

THE NEW

PLAYBOOK

ADAPT | INNOVATE | ELEVATE

POST CONFERENCE PUBLICATION 2026

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28th

Edition of the ICAP
CFO Conference

16+

Thought Leadership Sessions
(including keynote, panels,
fireside chats etc.)

1500+

Participants

400+

Organizations

40+

Global & Regional
Speakers

12+

Industries
Represented

2

Cities
Karachi &
Islamabad

THE NEW

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ADAPT | INNOVATE | ELEVATE

Introduction

The ICAP CFO Conference 2026, themed “**The New Playbook – Adapt, Innovate, Elevate**”, unfolded across Karachi and Islamabad as a unified Pakistan’s shifting finance and business landscape, where leadership is being redefined, and the expectations from finance professionals are moving far beyond traditional stewardship.

Organized by the Professional Accountants in Business (PAIB) Committee of the Institute of Chartered Accountants of Pakistan (ICAP), the conference positioned itself as a central convening point for the country’s most influential CFOs, CEOs, policymakers, regulators, investors, and business leaders. As the 28th edition of the flagship series since 2010, it brought together more than **1500** participants from **400+** organizations, alongside **40+** eminent global and regional speakers, delivering a full spectrum of strategic dialogue, insight-led discussions, and high-impact networking. Across both cities, the scale and diversity of participation reinforced its standing as one of Pakistan’s most significant platforms for shaping the future of finance, business, and leadership.

Held in **Karachi on 12th May**, and in **Islamabad on 14th May**, 2026, the conference explored the same evolving reality through different but deeply connected lenses. In Karachi, key discussions centered on economic volatility, artificial intelligence, capital attraction, governance, capability-led growth, and Pakistan’s long-term competitiveness in a shifting

global landscape, collectively emphasizing that modern CFOs are now expected to lead beyond numbers, driving value creation, agility, and future-ready business models in an era defined by uncertainty.

In Islamabad, the dialogue revolved around Pakistan’s macroeconomic direction, focusing on investment attraction, privatization, policy consistency, and the institutional frameworks required to unlock sustainable growth. Policymakers and business leaders emphasized the importance of building investor confidence through transparency, governance, and public-private collaboration, positioning capital inflow and economic reform as central pillars of long-term stability. Together, both editions of the ICAP CFO Conference 2026 formed a single, continuous narrative: a finance community stepping into expanded leadership roles, and an urgent call to rethink how growth is designed and delivered.

Not only limited to a gathering of industry leaders, the ICAP CFO Conference 2026 served as a platform for meaningful conversations around resilience, innovation, governance, and sustainable growth, encouraging organizations and professionals alike to rethink traditional approaches and enfold a new playbook for the future.



Address by the President ICAP

The opening address by the President ICAP, Samiullah Siddiqui (FCA) set an energetic tone for the ICAP CFO Conference 2026, welcoming a packed audience that reflected the growing depth and influence of Pakistan's finance leadership community.

He highlighted the theme “**The New Playbook**”, stressing the need for continuous evolution as organizations navigate a fast-changing global environment. He accentuated ICAP's broader role beyond its members, strengthening trust, governance, and financial integrity across the wider economic ecosystem, while recognizing the global contribution of ICAP professionals in driving value and ethical leadership.

He also emphasized future readiness through continuous upskilling, innovation in learning, and adapting to digitization and AI. Appreciating the organizers and sponsors, he noted that excellence is an ongoing journey and positioned the conference as a key platform for dialogue, collaboration, and thought leadership within Pakistan's finance fraternity.



Samiullah Siddiqui (FCA) President, ICAP

From Volatility to Value Strategic Leadership in Challenging Times

Across Karachi and Islamabad, the ICAP CFO Conference 2026 unpacked a single reality from two critical angles, how finance profession is being remolded in times where volatility is no longer episodic, but structural.

In Karachi, Junaid Iqbal, set the tone by reframing Pakistan's economic turbulence as the new normal. With IMF-led reforms, fiscal tightening, and subsidy rationalization redefining market behavior, businesses are steadily moving away from “**protected value**” toward “**earned value**.” The discussion highlighted a decisive shift, where past advantage came from policy-linked support, future value will come from efficiency, innovation, and global competitiveness. A central thread ran through Pakistan's untapped potential in value chain integration. From agriculture and fisheries to minerals and nutraceuticals, the economy remains anchored in early-stage output, while the real multiplier lies in moving toward complete ecosystems, R&D, processing, packaging, and branding. The message was clear: SMEs are already proving global competitiveness, but scale and integration remain missing. For CFOs, this signals a widening mandate, from financial oversight to active value discovery, where capital allocation must evaluate capability, ecosystems, and long-term strategic fit, not just returns.



