

# Ashford Consultants Limited.

## Helping you maintain control



# 1. Our Firm

Ashford Consultants Limited 'Ashford' ([www.ashfordfinconsulting.com](http://www.ashfordfinconsulting.com)) is a full-service audit, tax and consulting firm focused on working with our clients and assisting them as they meet the challenges and opportunities of operating in the Kenyan market. Our tailored solutions have been developed over years of listening to clients and working systematically with them to solve complex issues and identify opportunities.

We bring a global perspective coupled with an intimate knowledge of the local operating environment. We are proud of our knowledge of public sector operations as well as large and medium business. Whether you are seeking audit, tax or consulting services, we approach your processes, policies, systems and controls with an informed outlook. Our team is a unique and refreshing blend of youth, international and local experience, as well as in-depth and very difficult-to-match technical skills, credentials and aptitude.

## 1.1 Our background

Founded by four seasoned professionals, Ashford's foundation consists of over two decades of accumulative expertise and experience gained from both past and present professional affiliations. All our partners have extensive experience advising major corporations. All the partners are qualified professionals with experience in Big 4 Audit Firms both in Kenya and internationally. Through the years, the partners have gained experience working and advising clients in Kenya, Australia, Bermuda, Tanzania, United Kingdom and Uganda. Practical experience is a key attribute of how we approach our work. Our model recognizes that senior management wants experienced, qualified assistance for their most important projects.

Ashford currently provides a wide range of business services to companies in a variety of industries, Non-Governmental Organizations ("NGO") & individuals in the Eastern Africa region. The firm specializes in audit and assurance, accounting and bookkeeping, tax services, public sector and development consulting services, risk and internal audit advisory services as well as financial and management consulting services. We take pride in knowing that our growth and success are directly linked to our commitment to excellence and professional's services we provide to our clients.

The key to providing our services is to match our services with your specific needs. We take the time to learn your goals and objectives, and apply our specialized industry knowledge to help you achieve success.

## 1.2 Objectives

To help you meet the challenges that you face, you need a team of professionals and business advisers who understand the issues facing the company and how they affect your goals. You want a firm which can give you value added services, and who will give considered, proactive and productive business advice.

With these issues in mind, we believe you need a firm of professionals who:

- ✚ Understand your strategic objectives and goals;
- ✚ Will maximize the value you gain from your consultancy services by focusing on areas of particular risk and giving constructive business advice;
- ✚ Have extensive experience of providing services to companies in the banking, manufacturing, financial, trading, oil companies, fast moving consumer goods ("FMCG"), real estate, hospitality and leisure sectors;

- ✚ Are committed to meeting deadlines for submission of financial statements, filing of returns and other reporting; and
- ✚ Have international experience and outlook.

For all these reasons it is imperative that you appoint a firm with a real understanding of the nature of your business and the environment in which you operate, and with the experience and commitment to act not just as consultants but as partners in the challenges you face.

We also recognize that the stakeholders have made a significant investment in their businesses. We will take a co-operative and proactive role in minimizing fees, while maintaining the highest professional service standards in line with our commitment to manage our engagement costs, and as a demonstration of our commitment to building a long-term relationship with our clients.

## 2. Our Services

Our value added services include:

- ✦ Audit and assurance;
- ✦ Tax consulting and compliance services;
- ✦ Special Economic Zone ("SEZ") advisory services;
- ✦ Risk and internal audit advisory;
- ✦ Accounting and book keeping;
- ✦ Management and financial consulting; and
- ✦ Public sector and development consulting.

### 2.1 Our Auditing and Assurance Services

The purpose of our audit is to provide you with a high quality and cost effective service. This means working closely with you to implement an effective issue-solving mechanism while developing rapid and effective communication. Our team has a strong track record of delivering on challenging audit assignments; not just locally, but internationally.

Our audit approach has three core elements that emphasise the following;

- The importance of focusing on the issues that matter based on effective risk assessment and a thorough understanding of your business;
- An understanding that getting the basics right is fundamental to us as well as providing a high quality and cost effective service; and
- Recognition that, in addition to meeting your statutory obligations, a distinctive audit must provide value.

