



The Institute of
Chartered Accountants
of Pakistan

CFO

CONFERENCE 2012

CFOs – Driving Sustainable Organizational Success

28 March, Karachi Marriott Hotel | **02 April**, Islamabad Serena Hotel

09:00 am to 05:00 pm

Platinum Sponsor

MCB
Bank for Life

Gold Sponsor

faysabank
Bank on Ambition

Lunch Sponsors

Al MEEZAN INVESTMENTS
Pure. Profit. | **Meezan Bank**
The Premier Islamic Bank

Silver Sponsors

ARIF HABIB LIMITED | **BANK ALFALAH** | **engro corp** | **FFC**

Print Media Partner

BUSINESS RECORDER

Conference Producer

TerraBiz
Training | Conferences | Exhibitions

TOYOTA DAIHATSU
INDUS MOTOR COMPANY LTD. | **JS Investments**
Managing Mutual Funds Better! | **PSO**
Pakistan State Oil | **TERADATA**
THE BEST DECISION POSSIBLE



AGENDA | Karachi

March 28, 2012, Karachi Marriott Hotel

| | |
|----------|---|
| 08:30 am | Registration and Networking |
| 09:15 am | Recitation of Holy Qura'an |
| 09:20 am | Welcome Address: Khalid Rahman – Vice President, The Institute of Chartered Accountants of Pakistan |
| 09:30 am | Address by Chief Guest: Prof. Dr. Ashfaque Hasan Khan – Former Advisor, Ministry of Finance and Dean & Principal NUST Business School |
| 09:55 am | Winds & Waves in the Economic Scenario – Is the CFO ready to swim? Saquib H. Shirazi – Chief Executive Officer, Atlas Honda |
| 10:25 am | ICAP Professional Excellence Awards |
| 11:00 am | Tea Break and Networking |
| 11:30 am | Panel Discussion: Banks as Industry Partners – Collaboration and Expectations <ul style="list-style-type: none"> What steps banks are undertaking to strengthen the relationship of partnership with industry? (Critical areas of cash management, e-banking, and project financing will be highlighted) Whether Islamic financial solutions are more sustainable, and what steps should be taken by CFOs and banks to carryout beneficial profit and risk sharing ventures? Banks have the mandate to invest in commercial and developmental projects, but there is a recent trend by banks to invest more in government securities. What banks expect from the industry for building a strong relation of partnership? Panelists: Irfan Siddiqui – President & Chief Executive Officer, Meezan Bank Limited Shazad Dada – Country Head & Managing Director, Barclays Pakistan Muhtashim Ashai – SEVP, Head of Corporate Banking, MCB Bank Limited Muhammad Hanif Akhai – SEVP and Group Executive, Treasury and Capital Markets, United Bank Limited Moderator: Eithne Treanor – Special Correspondent, CNBC Arabia and Managing Director, ETreanor |
| 12:30 pm | Treasury – Driving the Business: a CFO's Perspective <ul style="list-style-type: none"> Treasury as business partner Treasury supporting sustainable growth James Lockyer – Director of Education at Association of Corporate Treasurers, UK |
| 01:10 pm | Lunch Break |
| 02:10 pm | Strategies for Raising Funds through Financial Instruments <ul style="list-style-type: none"> Analyzing instruments used for raising capital—bank debt, bonds, equities and mezzanine finance What are the alternative and innovative sources of raising funds? Evaluating the activity and trends of the capital markets Sirajuddin Aziz – President & Chief Executive, Habib Metropolitan Bank Limited |
| 02:40 pm | CFO Rapid Fire Session (including Q/A Session) This brief session of 7 minutes by each CFO presents a concrete business challenge faced by his organization, which is followed by the strategies the CFO implemented to achieve business success. Participants: Rafi Basheer – Chief Financial Officer, Shell Pakistan Fazal Hussain Gaffoor – Chief Financial Officer, Central Depository Company Syed Khalid Noor – Chief Financial Officer, Novartis Pharma Pakistan Limited Irfan Amanullah – Chief Financial Officer, Attock Cement Salman Shoaib – Chief Financial Officer, L'Oreal Pakistan |
| 03:25 pm | Case for Cloud Computing: Proficient Strategic Move and Value for CFOs <ul style="list-style-type: none"> What is Cloud Computing and how it is beneficial to CFOs? How it guarantees added advantage for businesses and reduce cost? What are the best cloud computing technologies that synchronize with the financial operations? Nahil Mahmood – Chief Information Security Officer, MCB Bank Limited and President, Cloud Security Alliance Pakistan |
| 03:55 pm | Case Study: Easy Paisa – Innovation of Banking to the Unbanked <ul style="list-style-type: none"> What were the key marketing insights? How the system has emerged and what are the key technologies What role CFO played to integrate these two systems Shahid Mustafa – Chief Risk Officer, Tameer Microfinance Bank |
| 04:15 pm | Legal Hot Points: A CFO Needs to Know <ul style="list-style-type: none"> A CFO's Guide to Protecting against Shareholder, Employee, and Regulator Lawsuits All about Fees: Deciphering and Controlling Legal Costs Working with Inside/Outside Counsel Saima Khattak – General Counsel, Siemens Pakistan |
| 04:45 pm | Vote of Thanks followed by Tea and Refreshment |



