

ADVISORY • ASSURANCE • TAX

# Firm Profile



Now, for tomorrow



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# Vision, Mission & Values

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ENLIGHTENED

## Vision

To be widely recognized as a reputable firm with the Standard of Excellence. This recognition will reflect the quality, broad intellectual capabilities, depth of talent, specialized industry expertise and our integrity.

STEADFAST

## Mission

To be the professional services firm of first choice, that consistently exceeds the expectations of our clients and our people and this underpins all we do. This mission requires an uncompromising commitment to excellence in professional, ethical, technical service standards, which are the bedrock of our client services.

STRONG

## Values

- Lead by example
- Deliver quality services with an emphasis on integrity
- Open and honest in all communications
- Act ethically
- Foster teamwork and collaboration with other member firms
- Maintain a supportive environment in which individuals can flourish.

# About The Firm



## Introduction

Baker Tilly Mehmood Idrees Qamar trading as BAKER TILLY is a member of the global network of Baker Tilly International Limited, the members of which are separate and independent legal entities. The firm has been providing the highest quality of audit, assurance, tax and other advisory services for more than 20 years. The firm is regarded for its quality services, ethical and professional standards. The firm is currently headquartered in Karachi, having five offices across Pakistan strategically located at Lahore, Faisalabad, Islamabad and Peshawar. We also have an office in Kabul, Afghanistan.

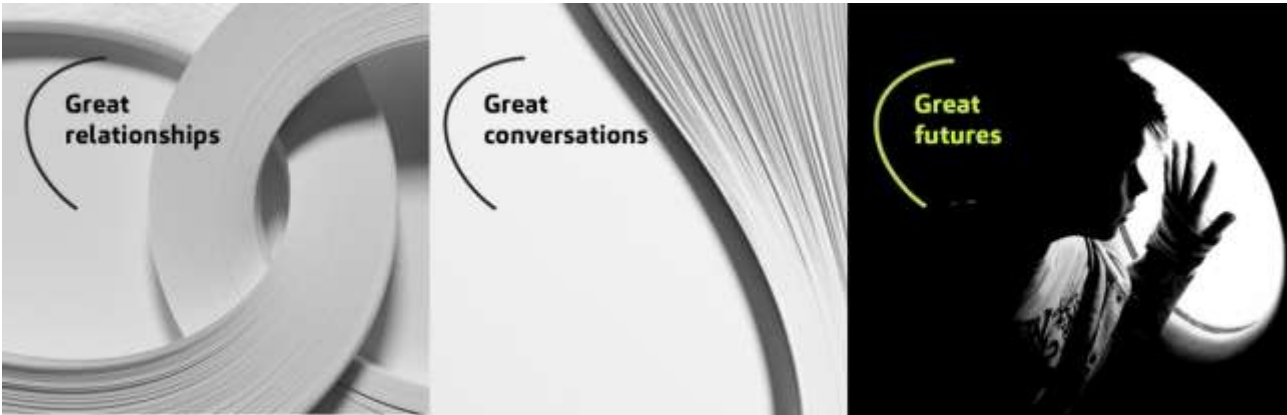
Our approach is to provide partner / principal led client service. An individual partner or principal handles each client's affairs and provides the focal point for each client enquiry. Our risk-based approach emphasizes value adding by enhancing quality, productivity and innovation. Delivering high quality services at the right time is as important to us as it is to our clients.

This management philosophy ensures that work undertaken for a client, routine or requiring specialist skills, is fulfilled to a higher quality. Each engagement partner is supported by a pool of expertise comprising of Chartered Accountants, Business Consultants and Information Solution Specialists, Cost and Management Accountants, Lawyers, Tax and Corporate Law specialists and other professionals from diversified disciplines.

Baker Tilly has grown by focusing on client's financial needs and providing excellent and timely client services with a personal touch. We have a personal responsibility and a clear direction on what we are set to do. We generate and share our ideas and collaborate & cooperate with our colleagues & clients. We are client driven and look for new solutions to create confidence and build lasting relationships. To sum up, we inspire trust, transparency, and consistency in business practices as business advisors.