In providing audit and assurance services, our objectives are:

- Clear, consistent and focused reporting to management as pertains to the control environment, significant accounting and reporting matters and to bring insight from our accumulated audit experience in various industries;
- A 'no surprises' and timely audit where we take personal responsibility for driving the transition and delivering the audit timetable;
- To anticipate issues and be flexible with change;
- Timely issuance of statutory audit opinions;
- In carrying out the audit, we also consider internal control relevant to the companies' preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate.
- We intend to provide a distinctive approach that is grounded in the principles of going beyond audit and employing an iterative process to the whole audit approach.
- Going beyond financial statements audit: We apply a top-down approach to our audit that focuses on how management manages the business and controls the risks within it. We gain as much comfort as possible from understanding, evaluating and validating key financial controls and processes. Our audit approach is fully compliant with International Standards on Auditing ("ISAs").
- Whilst our aim is to deliver an efficient and value adding audit, we will take a more holistic view of the company's operations with a view of establishing deficiencies in the control environment that could potentially hinder the Companies from achieving its goals and objectives.
- An iterative process: Our audit process is an iterative thus the audit team tests and makes judgements about the reliability of management's assertions. Throughout this process, we recalibrate our audit work to address the significant risks that could result in material misstatement of your financial information. We will listen to you and incorporate your views and insight into our audit plan.



### 2.1.1 Phases of our audit approach

Our approach to audit and assurance is a four-stage methodology as follows:

1. The **planning and risk assessment phase** is to ensure that the assignment is adeptly planned and well managed; taking into account key issues and risks. We will review the risks faced by the companies which we perceive to be most significant to your financial statements. We will develop an audit plan which can effectively address those risks.
2. The **execution phase** is to assess operational controls that ensure operational efficiency and effectiveness, compliance controls that ensure compliance to company policies especially in transaction cycles such as debtor accounts; accounts payable and controls over financial reporting that ensure that financial reports submitted to management can be relied.
3. The **completion and reporting phase** will ensure that the assignment is successfully finalised, quality review procedures are complied with, the results of the assignment are communicated to the management and all reporting requirements are complied with.
4. The **debriefing phase** is to ensure that lessons learned from the audit assignment are disseminated and shared with the management. This will embed efficiency in future audits.



## 2.2 Our Tax Services

Our tax services are divided into the following:

- a) Tax healthcheck services;
- b) Tax compliance services;
- c) Transfer pricing and
- d) Strategic and operational tax compliance services.

### 2.2.1 Tax Healthcheck

In many instances, organizations have statutory obligations to act as tax collection agents for the government. Naturally, the government wants to ensure that such organizations properly account for the taxes collected and, consequently, there are stringent compliance requirements. Any non-compliance attracts punitive penalties, significant back taxes and loss of tax relief in some cases.

To accrue the maximum benefit to our clients, we have designed a comprehensive tax health-check that will cover compliance issues with regards to Pay As You Earn ("PAYE"), Value Added Tax ("VAT"), Withholding Tax and Corporation Tax.

In general, the primary objectives of the review are:

- ✚ To identify areas where the company is not complying with the tax laws and regulations and to advice on how compliance can be achieved. In effect, this reduces the company's exposure to back taxes and penalties;
- ✚ To identify tax inefficient areas of the company's operations and to comment on how greater tax efficiency can be achieved; and
- ✚ To identify areas of the company's operations for which tax advantages are not being utilized.

In practical terms, the review involves the following components and procedures:

#### 2.2.1.1 Pay as You Earn ("PAYE") and Fringe Benefits Tax ("FBT") Review

All employers are obligated to deduct PAYE from their employees and remit the same to the Kenya Revenue Authority ("KRA"). Non-compliance with the PAYE rules has perhaps the most punitive penalties of all taxes. Our review of PAYE records and operations usually enables us establish our clients' tax exposure and to quantify the liability, if any.

Our work includes a detailed review of:

- ✚ Employees' personal files;
- ✚ Staff loans & FBT records;
- ✚ Current remuneration packages including benefits provided to staff;
- ✚ Payroll operations;
- ✚ Monthly PAYE and statutory deductions;
  - PAYE and statutory deductions remittances;
  - Directors emoluments;
  - Compliance with income tax PAYE rules and regulations; and
  - Cash books for outside payroll employment related payments.

#### 2.2.1.2 Withholding Tax Review

We review clients' books of accounts to ensure that they remit Withholding Tax as required by the Kenya Revenue Authority. Under Kenyan tax law, organizations are required to deduct withholding

tax on certain payments; whether made locally or abroad, and remit the same to the Kenya Revenue Authority. Failure to deduct withholding tax will give rise to tax exposure as such tax will be recovered from the organization.

Our work includes a detailed review of:

- ✚ Foreign loans and interest payments, if any;
- ✚ Management, technical and professional fees;
- ✚ Contractual, agency and consulting fees;
- ✚ Withholding tax returns;
- ✚ Service contracts and withholding tax remittances;
- ✚ Cash books for payments subject to withholding tax; and
- ✚ Other accounting records including payment vouchers.

