

PAKISTAN OXYGEN LIMITED

Profiles of the candidates

Mr. Siraj Ahmed Dadabhoy

Karachi

Mr. Siraj Dadabhoy has more than 30 years of experience in the real estate and financial industries in a range of leadership roles. Mr. Dadabhoy is a Founding Partner and Chairman of AION Partners, a New York based real estate private equity, investment, and fund management company.

Mr. Dadabhoy is responsible for strategic decisions, investment strategy and management of key global relationships for the firm. Mr. Dadabhoy also serves as the Chairman of the internationally acclaimed UK-based design firm 1508 London and sits on the boards of various other companies and charitable organizations.

Mr. Dadabhoy is a graduate of Indiana University, with a Bachelor of Science in Accounting and Finance. He is also a qualified Certified Public Accountant.

Mr. Shahid Mehmood Umerani

Karachi

Mr. Shahid Umerani is currently the Chairman of ValuStrat Consulting Group and his professional career spans over 40 years.

ValuStrat is headquartered in Dubai, UAE with offices in multiple locations internationally including UAE, Saudi Arabia, United Kingdom and Qatar. It provides professional consultancy services with multiple service offerings such as management consulting & strategy, real estate valuation, asset appraisals, real estate consultancies, due diligence and research. ValuStrat extends services to a wide variety of sectors including real estate, financial services, hospitality, education, healthcare, FMCG, manufacturing, oil & gas, transport, agriculture, building materials and energy. Its client base is diverse and comprehensive including government entities, banks & financial institutions, private equity firms, multinational companies, regional & local corporations, family businesses, start-ups and SMEs.

Mr. Mohammad Iqbal Puri

Karachi

Mr. Mohammad Iqbal Puri is a seasoned professional, with diversified experience of over a decade. He started his career with Glencore and has worked with various diversified ventures globally, in different capacities in the field of trading, strategic planning and restructuring of business operations.

Mr. Puri is a founder and Managing Director of a group that has expertise in Commodity Trading, Oil & Gas Infrastructure Investments, Engineering, and Real Estate.

He holds a bachelor's degree in international business from the London Metropolitan University.

PAKISTAN OXYGEN LIMITED

Profiles of the candidates

Mr. Kamran Gul E Anwer **Karachi**

Mr. Kamran Gul E Anwer is the nominee Director of Soorty Enterprises (Pvt.) Limited and joined the Board of Pakistan Oxygen Limited in September 2025. He is a Fellow Member of the Institute of Chartered Accountants of Pakistan (ICAP) and brings over two decades of experience across diverse industries, including manufacturing, textiles, FMCG, and financial services.

He currently serves as Vice President Finance - Corporate & Mill Division at Soorty Enterprises (Pvt.) Limited. His expertise encompasses corporate finance, taxation, treasury, risk management, ERP transformations, and investment management across CAPEX projects, renewable energy initiatives, and equity portfolios. Prior to his current role, he served as Chief Financial Officer at Al Karam Towel Industries (Pvt.) Limited and held senior leadership positions at Yunus Textile Mills, Al Meezan Investment Management and UBL Fund Managers. His career reflects a strong blend of industrial leadership and institutional investment experience.

Mr. Muhammad Ashraf Bawany **Karachi**

Mr. Muhammad Ashraf Bawany is a seasoned corporate leader with extensive experience in industrial manufacturing, capital markets, corporate governance and finance. He held the office of Chief Executive Officer & Managing Director of Linde Pakistan Limited (formerly BOC Pakistan Limited), and most recently served as President of Ghani Global Group of Companies. He is a fellow of the Institute of Cost & Management Accountants of Pakistan (FCMA) and a fellow of the Institute of Corporate Secretaries of Pakistan (FCIS) and holds academic qualifications in Commerce and Law (B.Com, LL.B).

Mr. Bawany's executive career spans about four decades at Linde Pakistan / BOC Pakistan (and related group businesses), where he progressed through senior finance and management roles — including CFO, Deputy Managing Director & CFO, and ultimately CEO/MD — before moving on to lead Ghani Global Group as President. His background combines deep operational know-how in gases and industrial businesses with strong financial stewardship, strategic planning and change leadership.