AGENDA | Islamabad

April 02, 2012, Islamabad Serena Hotel

| | |
|----------|---|
| 08:30 am | Registration and Networking |
| 09:15 am | Recitation of Holy Qura'an |
| 09:20 am | Welcome Address: Rashid Rahman Mir – President, The Institute of Chartered Accountants of Pakistan |
| 09:30 am | Address by Chief Guest: What Accountability Means to CFOs – A regulator's perspective Muhammad Ali – Chairman, Securities and Exchange Commission of Pakistan |
| 10:00 am | Winds & Waves in the Economic Scenario – Is the CFO ready to swim? Afnan Ahsan – Chief Executive Officer, Engro Foods Limited |
| 10:30 am | Tea Break and Networking |
| 11:00 am | Panel Discussion: Banks as Industry Partners – Collaboration and Expectations <ul style="list-style-type: none">What steps banks are undertaking to strengthen the relationship of partnership with industry? (Critical areas of cash management, e-banking, and project financing will be highlighted)Whether Islamic financial solutions are more sustainable, and what steps should be taken by CFOs and banks to carryout beneficial profit and risk sharing ventures?Banks have the mandate to invest in commercial and developmental projects, but there is a recent trend by banks to invest more in government securities.What banks expect from the industry for building a strong relation of partnership? Panelists: Irfan Siddiqui – President & Chief Executive Officer, Meezan Bank Limited Atif Aslam Bajwa – Chief Executive Officer, Bank Al-Falah Limited Muhammad Hanif Akhai – SEVP and Group Executive, Treasury and Capital Markets, United Bank Limited Muhammad Ali – Chief Representative and Retail Head-North, Habib Bank Limited Moderator: Eithne Treanor – Special Correspondent, CNBC Arabia and Managing Director, ETreanor |
| 12:15 pm | Treasury – Driving the Business: a CFO's Perspective <ul style="list-style-type: none">Treasury as business partnerTreasury supporting sustainable growth James Lockyer – Director of Education at Association of Corporate Treasurers, UK |
| 01:00 pm | Lunch Break |
| 02:00 pm | Strategies for Raising Funds through Financial Instruments <ul style="list-style-type: none">Analyzing instruments used for raising capital-bank debt, bonds, equities and mezzanine financeWhat are the alternative and innovative sources of raising fundsEvaluating the activity and trends of the capital markets Nadeem Naqvi – Managing Director, Karachi Stock Exchange |
| 02:40 pm | CFO Rapid Fire Session (including Q/A Session) This brief session of 7 minutes by each CFO presents a concrete business challenge faced by his organization, which is followed by the strategies the CFO implemented to achieve business success. Participants: Bonanno Giuseppe – Head of Finance and Control, Nestle Pakistan Misbah Burney – Chief Financial Officer, Tetrapak Usman Azhar – Chief Financial Officer, Warid Telecom Aamir Ahsan – Chief Financial Officer, Fauji Fertilizer Bin Qasim Limited Aftab Ahmad – Chief Financial Officer, Oil & Gas Development Company Limited |
| 03:30 pm | Case for Cloud Computing: Proficient Strategic Move and Value for CFOs <ul style="list-style-type: none">What is Cloud Computing and how it is beneficial to CFOsHow it guarantees added advantage for businesses and reduce cost?What are the best cloud computing technologies that synchronize with the financial? Nahil Mahmood – Chief Information Security Officer, MCB Bank Limited and President, Cloud Security Alliance Pakistan |
| 03:50 pm | Case Study: Easy Paisa – Innovation of Banking to the Unbanked <ul style="list-style-type: none">What were the key marketing insights?How the system has emerged and what are the key technologiesWhat role CFO played to integrate these two systems Shahid Mustafa – Chief Risk Officer, Tameer Microfinance Bank |
| 04:15 pm | Legal Hot Points: A CFO Needs to Know <ul style="list-style-type: none">A CFO's Guide to Protecting against Shareholder, Employee, and Regulator LawsuitsAll about Fees: Deciphering and Controlling Legal CostsWorking with Inside/Outside Counsel Tajamal Shah – Area General Counsel, British American Tobacco |
| 04:45 pm | Vote of Thanks followed by Tea and Refreshment |