- The Firm is QCR rated by the Institute of Chartered Accountants of Pakistan (ICAP).
- The Firm is registered with Audit Oversight Board Pakistan pursuant to Audit Oversight Board (Operations) Regulations 2018 and is entitled to carry out audits of public interest entities in Pakistan.
- The Firm has been placed in Category "A" by the State Bank of Pakistan (SBP) on the panel of auditors maintained under the Banking Companies Ordinance, 1962.
- The Firm is also approved auditors to perform the audits of Insurance Companies under Insurance Ordinance, 2000.
- Similarly, the Firm is on the panel of auditors of Securities and Exchange Commission of Pakistan (SECP) eligible to perform the audit of Non-Banking Finance Companies (NBFCs) including leasing companies and Modarbas.
- The firm is also listed on the approved auditor's panel of USAID - OIG / Pakistan.
- The firm is also registered with Agricultural Development Bank (ADB) on the Consultant Management System (CMS)

# About Baker Tilly International



## Globally Connected

We are proud to be a member of the Baker Tilly network, Baker Tilly is the ninth largest accounting firm in the world. As a US\$4.36bn global organization with member firms in more than 148 territories, with 39,000 people working out of more than 706 offices. Our membership gives us significant global reach in addition to our national presence.

When you choose to work with a Baker Tilly member firm, you choose a firm that believes in the power of great relationships, great conversations and great futures.

We know you by name and value our relationship. We are not afraid to have tomorrow's conversations, today. And we embrace the opportunities that tomorrow presents.



Now, for tomorrow for our clients

We create meaningful experiences with our clients to solve their most pressing problems and seize new opportunities.

Our relationships with clients are genuine. We understand their world today and provide insights that shape their tomorrow.

Network members collaborate seamlessly to serve our clients across the globe.

Now, for tomorrow for our people

Our profession is dynamic and our network and firms are innovative and growing. This gives team members rewarding opportunities at every stage of their career.

Now, for tomorrow for our communities and profession

We are vested in the communities where we live and work, making a difference for future generations.

Our network's global influence makes us outstanding advocates for our profession.

# Baker Tilly's Presence Worldwide

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## Regions



**Africa**



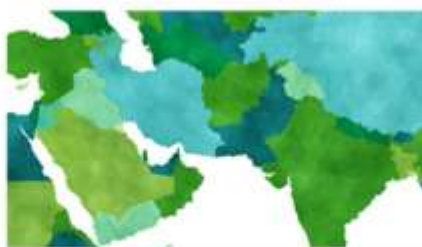
**Asia Pacific**



**Europe**



**Latin America**



**Middle East**



**North America**

# Our Leadership

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## At Baker Tilly –

- Our teams are led by experienced professionals committed to respond to engagement requests efficiently
- We involve our Partners at various levels in every assignment
- Dedicated practice team having substantial relevant experience
- Our professional personnel comprise a highly experienced group of experts
- Cross-border experience

## Partners / Executive Directors

Baker Tilly in Pakistan is led by Thirteen partners and Six executive directors

Mehmood A. Razzak – Managing Partner  
Qamar Rashid  
Mohammad Abdur Rub Khan  
Mohammed Rehan Siddiqui  
Aqeel Tabani  
Siraj Ahmad  
Muhammad Bilal Ahmed Khan  
Muhammad Abu Bakar  
Muhammad Tariq Rafique  
Rizwan Iqbal Umer  
Ahsan Rasheed  
Faisal Ali Butt  
Muhammad Najamussaqib Shah  
Ali A. Rahim  
Naeem Mehmood  
Muneeb Ahmed Siddiqui  
Salman Khattak  
Adil Amin  
Kamran Anjum

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Our human resource strategy is to deploy best capabilities to provide professional services ranging from assurance, tax consulting, risk advisory, internal audit, accounting, corporate secretarial services, outsourcing and succession planning. We have a fleet of immense trained and professional staff working dedicatedly across the country. Our work force is specialized in serving businesses and organizations of all kinds.

# Value to Client

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## Now, For Tomorrow For Our Clients

We have meaningful experiences with our clients, enabling them to put their challenges at ease and seize new growth opportunities. We understand the world in which they operate in today and are able to provide insights that help shape their tomorrow.