### 2.2.1.3 Corporation Tax Review

The corporation tax review is aimed at ensuring that the company is complying with corporate tax legislation.

Our work includes:

- ✚ Review of financial statements;
- ✚ Review of corporation tax computations;
- ✚ Review of corporate tax return to ensure they are correctly prepared and submitted on time;
- ✚ Review of fixed assets registers, additions and disposals;
- ✚ Review of expenses including accruals and provisions;
- ✚ Review of tax payments, if any, and ascertain whether they are made on time; and
- ✚ Review of correspondence with the KRA.

### 2.2.1.4 Value Added Tax (“VAT”) Review

Our VAT review procedures are designed to help our clients to maximize tax saving opportunities while complying with the law and include:

- ✚ Invoicing and credit notes procedures;
- ✚ Fixed assets purchases and disposals;
- ✚ VAT returns and reconciliation;
- ✚ Local Purchases;
- ✚ Importation of goods and services;
- ✚ Domestic supplies, supplies procedures and exports;
- ✚ Journal entries; and
- ✚ Input tax restriction and annual reconciliation issues.

## 2.2.2 Tax Compliance Services

This refers to routine compliance (recurring) work and includes the following:



- ✚ Review of previous year's tax matters for follow-up issues;
- ✚ Review of draft accounts and tax computations for inclusion in the audited accounts;
- ✚ Clearing tax review points with audit team and yourselves;
- ✚ Preparation of the annual income tax computation;
- ✚ Completion and submission of the self-assessment return to KRA;
- ✚ Computation and submission of the tax instalments to the KRA;
- ✚ Advising you of balance of tax payments and forwarding payment cheques to KRA; and
- ✚ Dealing with any clarifications or routine matters relating to the tax computation.

### 2.2.3 Transfer Pricing Services

Transfer pricing is increasingly becoming a material risk for taxpayers with related party transactions. It has also become an area of focus for revenue authorities across the world.

Our service transfer pricing service offerings include:

- Local, regional and global transfer pricing documentation;
- Handling transfer pricing audits and reviews;
- Business model restructuring;
- Advance pricing arrangement ("APA");
- Debt pricing; and
- Transfer pricing training.

### 2.2.4 Strategic and Operational Tax Compliance Services

Strategic tax planning is driven by the recognition of the fact that every business decision has a tax consequence. Decisions relating to expansion of business in the region, new processes, new contractual obligation always introduce a tax risk or a tax planning opportunity.

Our approach is to have quarterly meetings with the top management to familiarise ourselves with the management business plans. From these meetings, we will be able to identify any tax planning opportunities or conversely identify potential tax risks to the organisation. The meetings however should not be the only forum in which issues are raised – as and when requested, we will analyse any proposed transaction to determine the most tax efficient way of structuring such transactions. We also envisage that there will be regular interactions between us and the management of the companies in the group so that they can ask any questions on regular operational tax issues.

Other tax services that we can perform on request include;

- Industrywide lobby of industry specific issues;
- Major tax consultancy and projects and other special assignments on tax issues that would require extensive research, consultations and preparation of a report such as
  - International tax planning;
  - Expatriate tax services; and
  - Customs consultancy services e.g. application for duty exemption.
- Obtaining PIN certificates for staff;
- Checking and submission of end of year PAYE returns;



- Objections and appeals against non-agreed assessments issued by KRA;
- Clearing any backlog tax work; and
- Dealing with other non-recurring tax related issues as they may arise.

## **2.3 Special Economic Zone (“SEZ”) Advisory Services**

Ashford has been at the forefront of advising various clients with regards to SEZ matters. In particular, we were involved in assisting one of the first and largest private SEZs in Kenya. It is currently the only operational SEZ in Kenya that is wholly privately owned. We work closely with the Special Economic Zones Authority (“SEZA”) who is the sole body in charge regulating SEZs in Kenya.

Since the introduction of SEZ in Kenya in 2016, we have assisted clients with the following services:

1. Gazettement and licensing of SEZ developers and operators;
2. Licensing of SEZ enterprises;
3. Liaising with KRA to effect the iTax status of licensed SEZ enterprises;
4. SEZ operational and tax incentive advisory services;
5. Obtaining work permit for licensed SEZ enterprises through the SEZA;
6. General SEZ advisory services.