SPEAKERS' PROFILE



Muhammad Ali

Chairman
Securities & Exchange Commission of Pakistan

Muhammad Ali was appointed by the Federal Government as Chairman of the Securities & Exchange Commission of Pakistan (SECP) on December 24, 2010. He has an extensive and diversified corporate and financial markets experience spread over 20 years in Asia, Europe and North America. An MBA from the Institute of Business Administration (IBA), University of Karachi, Ali is a well-known professional and entrepreneur. He started his career with Citibank and moved on to Smith New Court Securities in London and was responsible for selling Indian, Pakistani, Sri Lankan and Bangladeshi equities to UK and Continental European institutional investors. In 1994, Ali finalized a joint venture with Indosuez W.I. Carr Securities (Asian brokerage arm of Credit Agricole Indosuez) and established and led Indosuez W.I. Carr Securities, Pakistan for six years. During his tenure as CEO, the company became one of the largest and the best rated brokerage houses in Pakistan, attracting highest level of foreign portfolio investment in the country's equity markets amongst all market intermediaries. Ali also led the expansion of W.I. Carr's business activities to Bangladesh and finalized group's strategy for Middle East and North African markets.

Ali has also served as Director on the Boards of Karachi Stock Exchange (Guarantee) Limited, Engro Corporation Limited, Dawood Bank Limited, JCR-VIS, etc.

www.secp.gov.pk



Prof. Dr. Ashfaque Hasan Khan

Former Advisor
Ministry of Finance

Dr. Ashfaque Hasan Khan is currently the Principal and Dean, NUST Business School, National University of Sciences & Technology (NUST), Islamabad. He has been the Special Secretary Finance/Director General, Debt Office and Economic Adviser of the Ministry of Finance, Islamabad for eleven years.

Dr. Khan holds a Ph.D degree in economics from the Johns Hopkins University in USA. He was appointed Special Secretary Finance/ Director General, Debt Office in July 2007- a position which he held until February 2009. Dr. Khan has been the spoke person of the Government of Pakistan on economic issues for 11 years (March 1998 - February 2009).

As a key member of the Government's economic team Dr. Khan played a pivotal role in salvaging a near bankrupt economy of Pakistan and putting it on the path of sustained high growth with financial stability. He was actively involved in preparing the reform program which was launched in early 2000 and provided vital policy inputs in framing the country's macroeconomic policies.

Dr. Khan has the distinction of being the most widely published economist of the country. He has published 9 books and more than 170 articles in national and international journals of economic science. His papers have appeared in the most prestigious journals of economic science published from Harvard University and University of Chicago. Dr. Khan has also the distinction of being a student of a Nobel Laureate in economics, Professor Lawrence R. Klein.

Dr. Khan is currently a member of the United Nations Expert Group to review the performance of the Asia-Pacific economies at the Economic and Social Commission for Asia and Pacific (ESCAP), Bangkok. He was one of the experts of the UN-ESCAP, assigned the task to prepare the views of the Asia-Pacific region on the world economy for presentation at the G-20 Summit, held in Seoul Korea in November 2010.

He has been the editor, co-editor and the member of the Editorial Committee of the various prestigious journals of economic science. Dr. Khan is a frequent speaker at the National Defense University, Pakistan Administrative Staff College, National Institute of Public Administration (NIPAs), the Army School of Logistics, Kuldana, Army School of Infantry, Nowshera and the Command and Staff College, Quetta.