He currently holds a number of significant board and advisory positions in both the corporate and not-for-profit sectors, including Chairman BOD— Pakistan Institute of Corporate Governance (PICG), Director of BioMasdar (Pakistan) Limited, member of the Quality Assurance Board (Institute of Chartered Accountants of Pakistan), Independent Director and Chair — Board Audit Committee of Pakistan Machine Tool Factory, Independent Director of YB Pakistan Limited, and Independent Director and HR Committee Chair at Peoples Steel Mill. He is also an active member of the welfare committee at Aziz Tabba Foundation / Tabba Heart & Kidney Institutes and serves as Advisor to the Board of Trustees at Help International Welfare Trust.

PAKISTAN OXYGEN LIMITED

Profiles of the candidates

Mr. Tayyeb Afzal

Karachi

Mr. Tayyeb Afzal is a distinguished executive with over 45 years of experience across multiple sectors and geographies. His expertise spans financial services, manufacturing, and professional services, with a strong focus on risk governance, leadership, financial management, and strategic planning.

As Pakistan's first corporate leader to hold the Qualified Risk Director designation from The DCRO Institute, he champions corporate governance and risk management best practices. He has served as an independent director, business advisor, and mentor, fostering talent and sustainable business growth.

Mr. Afzal has significantly contributed to public and private sector organizations, leading audit committees and optimizing financial performance. His expertise in IPO planning, M&A, and due diligence highlights his strategic insight and operational excellence. With experience in the U.K., Canada, and various Middle Eastern countries, he brings a global perspective to his roles. His deep understanding of diverse cultural and business landscapes enables him to navigate complex challenges and drive value across organizations.

Mr. Afzal is a Fellow of the Institute of Chartered Accountants of England & Wales (ICAEW) and The Association of Chartered Certified Accountants of the UK.

Mr. Arshad Mohsin Tayebaly

Karachi

Mr. Arshad Mohsin Tayebaly has been practicing law for a period of almost thirty (30) years and is a Senior Partner at Mohsin Tayebaly & Co., and an Advocate of the Supreme Court of Pakistan. He holds a Master's degree in Commercial Law from the prestigious Kings College in London and is a Member of the Pakistan Bar Council, Sindh Bar Council, Karachi Bar Association, High Court Bar Association and Supreme Court Bar Association.

He has been named in the Chambers Global directory of the world's leading lawyers and Asia Pacific 500 list of leading lawyers in the world and has assisted in establishing the Karachi Centre of Dispute Resolution (KCDR).

He was enrolled as an Advocate of the High Courts in 1992 and an Advocate of the Supreme Court of Pakistan in 2003. The U.K. based Chambers & Partners cites plaudits from numerous sources, who confirm that "they find [Arshad Tayebaly] to be excellent" and to be "successful, commercially oriented and a very charming litigator."

He has successfully acted as the lead counsel in numerous litigations matters before the High Courts and the Supreme Court of Pakistan. He has been called upon to draft legislation for the Federal Government on banking law and has successfully acted as the lead counsel for multinational corporations in international arbitrations and has been called upon to serve as an arbitrator in ICC and Pakistan law arbitrations.

PAKISTAN OXYGEN LIMITED

Profiles of the candidates

Ms. Sadia Khan

Karachi

Ms. Sadia Khan is a seasoned governance professional and international finance executive with over three decades of experience across investment banking, development finance, financial regulation, and entrepreneurship. She has worked in leadership roles across Asia, Europe, and North America, bringing a global perspective to corporate oversight and board stewardship.

She previously served as Commissioner of the Securities & Exchange Commission of Pakistan (SECP) from 2020 to 2023, becoming the first woman to hold this position. Prior to that, she was President & CEO of the Pakistan Institute of Corporate Governance (PICG), where she played a central role in strengthening governance standards in Pakistan's corporate sector.

Ms. Sadia began her career at Lehman Brothers in New York and has since worked with leading institutions including the Asian Development Bank in Manila, the State Bank of Pakistan, and earlier tenures at the SECP. She holds master's degrees in economics from Cambridge University and Yale University, and an MBA from INSEAD.

A long-standing advocate of corporate governance, she has served as an independent director on numerous boards and authored *Corporate Governance Landscape of Pakistan*, published by Oxford University Press in 2017. Her contributions have been recognized internationally: she was awarded the French *Chevalier de l'Ordre National du Mérite* in 2014, received the International Directors Network (IDN) Good Governance Award in 2021, and was honored with INSEAD's Volunteer Leaders Award in 2023. INSEAD also published a case study on her leadership as Global President of the INSEAD Alumni Association in 2021.