We have a set of standards followed through out our firm to value our clients which are enumerated below:

- Place emphasis on understanding the client and the local culture in each of the countries in which their clients operate.
- For each assignment, put together the best possible team and provide a timely response to meet clients' needs and deadlines.
- Have the desire to excel and work hard to exceed expectations and achieve objectives.
- Be committed to work alongside their clients on their journey of growth and development, helping them achieve their ambitions.
- To understand the clients needs in all the specified areas faster and comprehensively.
- Regular senior level client-discussions.
- Milestone partner reviews.
- Quick turnaround on requests.
- Establishing effective communications, both internally and externally by having a single point of contact .

- Strengthen relations with key management personnel at client.
- Ensure timely resolution of any professional or technical problems at client.
- Obtain an assessment of performance from client.
- Obtain remuneration in respect of our services provided which are considered fair and reasonable by clients.

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Our philosophy is to value our client by providing excellent client service . Our commitment to the service of our clients involves responding quickly to their needs, understanding the business of each client and providing value for money.

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# Services: Delivering Solutions, Overcoming Challenges



## Effective Alliance

Clients enjoy the advantages of a local, client-focused service model, combined with the breadth of resources you would expect from a global organization.

## Helping You Succeed

We provide a broad range of audit and assurance, tax and specialist advisory services to help businesses and organizations of all kinds negotiate risk and realize their potential within the dynamic environments in which they do business.

We assemble the right team for your business, combining insight from multiple disciplines with extensive business knowledge and industry expertise.

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The services we offer vary according to the requirements of both national and international clients. In the following pages you can find in further detail the spectrum of services provided by the firm. Each service offered can deliver the solutions needed to help you achieve your short and long-term ambitions.

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## Our audit approach

An audit is more than a formality; it is a necessity to protect your business and encourage it to thrive. Early warnings, open communication and pragmatic resolution of issues are the essential features of the approach adopted by our firm. By taking the time to gain a thorough understanding of our clients' businesses and by providing a risk-focused service integrating rigorous risk assessment with diagnostic processes and audit testing procedures tailored to their specific audit, we maintain excellent relationships with our clients. This quality-led approach means we provide an intelligent, constructive and challenging audit to every one of our clients. We believe the statutory audit should be viewed as an opportunity, not an overhead.

Through robust audit tools, resources and procedures, We deliver high quality audit services, adhering to the highest standards of independence, ethics, professional objectivity while applying technical excellence. As part of our strategy of continuous audit quality improvement, service performance and delivery to clients is continuously assessed through our Quality Assurance Program.

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Our methodology provides a continuous audit process by staying in touch with clients round the year, keeping them updated with changing conditions and providing ongoing feedback on business decisions that could affect financial statements.

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# Audit and Assurance

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## Our Assurance and regulatory reporting services

As well as financial audit services, we provide a range of additional assurance services relating to organizations' financial control, regulatory reporting, shareholder value, and technology needs.

- IFRS reporting
- Regulatory compliance and reporting
- Corporate reporting improvement
- Financial accounting
- Independent controls & systems process assurance

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Our reputation for providing quality professional services in an independent, objective, and ethical manner is key to our success as independent auditors. Our strong desire to continue to enhance our reputation has led the firm to adopt a comprehensive set of safeguards that are applicable to every client engagement.

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## Quality Control System

It is the firm's objective to establish, implement, maintain, monitor, and enforce a quality control system that provides reasonable assurance that the partners and staff members of the firm comply with the International Standard on Quality Control (ISQC) 1, Quality Control for Firms that Perform Audits and Reviews of Financial Statements, and Other Assurance and Related Services Engagements, and that the firm's engagement reports are appropriate for the circumstances.

We have a very strong assurance system in place, the policies adopted in this respect include involvement of an additional partner as quality control reviewer in every major audit, dedicated team for specified sector, specialized training courses, engagement quality assurance review programs and a formalized consultative framework. We bring, to every aspect of our service, the highest levels of commitment, professionalism, energy and enthusiasm.