In recognition of his outstanding contribution to the field of economics and public policy the President of the Islamic Republic of Pakistan has conferred the award of Sitara-i-Imtiaz to Dr. Khan in 2005. The Economic Cooperation Organization (ECO) also conferred him the ECO Excellence Award 2010 for his outstanding contribution in the field of Economics.

www.nust.edu.pk



James Lockyer

Director of Education
Association of Corporate Treasurers (ACT)

Mr. Lockyer is responsible for development, marketing and delivery of the ACT's leading graduate- and MBA level corporate treasury qualifications and training worldwide (main subjects Corporate Finance & Funding, Financial Risk Management, Cash & Liquidity Management, Treasury Management). Lecturing and delivery of training, writing articles for professional journals, marketing qualifications to industry and universities.

Commercial & flexible finance professional with extensive practical experience in corporate finance, funding, risk and treasury management. Now while maintaining technical involvement, running a highly international small service business with corporate and individual customers in 80+ countries.

His specialties include corporate treasury, risk management, finance, funding, cash & liquidity management, professional services and further education.

www.treasurers.org



Saquib H. Shirazi

Chief Executive Officer
Atlas Honda Limited

Saquib Shirazi has been the Chief Executive Officer of Atlas Honda Pakistan since 2000. Atlas Honda is the largest auto manufacturer in Pakistan. He is also a member of Atlas Group's Executive Committee with responsibilities for Strategy and New Business Development. Saquib Shirazi is an active member of the Boards of several leading Pakistani Private Sector Groups including Cherat and Chinoys. He has also served as a Government Nominee Director of key national institutions like Pakistan Petroleum, National Refinery, Sui Southern Gas Company, the Privatisation Commission and Pak-Iran Pipeline Company. He is a Trustee of Lahore University of Management Sciences (LUMS) and is on the Advisory Board of IBA, Karachi. In his capacity as a Harvard Business School Alumnus, Saquib Shirazi has served as the President of the Harvard Business School's Global Alumni Board based out of Boston for 4 years.

Saquib Shirazi started his career as an Investment Banker in New York. He joined the Atlas Group in 1995 and served as the CEO of Atlas BOT (Bank of Tokyo) for five years. He subsequently took over the reins of the Group's flagship, Atlas Honda, in 2000. On behalf of Atlas Group, he has successfully set-up several Joint Ventures with European and Japanese multinationals including those with TOTAL, ING, MAN and Denso.

Saquib Shirazi graduated with an MBA from Harvard Business School in 1995. He did his under-graduate studies at the Wharton School of Finance, and Schooling from Eton College (UK) and Aitchison College (Lahore).

www.atlashonda.com.pk



Afnan Ahsan

President & Chief Executive Officer
Engro Foods Limited

Afnan Ahsan is the Chief Executive Officer of Engro Foods Limited since 2011.

Mr. Ahsan has an extensive career of 20+ years in leading multinationals like Coca-Cola, Pepsi Cola and Nestle. He brings with him a wealth of experience and learning in Business Management across several geographies namely South Africa, Canada, South East Asia and Pakistan. His expertise includes Mergers & Acquisitions, Marketing, Sales, Food & Beverage Manufacturing and Supply Chain Management. He holds an MBA in Finance & Marketing from Arkansas State University, USA.

Prior to joining Engro Foods, Mr. Ahsan was working with Nestle as Senior VP, & Business Executive Manager in Philippines leading their Beverages Business. During his career with Nestle he has also been involved in the water & ice cream businesses.

www.engro.com



Sirajuddin Aziz

President & Chief Executive
Habib Metropolitan Bank Limited

Mr. Sirajuddin Aziz is a professionally qualified and an experienced banker with 34 years of proven accomplishment in various organizations in Pakistan, China, Hong Kong, U.K, Nigeria and U.A.E. He is currently, President and CEO of Habib Metropolitan Bank Limited. He is well connected in local banking circles in Pakistan, and he regularly contributes articles on varied subjects in English newspapers. Previously he served as a CEO and President at Bank Alfalah Limited. He is an MBA in Banking and Finance. He has attended several banking seminars and secured outstanding ratings, both in Pakistan and overseas. He has participated in various T.V. shows on finance, economy and addressed various universities and professional forums on banking related subjects.

www.hmb.com.pk



Nahil Mahmood

Chief Information Security Officer
MCB Bank Limited

Nahil Mahmood has over 14 years experience in banking, and broadband networks. He is one of the pioneers in the broadband solutions. His passion is leading and serving the security community for growth and he holds a number of distinguished roles as Security leader with global associations.