Junaid Iqbal, (Founder & CEO), Salt Ventures



Jahangir Piracha, MD & CEO, Fauji Fertilizer Company Limited

In Islamabad, Jahangir Piracha, shifted the lens from markets to leadership itself. Describing the CFO as **“first amongst equals in C Level roles”** he positioned finance leaders as **architects of resilience and long-term strategy**, not just custodians of numbers. In a world influenced by geopolitical fragmentation, trade disruption, and regional realignments, he emphasized that yesterday’s logic no longer applies. He urged CFOs to move beyond cost optimization toward strategic foresight, risk intelligence, and value preservation, where decisions are guided by future exposure rather than immediate savings. Using real-world examples, he reinforced that leadership today is about preparing for uncertainty through scenario thinking, capability building, and proactive orchestration of resources.

Together, both sessions converged on a shared truth: Pakistan’s next phase of growth will not be subsidy-driven or protection-led, but built on structurally integrated, export-ready industries and forward-looking leadership. The takeaway was unambiguous, volatility is the environment, but value will be a choice engineered by leaders who think beyond stability and act with strategic intent.

Repricing Risk, Rediscovering Value Pakistan Economic Outlook

	Moderator	Panelists		
KARACHI	 Fawad Aftab (FCA) Chief Financial Officer & Company Secretary Asia Petroleum Limited	 Ziad Bashir Vice Chairman Pakistan Business Council	 Irfan Amanullah (FCA) Chief Operating Officer Attock Cement Pakistan Ltd.	 Farrukh H. Khan Chief Financial Officer Jazz World

A panel discussion across both Karachi and Islamabad, the CFO Conference 2026 brought forward a clear and uncomfortable truth: Pakistan’s risk landscape is no longer cyclical, it is structural, persistent, and now embedded in every layer of economic decision-making.

The discussion opened in Karachi with Fawad Aftab (FCA), Ziad Bashir, Irfan Amanullah (FCA) and Farrukh H. Khan unpacking a business environment where volatility has become the baseline. Geopolitical shocks, energy swings, freight disruptions, and insurance escalation have turned uncertainty into a permanent operating condition.



Beneath this external pressure, a deeper internal imbalance was highlighted, the widening divide between formal and informal economies, where rising tax intensity on compliant sectors is compressing returns and distorting investment behavior. At the same time, Pakistan continues to face a structural gap in investable scale, with few \$1–2 billion opportunities capable of attracting meaningful institutional capital. Policy inconsistency, regulatory unpredictability, and infrastructure inefficiencies further compound the challenge, while the gradual exit of multinationals signals both a governance gap and a rare opening for domestic players to scale, if transparency and integrated thinking improve.

	Moderator	Panelists			
ISLAMABAD					
	Adil Abbasi (FCA) Chief Financial Officer Mobilink Microfinance Bank	Sajid Mehmood Qazi Additional Secretary SIFC	Ashfaq Yousuf Tola (FCA) Former Minister of State	Haroon Sharif Economist	Sajjad Iftikhar (FCA) Chief Executive Officer Hoescht Pakistan Ltd

A strong consensus emerged around one shift: Pakistan must move from fragmented production to integrated value creation. The real opportunity lies not in output alone, but in building complete ecosystems, across agriculture, minerals, and manufacturing, where value is multiplied through processing, branding, and export positioning. In this transition, CFOs are no longer just controllers of capital, but architects of risk, allocation, and strategic growth design.



In Islamabad, Adil Abbasi (FCA), Sajid Mehmood Qazi, Ashfaq Yousuf Tola (FCA), Haroon Sharif, and Sajjad Iftikhar (FCA) expanded the views from market dynamics to national economic architecture. While recent stability in inflation, currency, and reserves was acknowledged, the panel was clear, stabilization is not transformation. True economic strength, they emphasized, will depend on productivity, competitiveness, and policy continuity. Investor confidence is shaped less by short-term indicators and more by predictability, governance quality, and institutional credibility.