## 2.4 Our Risk and Internal Audit Advisory Services

*Faced with increased public scrutiny, new market opportunities, unprecedented regulatory requirements and insufficient risk management guidance, many organizations have come to appreciate the need to turn all the above disruptive forces into opportunities.*

*At Ashford, we work with you as strategic partners who will help you manage the risks that are known to you and anticipate the risks that are unknown, thereby putting you in a position to act and give yourself competitive advantage.*

Managing risk is critical to the survival of any institution. Risk is a fact of life. The truth is, you cannot always avoid risk altogether; but you can keep it under control. In the business and political landscape in Kenya today, risks are proliferating. We are seeing the agendas of the Boards of Directors in government, the wider public sector as well as the private sector changing. Board members, members of Different County Assemblies, County Governors, regulators as well as other stakeholders are becoming more risk-savvy and demanding improved risk intelligence and reporting. In addition, recent trends indicate that our new government intends to hold Board Members as well as management in all government institutions more accountable.

Our specific service offerings Include:

- **Enterprise Risk Management (“ERM”)**
  - ERM for government
  - ERM for Insurance
  - Development of ERM frameworks
  - Gap analysis of ERM practices
  - Organisational risk assessments
  - Project risk assessments
  - Implementation of ERM frameworks
- **Business Controls Advisory**
  - Development of internal control frameworks
  - Facilitation of Control Self Assessments (“CSAs”)
  - Process controls reviews
- **Fraud and Corruption Risk Management**

### 2.4.1 Internal Audit Services

Executives of companies are today under relentless pressure to identify and manage risks facing them proactively. These are drilled down in their key performance indicators (“KPI”). Internal audit function is increasingly been seen as an importance function in every organisation. Organisations therefore require an internal audit function to:

- ✚ Maintain appropriate vigilance over financial processes and controls.
- ✚ Broaden risk coverage (i.e., strategic, operational, compliance, regulatory) to align the internal audit mission with the county’s strategic priorities.
- ✚ Identify new, emerging risks that threaten the reputation of the institution, including risks associated with lack of accountability.
- ✚ Contribute to cost management efforts by identifying process improvement, cost recovery and efficiency opportunities.
- ✚ Coordinate with other risk management functions to avoid duplication of effort and gaps.



## 2.5 Public Sector and Development Consulting Services

Public services must meet a range of customer needs that is more complex and diverse than in any other sector. In Kenya, over 40 million people can – at any given time – place extraordinary demands on public services. At the County Government level, this means a customer base of several millions.

While improving service and reducing costs, governments must find different and more innovative ways of providing everything from education, health, local services and transportation to policing, environmental, border and defence.

We bring together teams with expertise across the entire spectrum of public services. We challenge conventional thinking to deliver exceptional outcomes that create lasting impact for citizens of these counties.

### 2.5.1 Our services are geared towards County Governments across the Kenya to:

*The demands on County governments in the light of devolution of services are increasing.*

*Everybody will interact with their County government at some point in their lives, whether it is housing issues, water and environment concerns, and approvals and licensing, going to school, or receiving social care.*

*More than 47 County Governments provide services to 40 million people across Kenya*

*Ashford is working with counties to help them meet these growing demands.*

**Meet the growing future needs for social services** – working in partnership with County Governments, we will help them create financial sustainability and find innovative ways to deliver adult social care.

**Optimize customer services** – supporting County Governments and quasi-Governmental institutions to transform the way they operate by dramatically improving the customer journey and delivering savings in customer engagement.

**Adopt new delivery models** – transforming the Way County Governments and other state agencies deliver front-line services through social enterprise, partnership and other innovative models.

**Fight fraud and saving money** – realising tangible savings by implementing a range of anti-fraud measures.

**Improving processes and systems** – audit current financial systems and controls, assess weaknesses and recommend improvements. We will assist counties to implement fully the requirements of Public Finance Management Act 2012. This is an act of Parliament, which calls for the effective management of public finances by the national and county governments; the oversight responsibility of Parliament and county assemblies; the different responsibilities of government entities and other bodies.

**Sharing services and focusing on core functions** – honing

down on what Counties are good at and sharing common processes – focus on what will make a difference. The counties could engagement us to deliver on non-core activities such as setting up of new systems, internal audit and capacity building.

**Insight** – Customize our solutions to the needs of the community, adopting best practice whilst standardizing processes in an effort to increase efficiency and ease monitoring and evaluation activities.

**Rethinking** – taking a radical look at how services can be delivered. Explore and work in partnership with counties to establish new-operating models and organizational structures. This is vital in the light of the transition from local authorities where expectations, revenues and devolved services were limited to a new order where counties are expected to deliver more.

**Procuring better** – controlling third party expenditure, ensuring compliance, and re-commissioning services. Reduce revenue leakages by establish best practice in line with the requirement of The Public Procurement and Disposal Act 2005 which establishes procedures for efficient Public Procurement and for the disposal of unserviceable, obsolete, or surplus stores, assets and equipment by public entities.