Currently he is President of the Cloud Security in Pakistan, and is playing an active role for development of cloud security knowledge, awareness, research, and events in the country and in the region. He is currently serving as Chief Information Security Officer (CISO) at one of the leading commercial banks in Pakistan (MCB Bank), where he has been instrumental to implement key security initiatives such as the first ever database security project in Pakistan (IBM Guardium solution), PCI project roll-out, and security programs for the nationwide IT infrastructure.

Nahil is an avid and active speaker and panel moderator for Information Security conferences and events in Pakistan and around the world.

www.mcb.com.pk



Shahid Mustafa

Chief Risk Officer
Tameer Microfinance Bank

Shahid serves on Tameer's Management Committee. He has 12 years of experience in credit, corporate finance, remedial and relationship management with Citigroup, since 1993.

Prior to joining Tameer, Shahid was Group Head of Financial Institutions for Citibank, United Arab Emirates, responsible for key bank and non-bank FI clients and regulatory relationships in the UAE. Over the course of his 12-year career at Citibank, he served as a member of local management committees for Global Corporate and Investment Banking and held senior relationship and credit management positions with local and regional responsibilities in Financial Institutions covering Saudi Arabia, Oman, Yemen, Bahrain and UAE. Shahid began his career as an engineer with a leading global pharmaceutical firm in Pakistan, before he joined Citigroup in 1993. Shahid graduated from University of Engineering and Technology, Pakistan, with a Bachelor of Science degree in Electrical Engineering (Communications) and holds an MBA degree from Lahore University of Management Sciences (LUMS) where he secured a silver medal in the graduating class.

www.tameerbank.com



Tajamal Shah

Area General Counsel,
British American Tobacco

Tajamal Shah is the Area General Counsel at British American Tobacco. Previously he served at DLA Piper as a Senior Associate. He received his education from University College London, University of London, School of Inns, Grays Inn, London, and the University of Central Lancashire.

Tajamal is a Certified Director and Member of the Pakistan Institute of Corporate Governance and his specialties include General Banking, Aircraft Financing, Project Financing, Corporate Commercial, Corporate Governance, and Tobacco laws and Regulations.

www.bat.com



Nadeem Naqvi

Managing Director
Karachi Stock Exchange

Mr. Nadeem Naqvi holds the degrees of M.B.A. in Finance and B.Sc. (Hons.) in Banking and International Finance from CASS Business School and The City University in London, United Kingdom. He brings with him a rich work experience of over 28 years in financial services industry operating in diverse environments of Middle East, North America and Europe besides that of Pakistan.

Mr. Naqvi carries a proven track record of establishing successful business organizations and turning around mediocre or dormant ventures into vibrant units. His last assignment, before joining Karachi Stock Exchange, was as the Chief Executive Officer of AKD Investment Management Limited. He has also served as Chief Executive Officer of AKD Securities Limited which he was able to transform from a proprietary business into a full-scale investment banking and brokerage firm and in the process, gained company's recognition as the best domestic brokerage house for two consecutive years. Under the banner of AKD, he served as Chairman of the first technology venture capital fund of Pakistan, the TMT Venture Fund. Market analysis and research has been the hallmark of Mr. Naqvi's career. He was a principle of independent investment research firm in USA, Investology Inc., which was ranked in 2004 by 'Businessweek' as the third best out of 300 independent research firms in North America. Before this he headed the Merrill Lynch Pakistan research team. He was also the Head of Research of the advisory company of Morgan Stanley Asset Management's Pakistan Investment Fund and prior to that worked at BMA Capital Management Limited as Head of Research. In Pakistan, Mr. Naqvi has been involved in landmark investment transactions, including the privatization of Kot Addu Power Plant, National Refinery and United Bank. His association with the capital markets is also longstanding where he served in committees of Karachi Stock Exchange and was a member of the President of Pakistan Economic Council's Capital Markets Committee. Mr. Nadeem Naqvi is currently the Managing Director of the Karachi Stock Exchange and also serves on the Board of Directors of NCCPL and CDC.