AI in Action: How Pakistani CFOs Are Using AI for Growth and Resilience

The conversation on Artificial Intelligence at the ICAP CFO Conference 2026 reflected a fundamental shift in mindset, AI is no longer a supporting efficiency tool, but an active layer remodeling how modern enterprises think, decide, and operate. In Karachi, Saad Kaliya (FCA) traced this evolution from automation to agentic intelligence, where systems are now moving beyond prediction into execution, handling invoices, validating ERP transactions, and running end-to-end workflows with minimal human intervention. What once lived as dashboards and reports is now transforming into decision systems that act, respond, and adapt in real time, while enterprises increasingly build custom AI models that turn internal knowledge into live, contextual intelligence.

Sense 	Think 	Act 
AI can see, hear, speak, understand gestures, and even interface with your brain	AI is helping us make better decisions – and doing it faster, better, more cheaply, and more accurately	AI is equal or surpassing humans in all sorts of tasks: playing games, driving cars, and making recommendations
Natural language	Knowledge and representation	Intelligent automation
Audio and speech	Planning and reasoning	Deep learning and answering
Machine vision	Machine learning	Machine translation
Navigation	Deep learning	Collaborative systems
Visualization	Simulation and digital twins	Adaptive systems

Saad Kaliya (FCA), Partner Technology Consulting & Risk Assurance, A.F.Ferguson & Co.



The conversations throughout the conference revolved around nine themes that are influencing today's business and finance landscape. From understanding the economic outlook and the growing role of AI to discussions on investment, privatization, and policy, each theme brought a different perspective to the table. Sessions also explored leadership, capability building, the future of finance, and the evolving role of State-Owned Enterprises (SOEs), giving participants a well-rounded view of the opportunities and challenges paving the way for the profession.



Action: How Pakistani CFOs Use AI for Growth and Resilience

ICAP Annual Conference 2026



Badar Khushnood (CEO), Bramerz

In Islamabad, Badar Khushnood brought the focus back to strategic clarity: the real divide is not between AI adopters and non-adopters, but between surface-level experimentation and full operating-model redesign. AI, in this framing, is rebuilding the CFO's role from retrospective reporting to forward-looking orchestration, where predictive intelligence, automation, and real-time insights sharpen decision velocity in an unpredictable environment. The emphasis shifted firmly toward augmentation, where AI strengthens human judgment rather than replacing it, facilitating finance leaders to see further, decide faster, and act with greater precision.

The focus was clear, AI has already crossed the threshold from potential to practice. Its impact, however, will not be defined by tools but by integration. The organizations that move ahead will be those that embed AI into their core workflows, culture, and governance, transforming it from a layer of technology into a way of operating.



What Attracts Serious Capital in today's Landscape

Moderator



Usama Rashid (FCA)
Chief Executive Officer
V2F Solutions

Panelists



Farrukh H. Sabzwari
Chief Executive Officer &
Managing Director
Pakistan Stock Exchange



Mohammed. Ali Ahmed
Chief Executive Officer &
Managing Director
EFU Life Assurance Ltd.



Muhammad Asim
Chief Investment Officer
MCB Funds

In Karachi conference, the panel featured key voices from the financial and investment ecosystem, including Usama Rashid (FCA), Farrukh H. Sabzwari, Mohammed Ali Ahmed, and Muhammad Asim, who explored the shifting dynamics of capital attraction in Pakistan and beyond. The session examined what makes capital move in today's world. While returns remain the ultimate destination, speakers emphasized that the route to investment is increasingly built by stability, governance, innovation, sustainability, and institutional confidence.

The discussion highlighted Pakistan's growing relevance within regional capital markets, supported by a resilient stock market, improving investor participation, and renewed confidence in the country's long-term prospects.

Sustaining this momentum, however, will require consistent policy direction, stronger economic fundamentals, and continued regulatory credibility. Beyond traditional investment destinations such as banking, energy, infrastructure, and FMCGs, the conversation turned toward emerging opportunities. Climate resilience stood out as a defining investment theme, with renewable energy, water infrastructure, climate-smart agriculture, and risk-financing solutions identified as areas poised for long-term capital deployment.



Speakers also pointed to Pakistan's demographic dividend as a powerful yet underutilized advantage, creating opportunities across healthcare, insurance, pensions, retirement planning, and financial inclusion. Technology, particularly artificial intelligence, was recognized as another transformative force revitalizing investment decisions, operational efficiency, and risk assessment across industries.