## 2.5.2 How we can help you comply with the Public Finance Management Act 2012

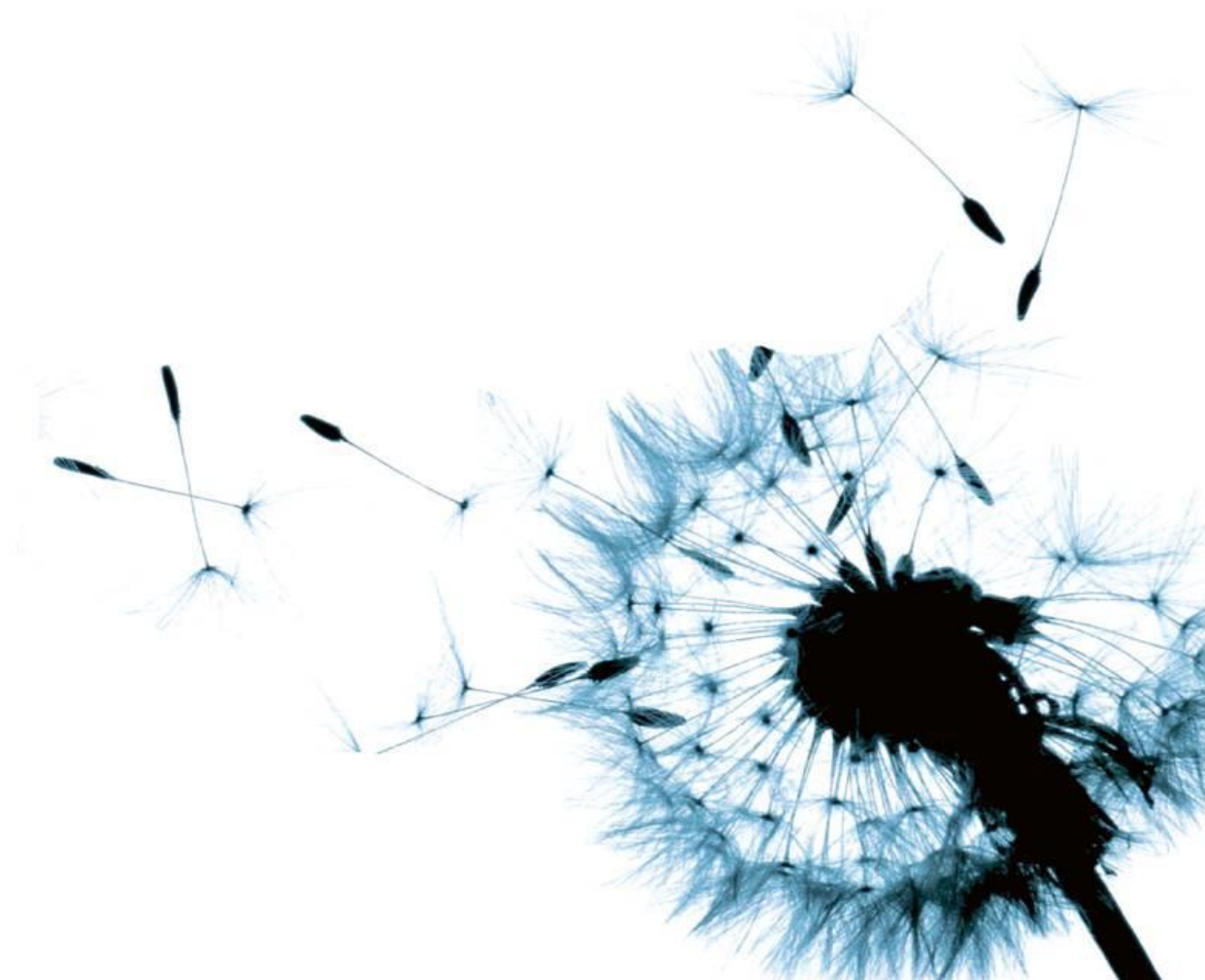
We have outlined in the section below the requirements for financial reporting by county government set out in the Public Finance Management Act 2012 (163) and how we can help you comply with these requirements:

