nominee director in the following subsidiary companies of the Company:

- a. Shifa CARE (Pvt.) Limited
- b. SIHT (Pvt.) Limited

8. Syed Ilyas Ahmed

Office Address: Tabba Heart Institute, ST-1, Block # 2, Federal 'B' Area, Karachi – 75950

Syed Ilyas Ahmed has a long and illustrious career spanning over 45 years in healthcare management and its implementation. He has served in different capacities; Secretary, Scientific Governing Board and Head of Administration in Salahuddin University Hospital, Tripoli, Libya. After returning to Pakistan, he joined The Kidney Center, Karachi as its Chief Executive (1993 – 2000). Later he proceeded to Islamabad in Shifa International Hospitals Ltd and accepted the post of Chief Operating Officer (2001 – 2005). At present he is Chief Advisor Operations at Tabba Heart Institute, Karachi. During his phenomenal professional tenure, he successfully managed premier healthcare facilities, both in Pakistan and abroad. His acumen includes but not limited to, strategic planning, policies and procedures, budgeting and fiscal control, human resource, public relations and quality assurance management. He introduced ISO Quality Management System in Pakistan for the first time in 1995 and is known as Baba-e-ISO in quality conscious circles in Pakistan. Mr. Ahmed, during his university days was a Badminton Champion and accomplished Debater, Gymkhana Secretary and Magazine Editor of University of Karachi (1968-72). He was President of Sind Pharmacy Graduates Association (1970-72). He plays golf and has a refined taste in literature and shows keen interest in a wide range of aesthetic disciplines including culture and history.

Syed Ilyas has been serving as a director on the board of the Company since 28.05.2015

9. Dr. Ioan P. Cleaton Jones

Office Address: 724 East University Avenue, Wyly Hall, 1st Floor, Ann Arbor, Michigan, 48109, United States of America

Ioan P. Cleaton-Jones is the Senior Director for Healthcare Delivery at the William Davidson Institute at the University of Michigan, USA. His work includes training and mentoring C-suite and other senior healthcare executives in emerging markets to equip them with tools for commercial success. He also advises financial institutions investing in private healthcare in emerging markets.

Ioan also serves as Director on board of Grupo OSME, a privately owned healthcare provider in Northern Mexico.

During his 30-year international career in healthcare, he has worked on predominantly private sector healthcare projects and investments in 35 countries on 5 continents, including 29 emerging

markets. As an institutional investor and transaction adviser, he has invested USD1.4 billion invested in emerging market private healthcare. He has been an invited speaker on investing in emerging market healthcare at numerous international conferences. He has also been an invited guest lecturer at the University of Michigan's Schools of Business, Medicine, and Public Health as well as Columbia University's School of Public Health.

As an independent consultant and investor, Ioan advised a New York hedge fund on strategic investments in biotechnology, pharmaceuticals, medical devices and healthcare IT. Furthermore, his strategic advisory roles with organizations such as a major U.S. managed care company, the Inter-American Development Bank, IDB Invest, the African Development Bank, and The Global Fund to Fight AIDS, TB, and Malaria, highlight his versatility in addressing diverse healthcare challenges.

He served as Principal Healthcare Specialist at the World Bank Group's International Finance Corporation (IFC) where he spent eleven years. Prior to IFC, he worked internationally as a healthcare-focused management consultant with Shift Health in Canada, KPMG in South Africa and Angle Technology in the UK. Earlier in his career, he practiced medicine, mostly as an emergency room physician, at hospitals in South Africa and the UK.

He holds an MBA from the University of Southampton, UK as well as BSc and MBBCh degrees from the University of the Witwatersrand, South Africa.

10. Mr. Taimoor Shah

Office Address: Shifa International Hospitals Limited, Sector H-8/4, Islamabad

Taimoor Shah is a dynamic healthcare and technology enthusiast with a profound engineering background. He is currently the Chief Operating Officer at Shifa International Hospitals Limited and the Director of SIHT (Pvt.) Limited (eShifa). In these roles, Taimoor is dedicated to enhancing healthcare delivery across various regions. His expertise, which includes global consultancy experience with Joint Commission International (JCI), enables him to effectively bridge the gap between healthcare quality and technology. He is also an active member of the Office of Research, Innovation, and Commercialization (ORIC) at Shifa Tameer e Millat University and a member of the LUMS Healthcare Stakeholders Advisory Group.

Taimoor began his impactful career as a Teaching Assistant at the University of South Australia in 2005, where he taught Computer Hardware Design. He quickly progressed to a Research Engineer at the Center for Advanced Manufacturing Research, developing an in-vivo imaging device. His technical acumen led him to roles such as Project Engineer at Motorola Mobility and Sydac Pty Ltd, where he honed his skills in software development, configuration management, and project coordination.

In 2010, Taimoor transitioned into the healthcare sector, working as a Project Manager/Consultant for Lifelong. Education, leading projects in hospitals, universities, and telecommunications. His notable projects included developing policies for process improvement and ISO 9001:2008 compliance, and creating monitoring tools for patient and staff safety.

By 2012, Taimoor joined Shifa International Hospitals Ltd. as Associate Director of Quality Assurance, where he spearheaded quality improvement projects and played a crucial role in achieving JCI accreditation. His innovative approach led to the initiation of the Quality Bulletin, transformed into an online real-time dashboard, enhancing monitoring efficiency.

Taimoor's leadership qualities saw him rise to Director of Quality in 2018, where he implemented robust systems for data analysis, fostering a proactive and evidence-based approach to healthcare management. His strategic leadership extended to serving as the JCI Accreditation Lead, where he facilitated the hospital's journey towards accreditation.

In 2019, Taimoor became the Chief Operating Officer of Shifa International Hospitals Ltd. In this role, he oversees day-to-day operations, strategically shapes healthcare quality, and leads initiatives that propel the hospital towards accreditation and operational excellence. He plays a pivotal role in aligning technology initiatives with business goals, ensuring seamless integration of healthcare IT and data-driven solutions.

Concurrently, as the Executive Director of eShifa, Taimoor led the creation and evolution of this groundbreaking health service delivery platform. Leveraging his substantial IT background, he ensured eShifa remains at the forefront of healthcare innovation, providing services like online consultations, home pharmacy services, and home physiotherapy.

Taimoor also serves as a Member of the Board of Governors at Shifa Foundation, a non-profit organization dedicated to health, nutrition, water, sanitation, and disaster risk reduction. Here, he participates in critical decision-making processes, providing oversight and accountability in financial matters and organizational governance.

Taimoor holds a Master's in Engineering Management from Charles Darwin University and a Bachelor's in Engineering (Computer Systems) from the University of South Australia, where he graduated with First Class Honors and was a member of the Golden Key Honor Society. He has further enriched his expertise with fellowships from the American College of Healthcare Executives and the American Board of Quality Assurance and Utilization Review Physicians.

Taimoor's credentials include being a Project Management Professional (PMP) and a Certified Professional in Healthcare Quality. He is also a Microsoft Certified Trainer and holds various Microsoft certifications. His skills span nonprofit organizations, fundraising, quality assurance analysis, business innovation, health information management, internal audits, and research.

Taimoor also serves as nominee director and chairman in Shifa Development Services (Pvt.) Limited, a subsidiary company of Shifa International Hospitals Limited.