The session concluded with a strong takeaway: capital no longer pursues returns alone. It increasingly gravitates toward markets that demonstrate resilience, transparency, adaptability, and a credible vision for the future.

Privatization in Practice Creating the Right Investment Ecosystem



Moderated by Imtiaz Gadar, the Islamabad panel brought together Salman Amin (FCA) and Aftab Butt (FCA), to examine what truly makes privatization viable for serious investors and what structural reforms are still required in Pakistan's investment landscape.

The discussion began with a clear reframing: privatization is not a transaction event; it is an ecosystem outcome. Panelists emphasized that beyond asset sales, investor appetite is formed by **policy consistency, regulatory certainty, transparency, governance strength, and credibility of state commitments**. As Aftab Butt (FCA) noted, investors assess not only the asset, but the durability of the environment it operates in, contract enforcement, operational autonomy, and long-term policy stability.



Sharing sector-wide perspective, Salman Amin (FCA) highlighted over **175 privatization transactions in Pakistan**, noting that while the journey has delivered progress, multiple opportunities have been slowed or stalled due to regulatory complexity, shifting policy directions, and transaction design limitations. He referenced repeated attempts to privatize electricity distribution companies as a case in point, where unresolved structural issues continue to impact investor confidence.

Drawing from operational experience at KAPCO, As Aftab Butt (FCA) stressed that privatization succeeds when it attracts strategic operators rather than purely financial investors. He validated the importance of governance frameworks, financial clarity, and clearly defined performance expectations, adding that KAPCO's post-privatization performance reflects how experienced operators can unlock efficiency and long-term value when given autonomy. The panel also turned to the role of regulation post-privatization. Salman Amin (FCA) emphasized that effective privatization must be paired with strong oversight mechanisms to maintain competitive markets and prevent dominance abuse, highlighting the Competition Commission's role in balancing investor facilitation with market integrity.

The session concluded with a unified view that **investor confidence is the defining currency of privatization**. Sustained progress will depend on transparency, policy credibility, protection of investor rights, and a long-term national

Elevate More Heroes

The conference gained further momentum through an inspiring and high-energy session led by PAIB Committee Chairperson, Muhammad Zaid Kaliya (FCA) who encouraged the audience to rise above leadership, challenge limitations, and create greater impact within the profession and beyond.

Through repeated calls of **"Yes, Yes,"** centered around the idea of overcoming self-doubt and taking on opportunities, the session encouraged attendees to recognize the blessings of time, health, youth, and potential, reminding everyone that growth begins the moment individuals choose to challenge the limitations imposed by fear and uncertainty. Through an engaging and interactive conversation with the audience, the address reinforced the importance of confidence, leadership, and personal evolution in both professional and personal journeys.



Muhammad Zaid Kaliya (FCA), Chairperson PAIB Committee & Council Member, ICAP

He also highlighted the broader vision behind the conference and the initiatives led by the PAIB Committee, including ICAP Edge (mentorship program), leadership platforms, finance competitions, and future-focused learning opportunities aimed at nurturing the next generation of industry leaders. Special recognition was given to the teams, volunteers, and committee members working tirelessly behind the scenes to elevate the impact of the profession and create meaningful change within the community. Ending on a powerful poetic note about faith, courage, and perseverance, the address left the audience inspired with a renewed sense of purpose and the belief that true leaders are those who create more leaders around them. His message revolved around creating **“more heroes”** who uplift others, inspire impact, and build lasting change within the profession and the country.



Rewriting the Rules: Turning Uncertainty into Capability Led Growth

ISLAMABAD	
Moderator	Panelists
 Bilal Khan (FCA) General Manager Pak Oilfields Limited	 Moqem ul Haque (FCA) External Advisor McKinsey & Company  Imtiaz Jaleel (FCA) Chief Financial Officer Tapal Tea (Pvt.) Ltd.  Kamran Z. Rizvi Senior Consultant Carnelian
KARACHI	
Moderator	Panelists
 Adeel Azhar Broadcast Journalist	 Farhan Akram Chief Financial Officer Dawlance Group  Badar Yousuf (FCA) Chief Financial Officer National Foods  Syed Tanveer Hussain Chief Operating Officer Wholesale Banking Meezan Bank Limited  Shireen Naqvi Founder, School of Leadership & Senior Consultant Carnelian

Uncertainty has ceased to be a disruption in Pakistan's business landscape—it has become the new operating system. Across both Karachi and Islamabad, the panelists emphasized that the real challenge is not simply managing volatility, but building organizational capabilities that enable businesses to anticipate, adapt, and thrive amid constant change. As a result, the traditional reliance on annual planning and static forecasting is being replaced by agile decision-making, where continuous recalibration takes precedence over rigid prediction.