# Internal Audit

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The existing business and corporate environment has conclusively proved that the Internal Audit function has attained much more significance than the conventional transaction-based role of the past. In order to survive in a technology-driven society, business entities must be responsive in order to achieve targets in identifying opportunities, managing risks and exposures that can determine success or failure.

This practice segment provides services in enhancing the scope and approach of the existing internal audit function of clients by providing advice, re-engineering and coordinating the internal audit department. The firm is well equipped and staffed to undertake Internal Audit Function on a fully outsourced basis.

We have experience of using and implementing a wide range of Internal Audit Tools and have expertise that can be made available to our clients, either as part of Internal Audit consultancy services or as an outsourced project.

We can help our clients transform their internal audit department by making it more risk-focused - aligning the internal audit effort with the risks, which threaten the achievement of the business objectives and corporate mission.

We provide a tailored strategic approach to help our clients identify and understand specific operational and financial risks; to define the level of risk the client is willing to accept; and to identify and focus on the opportunities available.

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Our approach relating to Internal Audit is based on the guidelines specifically developed by Baker Tilly as a separate practice segment. It is a risk based approach that focuses on organizations' objectives and impediments to achieving those objectives .

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# Forensic Audit & Investigations

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At Baker Tilly, we recognize the complex and sensitive nature of investigations, which is why our experience is valuable when we are asked to provide efficient, accurate and robust accounting assistance to our regulatory clients.

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Your reputation – with your customers and employees, the public, regulators and other companies is what keeps you in business and underpins your success. But reputation can be lost with terrifying speed such as hackers stealing your data, a competitor accusing your sales force of corruption, a dispute with your business partner threatening to erode value, an accounting discrepancy undermining market confidence and etc, the risks you face are unending and continue to change. There is a need to act swiftly when fraud is suspected in order to prevent the situation deteriorating and to provide the very best opportunity for recovering any losses that have already occurred. We recognize that simply reporting suspicions of fraud straight away may not be the only solution. It is important to understand that primary interest of the regulatory bodies is not only to recover stolen assets but to secure a successful prosecution – even then they may not proceed until you provide them with a comprehensive evidence file.

At Baker Tilly, We react quickly and confidentially to safeguard assets and reputation, resolve matters from situations occurring outside the normal course of business. The services we offer includes :

- Fraud Investigations
- Anti-fraud and fraud risk assessment
- Fraud and ethics whistleblowing helpline advisory services
- Dispute advisory services
- Forensic technology and discovery services

# Corporate Finance and Business Advisory Services

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Running a successful business requires solid planning and the timely execution of strategic initiatives. The best performing companies choose acquisition targets and alliance partners more carefully, and actively manage their portfolio by selling or outsourcing operations whenever economic or strategic considerations dictate.

Our corporate finance and business advisory services department provides a diverse range of strategic and financial advice to clients in relation to corporate finance, valuation and other corporate activities. Our results oriented approach offers our clients specific solutions to complex problems and we provide the help needed by our clients to implement them.

Led by a partner with a broad understanding of current business and management issues, our dedicated consultancy teams help our clients to focus on their strengths, set priorities for growth, develop marketing strategies and improve their return on resources. Our consultants work closely with our clients to identify strategic opportunities, suggest practical, cost-effective steps to achieve competitive advantage. The Firm with commercially oriented specialists, provides services which are aimed at meeting clients total corporate finance needs right from planning to floatation and beyond and irrespective of size, location and types of business.

We also work closely with our colleagues in Audit, Tax, Enterprise Risk Services and other specialists, both internal and external, to provide comprehensive services, tailored to the needs of the clients.