Requirement of Public Finance Management Act 2012 (163)	How we can help you comply
At the end of each financial year, the County Treasury shall, for the county government, consolidate the annual financial statements in respect of all the county government entities in formats to be prescribed by the Accounting Standards Board.	<ol style="list-style-type: none"> <li>1. We can prepare consolidated financial statements in the applicable GAAP and in line with the guidelines of Accounting Standards Board.</li> <li>2. Prepare a statement of the total amount of debt of the county government that is outstanding at year-end</li> <li>3. We can also conduct both on-the-job and workshop related training to your staff in order to get them up to speed with international best practices.</li> </ol>
Design an efficient financial management system for county governments to ensure transparent financial management and standard financial reporting as contemplated by Article 226 of the Constitution	<ol style="list-style-type: none"> <li>1. We can design an efficient financial management system that will capture all the transactions undertaken by the county government. We will train the personnel in the county governments in recording and capturing all transactions and elements of financial reporting as advised by Accounting Standards Board.</li> <li>2. We can conduct workshop related training on corporate governance to your accountants and county treasury team. This training will be in line with international best practices and will ensure they stay in compliance with Treasury Guidelines on establishment of an efficient financial system.</li> </ol>
Not later than four months after the end of each financial year, the County Treasury shall— (a) submit the financial statements and summaries referred to in subsection (1) to the Auditor-	<ol style="list-style-type: none"> <li>1. We can prepare quarterly financial statements in the applicable GAAP.</li> </ol>

General; and (b) deliver a copy to the National Treasury, Controller of Budget and the Commission on Revenue Allocation.

2. Establish robust financial management systems that captures transactions and generates

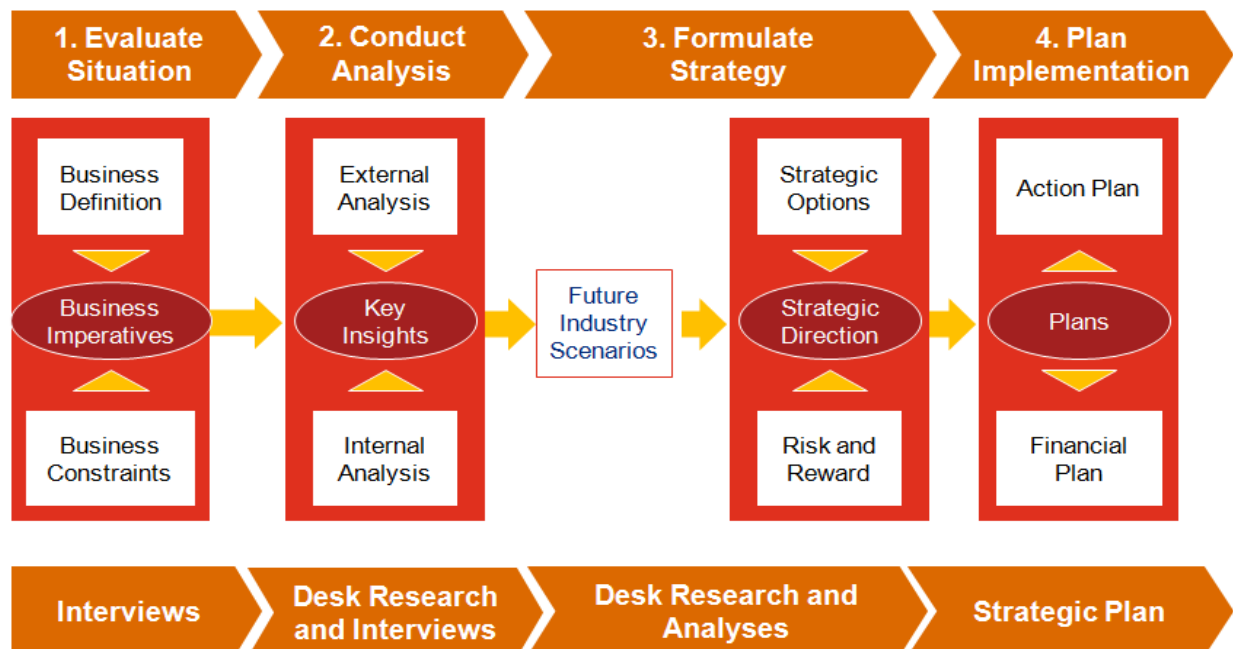
2. We can also conduct on-the-job and workshop related training to your staff in order to get them up to speed with international best practices.



## 2.6 Management Consulting Services

Our management consulting services are comprised of the following:

**Strategic business planning** – we assist companies in formulating coherent, robust and actionable strategic business plans. In developing strategies for our clients, we adhere to the methodology shown in the diagram below.