A strong shift emerged toward capability-led growth: success is no longer centered around systems or technology alone, but in how deeply organizations invest in people, culture, and decision quality. AI surfaced as a key enabler across industries, from forecasting and automation to customer intelligence, but the consensus was clear: AI is not transformation by itself. Real transformation happens when organizations modify how they think, act, and decide around it. In parallel, leadership was redefined beyond control and reporting, toward ownership of direction in incomplete visibility; where courage, not certainty, drives action.



At its core, the conversation moved from efficiency to mindset. Fear-driven hesitation was identified as a bigger risk than uncertainty itself, while agility, emotional intelligence, and external awareness were positioned as the real competitive edge. The CFO role, in particular, is expanding into something broader, balancing numbers with narrative, and performance with potential. The closing signal was unmistakable: in a world where uncertainty is constant, advantage will belong to organizations that do not try to eliminate ambiguity, but learn to evolve inside it.



Bridging Policy and Capital: How SIFC is Enabling Scalable Investment in Pakistan

At a time when Pakistan's economic landscape is balancing both constraint and opportunity, Mr. Jamil Ahmed Qureshi, outlined how the **Special Investment Facilitation Council (SIFC)** is reshaping the country's investment architecture toward greater scale, speed, and certainty. Elaborating his message in the idea that **capital follows confidence, and confidence follows credibility**, he emphasized that Pakistan's challenge is no longer opportunity availability, but institutional execution and predictability. The SIFC, he noted, was designed as a whole-of-government platform to address long-standing issues of policy fragmentation, bureaucratic delay, and coordination gaps by aligning federal and provincial stakeholders under a unified framework.

He highlighted how the SIFC is actively working to replace procedural friction with facilitation, streamlining approvals, improving visa and payment mechanisms, strengthening dispute resolution systems, and engaging global advisory partners to structure investment-ready opportunities. A pipeline of bankable projects has already been developed across priority sectors including IT and telecom, agriculture, food security, energy, mining, infrastructure, manufacturing, tourism, and emerging technologies. These initiatives are supported by structured feasibility work, enabling investors to evaluate opportunities through data-driven fundamentals rather than perception-led narratives, while shoring up Pakistan's shift toward value-added industrial growth and export diversification.

Jamil Ahmed Qureshi, Secretary SIFC

Concluding the session, he stressed that the true barrier to investment is not risk, but uncertainty, and addressing it requires policy consistency, institutional reliability, and faster execution cycles. He described SIFC as an effort to fundamentally rewire Pakistan's investment ecosystem rather than incrementally improve it, with the aim of unlocking scalable private-sector participation. Reaffirming confidence in the country's trajectory, he emphasized that Pakistan's next phase of growth will depend on its ability to **convert structural potential into measurable performance**. Achieving this will require investment, policy, and opportunity to move in alignment toward long-term economic transformation.



Catalyzing Growth: Reforming SOEs for a Competitive and Resilient Economy

As Pakistan transitions from economic stabilization toward sustainable growth, Muhammad Ali, outlined a clear roadmap to shift the country's investment landscape by strengthening private capital participation and reforming state-owned enterprises. He noted that while macroeconomic stability has been achieved to a degree, the core challenge now is to build a growth model that avoids recurring cycles of inflation, currency pressure, and external vulnerability. Within this framework, private capital was positioned as the central driver of productivity, innovation, and long-term economic expansion.

He identified deep-rooted structural barriers that continue to restrict investment flows, including limited access to finance, an oversized government footprint in commercial sectors, subsidy-driven market distortions, and underutilized public-private partnerships. He noted that commercial banks have historically prioritized lending to government entities over private enterprises, constraining entrepreneurship and innovation. Stressing a broader role for the state, he argued that government must act as an enabler rather than an operator, with ongoing privatization efforts across energy, banking, aviation, and infrastructure sectors forming a critical part of this shift. He further highlighted that investor confidence is heavily dependent on **policy certainty**, warning that **frequent policy shifts discourage long-term capital commitment despite investors' willingness to absorb risk**.