## Services We Offer :

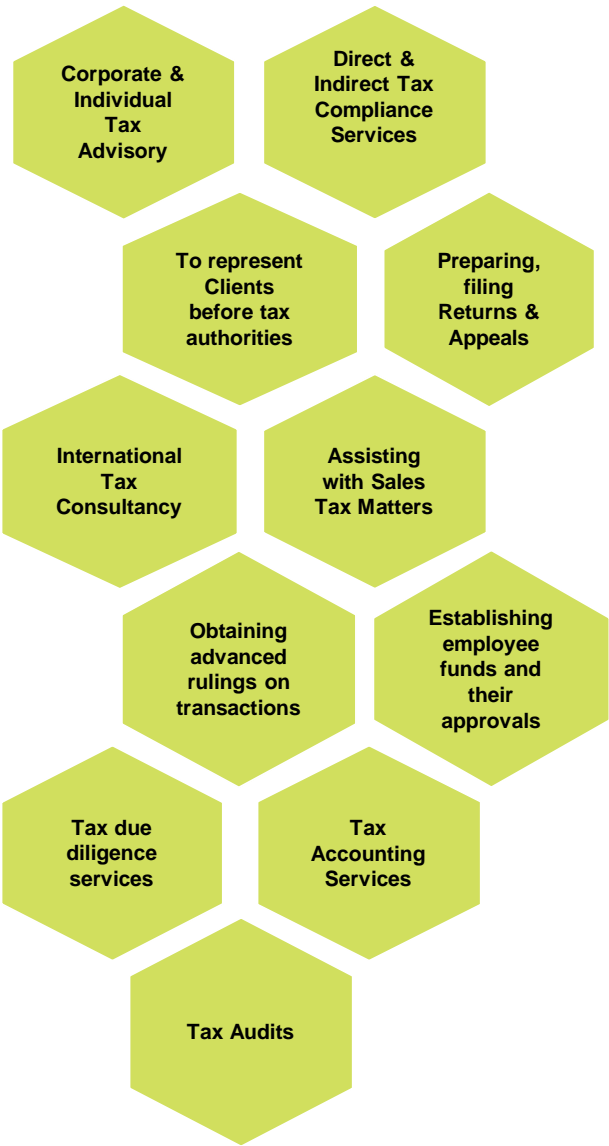
- Business Valuation
- Business start-up and raising seed capital
- Corporate financial planning and re-engineering
- Floatation of shares and securities in local and overseas stock exchanges
- Privatization
- Mergers and acquisitions
- Management buy-in and buy-out advice
- Restructuring and reorganization
- Facilitating foreign investment by
  - Environmental assessment and briefing
  - Prospectus, project and sensitivity reports
  - Feasibilities studies and overheads review
  - Due diligence
  - Foreign exchange advisory
  - Commercial contractual issue consultation
- Secretarial and corporate compliance and reporting services
- Liquidation processing and consultancy
- Commercial and technical search
- Studies on relocation and diversification

# Tax Advisory Services

Domestic and international tax issues play a key role in management decisions. Recent trends of takeovers, mergers, joint ventures and privatization have further added to the complexities of tax planning. Other major considerations like transfer pricing, available tax exemptions, preferred taxes and implications of double taxation treaties undoubtedly also play a vital role in the development of business strategies and formation of both domestic and cross-border joint ventures.

These intricate tax complexities demand an enterprise to look forward well in time, keep an eye on domestic and international trends of taxation in order to adopt a strategy of responding to upcoming challenges and reaping potential opportunities by implementing strategic planning and innovative solutions on a timely basis.

In this segment of practice, the firm can provide strategic tax consulting and impart to clients innovative tax solutions in response to new challenges. Skills in the provision of these services cover all forms of commercial activity encompassing, large or small organizations and corporate or individual entities. Our services are tailored so that both international and local implications are taken into account in order to achieve highly effective structures for our client thereby providing the most optimal compliance route.



# Enterprise Risk Management

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In today's ever-changing business environment of market complexity, globalization and increasing investor expectations, managing risks while providing value is more important than ever before. All organizations – big or small, public or private – have risks that they must manage proactively to succeed in today's marketplace.

The Enterprise Risk Management (ERM) practice offers specialized services in the areas of IT assessment and advisory services. We offer assistance in managing and optimizing risks, strategically identifying, analyzing, overseeing and monitoring the potential risks to an organization. This approach enables a company to determine how much uncertainty and risk are acceptable to continue to add value to the organization.