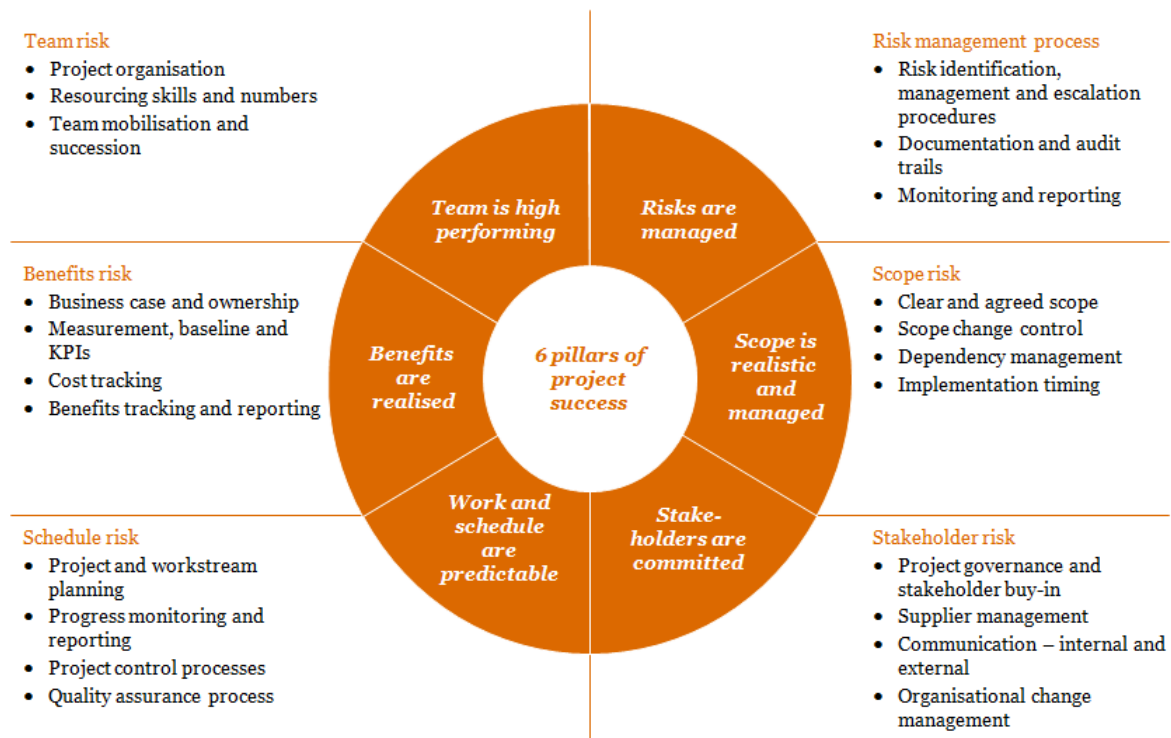


**Mergers and acquisitions (“M&A”)** – we assist in entities who are involved on either side of M&A. Our services are not limited to conducting due diligence and we are involved in all the stages of a typical M&A deal as shown below.

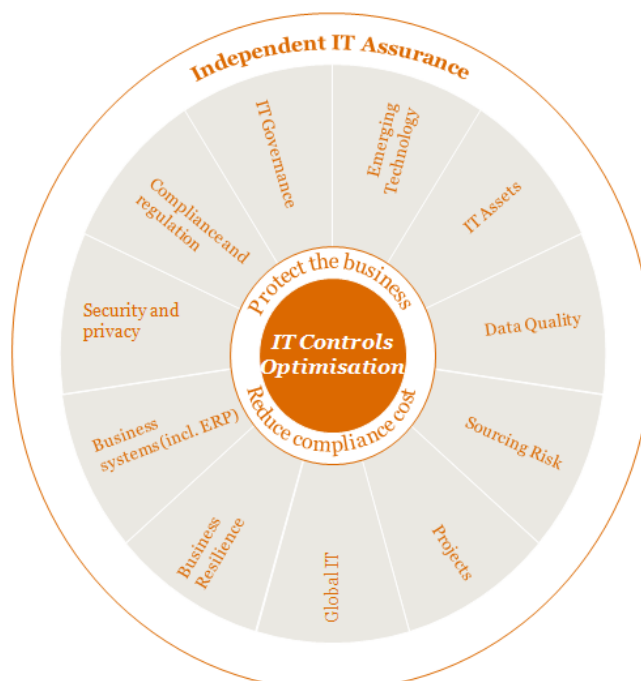




**Project management** – Project management is increasingly becoming the single most important determinant of success. This is mainly due to work and indeed job descriptions being increasingly turned to a series of projects. In addition, organisations and departments are at any given time handling many projects simultaneously. To assist our clients, we have developed a methodology that is tailored to ensuring the success of their projects. We have set out our six pillars of project success.