Muhammad Ali, Advisor to Prime Minister on Privatization

The discussion also put focus on the need for improving ease of doing business through simplified regulatory frameworks, faster approvals, and reduced bureaucratic friction, alongside stronger institutional reforms to enhance transparency, accountability, and legal enforcement. Looking ahead, he emphasized the untapped potential of public-private partnerships and broader corporatization to unlock infrastructure development and improve access to capital.

Concluding the session, he asserted that Pakistan's economic future will not rest on stabilisation alone, but rather will get formed by its ability to build confidence, ensure institutional consistency, and attract sustained private investment, creating an environment where businesses can invest, scale, and compete with certainty.

Why Pakistan?

	Speakers		Speakers	
KARACHI			ISLAMABAD	
	Hasham Baber (FCA) Chief Financial Officer GlaxoSmithKline Pakistan Ltd.	Asif Peer Chief Executive Officer Systems Limited		Sadia Khan Head of Finance Adamsmith International

The fireside chat between Hasham Baber (FCA) and Asif Peer in Karachi, and the parallel conversation in Islamabad featuring Sadia Khan and Rupert Dehaene-Gold circled around a single question that cut through the room: **“Why Pakistan?”** Not as a slogan, but as a challenge to global perception, internal confidence, and untapped economic positioning.



In Karachi, the lens opened on Pakistan's overlooked strength in the global outsourcing and shared services economy. Asif Peer reframed the debate by shifting focus from capability shortage to perception deficit, arguing that Pakistan already holds world-class talent across finance, technology, procurement, and operations, yet continues to under-index globally due to narrative gaps rather than performance gaps. His emphasis on **"customer obsession over customer centricity"** positioned global success as a mindset shift, where value creation, ownership, and consistency become the real brand of a nation. The conversation sharpened further with his **"AI or Die"** framing, where artificial intelligence was defined not as disruption to jobs, but as a removal of repetitive friction, elevating human judgment, strategy, and decision-making as the true differentiators of finance leadership.



In Islamabad, the conversation deepened into geopolitics, identity, and narrative architecture. Rupert Dehaene-Gold challenged the very framing of the question, suggesting it should not be "Why Pakistan?" but **"Why not Pakistan?"** positioning the country at a rare intersection of geography, population scale, and capital corridors. Yet he argued that the real constraint is not fundamentals but credibility: global capital hesitates not because Pakistan lacks capability, but because its story is filtered through distance, inconsistency, and external perception. He highlighted Pakistan's **"hustler economy"** a young, adaptive workforce amplified by digital platforms as a powerful but under-structured advantage, where individual brilliance exists without institutional scaling. Sadia Khan reinforced the same tension through the lens of governance, trust, and systemic confidence, bringing into focus that capital follows predictability as much as opportunity.



Across both cities, the narrative converged on a deeper truth: Pakistan's biggest gap is not talent, geography, or even technology, but internal conviction and external storytelling. AI, youth, and digital platforms are accelerating capability, but the real inflection point lies in transforming fragmented potential into structured global trust.

The closing sentiment was clear and deliberate: Pakistan is not waiting to be discovered, it is standing at a point of choice between continued perception drag and deliberate global repositioning, where the next phase will be defined not by potential alone, but by the confidence to own it.



Pause, Breathe, Laugh Micro-Moments that Matter

Bringing a refreshing pause to a finance-heavy discourse, Adeel Hashmi, urged participants to step back from the constant pull of performance metrics and uncover the human side of success. Addressing an audience of business and finance leaders, he reminded them that behind every number lies a person backed by emotions, relationships, and lived experience.

Through storytelling, humor, poetry, and cultural reflection, he contrasted the **“currency of numbers”** with the **“currency of words,”** emphasizing that financial success alone does not define fulfillment. Drawing on global happiness perspectives, he highlighted that *economic growth without emotional well-being, meaningful relationships, and personal grounding remains incomplete.*



Concluding with verses from Allama Iqbal, he reinforced the importance of balancing ambition with reflection, culture, and moral depth. His message affirmed on a simple but powerful reminder: true leadership is not only about creating economic value, but also about preserving humanity, connection, and purpose in an increasingly fast-moving world.

Closing Remarks

Closing the ICAP CFO Conference 2026 Karachi, Jehan Zeb Amin (FCA) reflected on how the day's conversations helped transform complexity into perspective, reinforcing how the CFO role has steadily moved beyond traditional financial oversight. He described today's finance leader as a **"Chief Future Officer,"** responsible for shaping resilience, relevance, and long-term direction of organizations. He highlighted the expanding scope of the profession across strategy, planning, risk, and performance, positioning CFOs as key drivers of future readiness. He also underlined the importance of platforms like this conference in bringing together global shifts with local realities, enabling Pakistani professionals to stay competitive in an increasingly interconnected financial world.