Baker Tilly's ERM methodology is customizable to a company's particular situation or need. We are determined to provide an end-to-end solution, so our planning process considers the overall environment: operational, financial, strategic, regulatory and technology risks and controls. Rather than applying a one-size-fits-all approach, our firm's top-down strategy focuses on tailored solutions specific to the organization's changing needs.

## Services We Offer :

### IT Project Advisory

Assist organization to develop an enterprise approach to project initiation, execution and control to achieve desired project outcomes. IT project advisory services help clients align project activity with key business strategies and identify and manage risk, change and quality as a result of project activity. Our professionals can provide executive support and assist clients to achieve enhanced organization capability and greater project efficiency to deliver the right result.

### Governance and Performance

Effective IT governance and performance helps organization to ensure that business system delivers value to the business and that the unique risks inherent in the technology are monitored in an appropriate governance framework. Our IT audit and advisory services include: governance, strategy, performance improvement, cost reduction, risk management benchmarking, risk framework and due diligence.

### Outsourced Risk Management

Understand organization needs, select and evaluate potential service providers so that organization is able to compare objectively the available offerings.

### Business System Controls

Assist organization to assess and verify that controls in major system implementation are enhanced, in place and operating effectively.

### Security, Privacy and Continuity

Assist organization to protect their assets, including availability and reliability, to protect the business itself. Particular attention is provided during the phases of assessment, architecture and monitoring.

### IT Internal Audit

Assist with full internal audit sourcing resources: a standing agreement or on secondment basis. ERM works with clients to understand the risk profile of the business, determine the appropriate risk profile and help mitigate risk exposures. IT internal auditor considers both compliance and operational risk, determining if appropriate mitigation strategies exist.

### ERM in External Audit

Identifies financial and operational risk embedded in the business system and processes and provide advisory on risk mitigation. ERM professionals integrate technology issues into the framework of audit, working as part of the audit.

# Human Resource Services

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To succeed in today's market place, it takes good quality people to build a business, getting capital and erecting buildings is the easy part. Increasingly in this age of technology and rapid communications, the backbone of any business is the competency and knowledge base of its human capital. Our firm brings its deep experience of HR strategic planning, HR management systems and HR operational efficiency based on its experience to benefit its clients. The services offered by the firm under this segment are:

## Executive Search and Selection :

Our executive search practice is to assure you the best of our assistance in finding the suitable person for the position. Our approach for meeting human resource requirements generally encompasses the following steps:

### Short-listing

Short listing is usually done out of CVs available in our database. If the appropriate incumbent is not available in our database, then by:

- Advertising in the local newspapers.
- Contacting directly to the people of the similar industry.

### Evaluation

- Administration of written tests (if required by the client).
- Incumbent's screening

Competency evaluation of the incumbent to identify the ability of analyzing problem assessment, developing organizational talent, leadership quality, empowering job design, adequacy, coaching, delegation of authority, motivational fit etc.

## Development and Training

Employees are every company's asset. Their abilities need to be nurtured and competencies enhanced for them to grow continuously and achieve set goals. They have to be trained from time to time in different areas to help them overcome deficiencies and turn weaknesses into strengths. We offer a wide range of training programs to enhance the abilities of your workforce. These training programs can be tailored to your specific needs. Training Needs Analysis (TNA) can also be conducted within your organization to find out exactly "Who" needs Training and in "Which" area. Post Training Evaluation is carried out to know the outcome of the training programs.

## Human Resources Management

Our core HRM services include:

- Man Power Planning. Job analysis, Job Design, Job Profile, Job Descriptions
- Job Evaluation - (vs. Seniority promotions) Placement Services
- Compensation and benefit systems
- Performance appraisals
- Business process excellence
- Career/Succession Planning - Potential Appraisal;
- Post Merger Culture Consolidation and Team Building
- Funds Management: Provident Fund, Gratuity, Pension
- Strategic Review: Defining the Mission Statement, Vision, Values, SWOT: Strategic Planning, Setting Objectives, Fixing Responsibilities / Due Date
- Organization Systems - SOPs
- The 'Grieving Process: Shock, Denial, Anger - self pity, cynicism, Resignation - sadness, Acceptance - Unfolding / growth / transformation ("Flow through...")
- Time Management Services - With Computerized Record Keeping
- Health, Hygiene; Medical Check ups - Pre Employment / During Service.