www.kse.com.pk



Saima Akbar Khattak

General Counsel
Siemens Pakistan

Saima Akbar Khattak has over fifteen years of experience working as a corporate lawyer in Pakistan and the United States. She is admitted to the bar in New York, Virginia and Pakistan. Her primary area of expertise is Energy and Oil & Gas. Presently, Saima is General Counsel, Siemens Pakistan. She has previously rendered professional services for the Securities & Exchange Commission of Pakistan, Oil & Gas Development Company Limited, Pakistan Electric Power Company, Karachi Electric Supply Company and several private sector companies. Saima has a Masters degree in International Comparative Law from Tulane Law School in New Orleans, and has been awarded the Presidential medal for academic excellence by the Government of Pakistan.

www.siemens.com.pk

MASTER OF CEREMONIES



Eithne Treanor

Special Correspondent,
CNBC Europe & Middle East

Eithne Treanor is an independent professional conference moderator and facilitator, media trainer and founder and managing director of ETreanor Media based in Dubai and London. Eithne has interviewed politicians, dignitaries, and high - ranking business people and has written and reported for television, radio and print publications. Her TV experience spans major international networks including ABC News, Sky News, BBC World, Bloomberg and CNBC Europe.

Eithne is currently CNBC's Special Correspondent in the Middle East and she is also OPEC's official on-air conference and web-cast moderator and works closely with their in-house media team. She has moderated high level conferences in the Middle East and in Europe. She is a regular contributor to many trade publications including, Investor Relations Magazine, CorpComms, Forbes Media, Energy Risk and www.oilbarrel.com

With her expertise in energy, economics and finance, Eithne is a sought-after conference speaker, moderator and Master of Ceremonies.

www.etreanor.com



About ICAP:

The Institute of Chartered Accountants of Pakistan began its journey on 1st July, 1961. Through the years the Institute has established itself as one of the leading Institutes in the world, playing a vital role in upholding professional standards and integrity and by contributing in national fiscal policy formulation. Constituted under the CA Ordinance 1961, the Institute was formed as a statutory autonomous body to regulate and develop the accounting profession and serve as a platform to cater the needs of users of financial information and to protect the public interest.

Since its inception as a regulator of accountancy profession in the Country, ICAP has successfully become an active member of various international accountancy bodies, such as the International Federation of Accountants (IFAC), International Accounting Standards Board (IASB), Confederation of Asian and Pacific Accountants (CAPA) and South Asian Federation of Accountants (SAFA).

Pakistan earned nominations in the following Committees/Boards of IFAC:

- ✓ IFAC Board
- ✓ Professional Accountancy Organization Development Committee
- ✓ Professional Accountants in Business Committee
- ✓ International Auditing & Assurance Standard Board
- ✓ International Accounting Education Standard Board

As a member of these International bodies, ICAP is adopting International Financial Reporting Standards (IFRS) and International Auditing Standards since mid 80s.

www.icap.org.pk

WHO SHOULD ATTEND: All Members of Finance, Audit, Tax and IT departments

CONFERENCE INVESTMENT

Members of

ICAP / ICMAP / IIAP / ACCA / CIMA / CFA
Rs. 4,000/- per participant

Non-Members

Rs. 5,000/- per participant

Retired Members / CA Students
Rs. 2,000/- per participant

CPD Credit Hours: **8**

FOR DETAILS AND REGISTRATION CONTACT

(The Institute of Chartered Accountants of Pakistan)

ICAP - Karachi

Yaqoob Baloch

+92 21 111 000 422 Ext. 330

Email: cfokhi@icap.org.pk

ICAP - Islamabad

Ali Afzal

+92 51 111 000 422 Ext. 24

Email: cfoisb@icap.org.pk

Kindly send your cheque in favour of
"The Institute of Chartered Accountants of Pakistan"
to **Yaqoob Baloch** at:

ICAP House, Chartered Accountants Avenue, Clifton, Karachi-75600
Phone: (+92 21) 111 000 422 Ext. 330