Ms. Sadia is currently based in Dubai, where she pursues a portfolio career as an educator and governance advisor with a strong focus on sustainability.

Mrs. Saadia Naveed

Karachi

Having an experience of almost two decades, working at a senior executive position at English Biscuit Manufacturers Pvt. Ltd. (EBM), Mrs. Saadia Naveed being the Director and Shareholder in the Company, is currently the Deputy Managing Director of EBM.

Mrs. Saadia held the challenging position of Director Operations in the year 2002, prior to her appointment as Deputy Managing Director in 2008. Under her stewardship, EBM has witnessed remarkable achievements like exponential volume growth, enhancement of Production capabilities and Technical Advancements such as Oracle based ERP system in 2003-04 enabling the team to adapt quickly and be more responsive to the current and future challenges leading to the successful implementation of SAP along with its business intelligence and other value-added models. She is a true team leader who works closely with Departmental Heads to further improve organizational systems, processes and

PAKISTAN OXYGEN LIMITED

Profiles of the candidates

policies. It is her contribution and sound knowledge of finance that made EBM a self-sufficient and debt-free organisation.

She also represents the Boards of National Foods Limited, Hoechst Pakistan Limited (Formerly Sanofi-Aventis Pakistan Ltd.), Shield Corporation, Employers Federation of Pakistan (EFP), AKUH Corporate Committee for University Advancement, and Management Association of Pakistan (MAP). She was the first ever female President of MAP from June 2013 till March 2015. As President of MAP, she contributed significantly to raise the profile of what is already one of the most acclaimed management organisations in the country. She focused on creating greater awareness of good management practices and promoted the recognition of companies who actively engaged in them.

She is a great example of a dynamic leader and an inspiration for Pakistani women aspiring to take leadership roles. In 2012, she received Marketing Excellence & Wonder Women of the Year awards for her contributions to business excellence in Pakistan. Soft-spoken, a true friend and deeply interested in uplifting the lives of those around her, she is a keen supporter of various philanthropic initiatives in addition to her professional role. She is also an active member of several other professional organizations including Institute of Directors (IOD) London, National Academy of Performing Arts (NAPA), Korangi Association of Trade & Industry (KATI), and Karachi Chamber of Commerce & Industry (KCCI).

Dr. Sohail Razi Khan **Rawalpindi**

Dr. Sohail Razi Khan is a Corporate Strategy and Business Development Management Consultant with a record of achievement in Planning, Development and Growth of the Oil and Gas industry. A highly motivated individual with successful working experience in energy and service industries across the world, Dr. Khan has a solid track record working for Total (E&P) providing Corporate Strategy, improving the development of business by deploying Oil and Gas processes and implementing and coordinating efficiency improvement techniques with Affiliate management teams across the operations in Total (E&P) U.K. and Qatar.

His entrepreneurial spirit and relationship building skills have allowed him to achieve career growth and a special talent for transmitting strategy into action and achievement. As a Change Management Consultant, Dr. Khan successfully secured contracts directly and through consultancy organizations across U.K. according to the client requirements and international standards.

He worked as a Management Consultant and Training Development Manager responsible for implementing Focused Operational Improvement (FOI) program within Exploration and Production to implement and improve processes across the Affiliate. He was also responsible for determining competency requirements for all functions and staff, against the competency standards, and successfully delivered the annual training plan, within budget and on time.

PAKISTAN OXYGEN LIMITED

Profiles of the candidates

Dr. Khan has extensive experience of policy formation, development and execution of IT strategy to support operation by deploying Artificial Intelligence (AI), Big Data Analytics, Cyber Threat Intelligence and Cloud Computing to optimize production, efficiency and improve business processes across the operation.

Working for I.P.S.G (U.K.) he has managed IT projects exceeding £10 Million budget, including software development, business process reengineering, processes development, implementation, audit, managing multiple departments and compliance with ISO and European Standards.

He has valuable company turnaround experience, having used leading management tools and techniques such as Lean Process, Change Management, Outsourcing Strategies, IT Project Management methodologies, Kanban, SDLC, PRINCE 2, PMP, E-Business, JDE, ERP and BPM to bring companies from loss to profit and improved the growth in a small duration of time.

He has a PhD Doctor of Philosophy (Portugal), MBA, MSc and MA from England which gives him unique skills and advanced subject knowledge on how to promote and market an organization to achieve its strategic goals.