## Manuals of Policies and Procedures

It is imperative for any organization to lay down the policies, procedures, rules and regulations by which it will govern its day-to-day activities. It is even more important to have these policies, procedures, rules and regulations practiced and implemented in letter and spirit.

We help our clients in developing such policies, procedures, rules etc., some of which are listed below:

Employment Procedure (Recruitment, Selection, Hiring, Separation, Placement – Induction, orientation):

- Leave Policy
- Medical Policy – Medical check ups
- Insurance Policy (health, group life, accident, medical OPD)
- Provident Fund, Gratuity Rules
- Traveling Rules
- Car Policy
- Advances Policy
- Business Conduct Policy
- Compensation and Benefits Policy
- Promotion Policy
- Objective setting and Performance Appraisal, Profit Sharing
- Training and Development Policy
- Part time, Contract, Temporary Hiring Policy
- Loyalty awards Policy
- Transfer Rules

## Organizational Development Change Management

If your organization wants to be in tune with the changing environment and grow, you need someone to help you with the change management.

The successful organizational change requires sophisticated envisioning, planning, design, communications and implementation management, with early and continuous stakeholder involvement.

It needs proactive planning and implementation and should not be managed by existing overloaded executives, albeit they must own the change.

- Taking a picture of your current state
- Painting an image of where you want your organization to be in specific number of years.
- Finding out your strong areas for capitalizing and weak areas for correction.

## Job Contracting Services

Job contracting services is also referred as Personnel Leasing Management; in this service we will provide personnel for the particular work required by your organization. These personnel will be hired by us and leased to you on contract as job contracting services.

The personnel leasing agreement enables you:

- To change non-potential employees without getting into issues.
- Getting suitable person for the right job, professionally accountable and dedicated to the job.



# Other Advisory Services

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## Succession Planning

Statistical data across the world has shown that 96% of all businesses start as family businesses, but only 30% make it to the second generation, falling to 12% and 3% over the next two generations. While the reasons for this are multiple, a major one is that even successful family businesses become large, cumbersome, complex and difficult to manage over the years. For family-owned companies to maintain vibrant progress across generations, they need to manage the inherent divergence between family and business on a regular basis. In order to do so, they need to align their strategies across three overlapping and important areas, namely the business, ownership and the family.

This is something that is difficult to manage independently, and it is for this reason that a number of the leading businesses in this sphere have felt the need to turn to professional family business advisors. Over the years the family advisory profession has discovered areas within the family business arena which need their expertise such as the governance models that define the roles of family and non-family executives, the distinction between personal and business investments, succession planning, leadership transition etc.

We have the leading experts in this kind of advisory work on our team, and are devoted to structuring the client's business affairs in the most erudite and professional manner. Our priority is ensuring that the wealth and lifestyles of the current generation of family owners and beyond grows in line with the growth in the number of family members. Our end product which is arrived at after detailed discussions and meetings with all key stakeholders in the family enterprise system is a tailor-made solution that ensures family survival over generations and helps to avoid conflicts in future.

## Out Sourcing

Innovation in cost-effective business growth has given birth to a new form of consulting commonly termed as outsourcing. As the name suggests, outsourcing enables management of enterprises, irrespective of their sizes, to concentrate and apply their energies on the areas of activities considered as their core activities while entrusting non-core functions to an external service provider.

This modern management technique, by utilizing the concept of cost and benefit analysis, has successfully drawn a line distinguishing overall business activities into two segments on the basis of significance and sensitivity. Excellence in execution and speed is the life of the modern business prompting the outsource of non-core activities in order to allow management to focus on planning, effective operation and ultimately achieving targets of success and profitability.

The firm is well equipped to handle outsourced services ranging from handling and managing accounting and finance functions, book keeping, managing payment functions, internal audit, processing of voluminous transactions, allocation of trained and qualified staff for carrying out specific assignments under the control and supervision of management, handling corporate and tax law compliance with respect to periodical submissions of various statements prescribed therein.

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