

MUSTAFA KAMAL

Author · Entrepreneur

PROFESSIONAL EXPERIENCE

20+ years post-qualification
Director Finance — K-Electric
CFO — Saudi Aramco JV
Engenius Consulting
EY

EXPOSURE

Energy, Utilities, Technology
Siemens, Shanghai Electric
Private Equity environments
Cross-border & EPC projects

SCHOOLS & AFFILIATIONS

FCA — ICAP
Stanford Seed Spark — GSB
Harvard Business Impact
HBR Advisory Council
AMRC LUMS

IMPACT MADE

KE Turnaround
Aramco JV governance, digital transformation
Led finance trainee program
3 published books

PROFESSIONAL EXPERIENCE

Engenius Consulting / V2F Solutions — present

Part of an integrated professional services platform spanning Technology, Consulting, Outsourcing, and Training.

Gas & Oil Pakistan Limited (Saudi Aramco JV) — 2024 to 2025

Head of Finance & IT (CFO), reporting directly to CEO. Core member of the executive leadership team post-Aramco acquisition — responsible for financial performance, governance, capital allocation, and SAP digital transformation.

K-Electric Limited — 2009 to 2022

Director Business Finance — led eight functions over thirteen years across one of Pakistan's largest and most complex energy organisations. Reported to CFO and PE management.

Ernst & Young Ford Rhodes — 2005 to 2009

Manager, Assurance. International secondment to EY Jeddah, Saudi Arabia. Led PIA's first-ever foreign currency consolidation; managed complex international audits including Cigalah Group.

EXPOSURE

Industries

- Oil & Gas and Power & Utilities (primary sector — deep expertise)
- Airline (PIA — international consolidation and aircraft financing)
- Pharmaceutical and Technology

Organisations & Partners

- Siemens AG, Germany — multicultural project environment, ECA financing (Euler Hermes)
- Shanghai Electric, China — transmission consortium; Sinosure financing
- CMEC — 700MW EPC joint venture lead
- Saudi Aramco — post-acquisition governance and strategy at JV level
- Private Equity management — reporting and decision support
- Multilateral lenders, legal counsels, and Fichtner Consulting

Functional Breadth

- Strategy, commercial finance, M&A and post-acquisition integration
- EPC and IPP infrastructure — bankable feasibility, PPA, SHA, project contracting
- Regulatory engagement — NEPRA, government bodies, multi-year tariff approvals
- SAP transformation, digital enablement, AI and data-driven decision support
- People leadership — coached and mentored hundreds across finance and cross-functional teams

Geographic Exposure

Pakistan (Karachi, primary base) · Saudi Arabia (EY Jeddah secondment) · China (consortium partnership) · Germany (Siemens AG engagement) · EU-Pakistan diplomatic forum participant

SCHOOLS & EXECUTIVE DEVELOPMENT

Professional Qualification

Fellow Chartered Accountant (FCA) — Institute of Chartered Accountants of Pakistan (ICAP), 2007

Completed on first attempt — a distinction held by a small minority of candidates

Bachelor of Commerce — University of Karachi

Executive & Leadership Development

- Stanford Graduate School of Business — Seed Spark Entrepreneurship Program
- MECA CFO Academy — Strategic CFO Program
- Harvard Business Impact — affiliation and continuous development
- HBR Advisory Council — member
- Hogan Leadership Forecast Series (LFS) — HPI, HDS, MVPI assessments
- Board Directorship Certification
- Coaching Certification

Professional Affiliations & Committees

- ICAP — served on Fiscal Laws Committee and Incubation Committee
- Stanford Seed Spark Alumni
- HBR Advisory Council Member
- Harvard Business Impact Affiliate

Academic Contributions

Presented a leadership case study at AMRC Conference 2025 following blind peer review by LUMS (Lahore University of Management Sciences) — one of Pakistan's foremost academic institutions.

IMPACT MADE

Financial & Commercial Impact

- \$500M revenue generated through KE's transmission expansion with Siemens AG and Shanghai Electric
- \$200M in savings delivered through turnaround, cost optimisation, and process innovation across K-Electric
- \$100M in revenue contributed as core member of bulk supply customer management team
- Bankable feasibility and project financing led for a 700MW EPC power plant — full SHA, EPC, PPA, and lender agreement stack

Organisational & Governance Impact

- Implemented Saudi Aramco global governance framework post-acquisition — fiscal discipline, transparency, and operational control
- Spearheaded SAP transformation — strengthening data visibility, forecasting, and decision support
- Successfully settled disputes under FIDIC principles in a multicultural cross-border consortium
- Secured multi-year tariff approvals through effective engagement with NEPRA and government bodies
- Built and implemented OKR-based financial performance scorecard across KE Transmission BU

People & Institutional Impact

- Led K-Electric Finance Trainee Program — ranked among Pakistan's top graduate programmes; trained and mentored hundreds of professionals in commercial and people skills
- Coached cross-functional finance and IT teams at GOPL to build analytical, digital, and business partnering capabilities

Authorship & Publishing Impact

- Life Is a Crisis — self-help, foreword by Olympic Gold Medalist Arshad Nadeem; submitted to IPPY Awards
 - Practical Leadership — leadership development guide for professionals and emerging executives
 - The Rungs — political literary fiction at the intersection of power, hierarchy, and governance
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