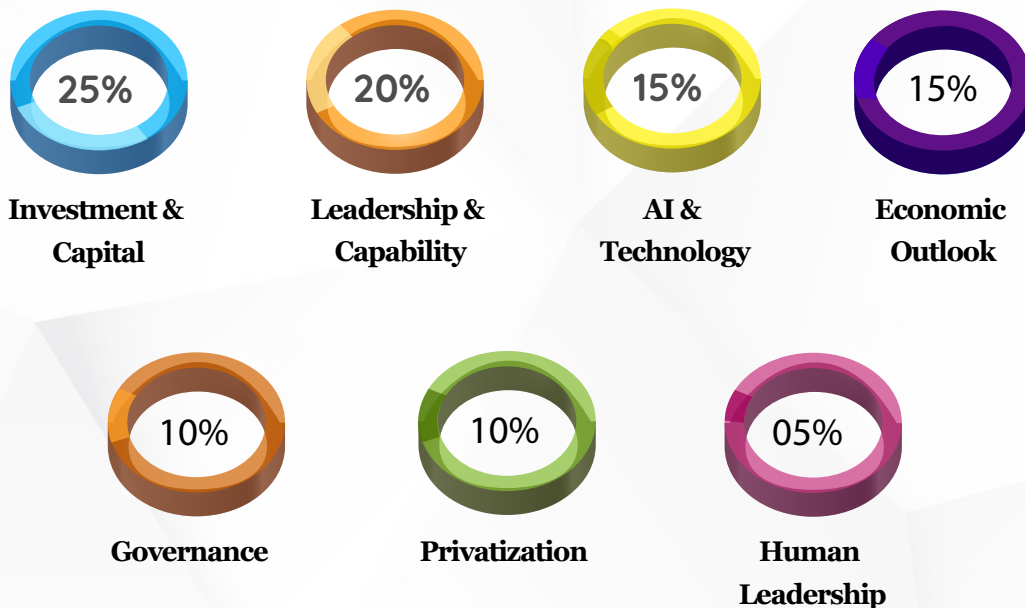
Jehan Zeb Amin (FCA), Vice President, ICAP



Ahmed Raza (FCA), Vice President, ICAP

In his concluding remarks, at Islamabad, Ahmed Raza Mir (FCA) expressed gratitude to the speakers, panelists, participants, sponsors, and partners for contributing to a meaningful and well-rounded exchange of ideas at Islamabad. He acknowledged the breadth of dialogue across business, government, academia, and the finance community, noting how the sessions collectively addressed the evolving challenges of leadership, governance, economic transformation, and emerging technologies. He also recognized the effort of the PAIB Committee and organizing team for setting the contours of the conference experience, casting light on how such collaborations are what keep the profession moving forward and continuously relevant.

Conversation Heatmap



Conversation Heatmap throughout the Conference



CFO Karachi & Islamabad



Chairperson PAIB Committee

Muhammad Zaid Kaliya (FCA)

CFO Organizing Team

- Aamir Shaukat Hussain • Abdul Qadir • Abdul Rafae • Adeel Qaiser • Adnan Arif • Ahmed Ali • Almas Hosain Ali • Anum Imtiaz • Arsalan Aftab
- Ali Yaseen • Bilal Ahmad Khan • Bushra Iqbal • Muhammad Fahim • Faisal Nadeem Sheikh • Fawad Aftab • Ibrahim Zahidie • Iqra Nihal
- Javeria Malik • Kashif Shafi • Muhammad Noman • Muhammad Talha • Murtaza Feroz • M. Muzzammil Shiwani • Muhammad Hunain
- Syed Junaid Ali • Syed Azam Ali • Sara Beenish • Shoaib Akhter • Syed Anas Ahmed • Ramiz Iqbal • Rizwana • Muhammad Salman Idrees
- Muhammad Noman Farooq • Muhammad Shahzad Anjum • Muhammad Shakeeb Ullah Khan • Pareesa Zahid • Rajlain Hassan Qazi
- Wasif Sajjad • Muhammad Yasir Khan Ghori

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Waleed Asim

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Shumaila Maqbool
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