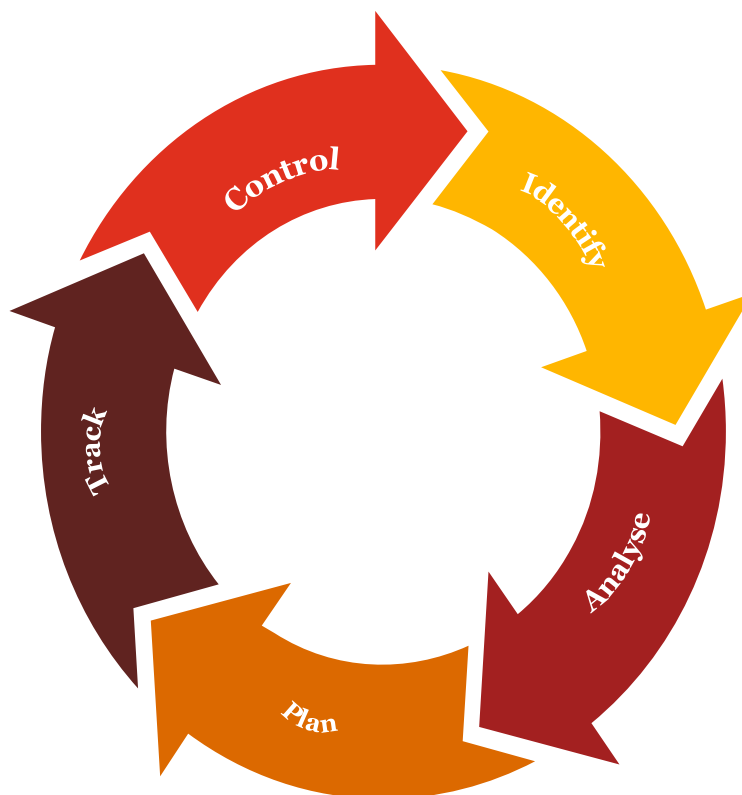
**IT Assurance Services** – Due to the importance of data and IT systems, it is imperative that companies conduct an independent IT audit to verify the integrity and resilience of their IT systems. To this end, we assist organisations in carrying out independent IT assurance services as highlighted below.



**Start-up Services** – The effective management of the start-up phase of any business determines the ultimate success of that business. Our services to start-up include:

- ✚ Development of coherent feasibility studies and business plans that are robust and actionable;
- ✚ Instituting nimble and flexible operating structures that are capable of being quickly deployed to existing and new opportunities;
- ✚ Advise on the optimum tax structure and advising on the most immediate and relevant tax effects of transactions;
- ✚ Handling outsourced functions particularly accounting and tax; and
- ✚ Provision of audit and compliance tax services.

In order to effectively provide our services, we have developed a “value check” that seeks to analyse the value proposition in any given approach as shown in the diagram below.



## 2.7 Financial Advisory Services

Ashford provides appraisal, valuation, and transaction advisory services related to private companies and public organizations throughout Kenya and abroad.

Ashford draws on the expertise of our entire firm to provide clients with focused financial advisory services, including:

- **Business Valuation Services** – Ashford provides fair market value business appraisals and business valuations for transaction, development, and internal client purposes. Fair market value is defined as the price, expressed in terms of cash equivalents, at which a property would change hands between a hypothetical willing and able buyer and a hypothetical willing and able seller, acting at arm's length in an open and unrestricted market, when neither is under compulsion to buy or sell and when both have reasonable knowledge of the relevant facts.
- **Capital Asset Appraisal** – As it relates specifically to capital asset or personal property appraisal, Ashford has professionals dedicated to performing asset inventory and equipment/furniture valuations. We specialize in the inventory, tagging and valuation of major moveable equipment, other equipment, furniture, etc.
- **Transaction Advisory Services** – Ashford has dedicated professionals to assist our clients with their pursuits in buying and/or selling targeted entities.
- **Valuation for Financial Report Purposes** – Ashford has a team focused in this increasingly important area of financial reporting.

Our methodology with regards to the provision of business valuation services is outlined below; (Please note that in valuing specific intangible assets of businesses, similar methodologies are employed):

- The nature of the business and the history of the enterprise from its inception;
- The economic outlook in general and the condition and outlook of the specific industry in particular;
- The book value of the stock and the financial condition of the enterprise;
- The earning capacity of the enterprise;
- The dividend-paying capacity of the enterprise;
- Whether or not the enterprise has goodwill or other intangible value;
- Prior sales of the stock and the size of the block of stock to be valued; and
- The market price of stock of corporations engaged in the same or a similar line of business, having their stocks actively traded on an exchange or over-the-counter market.

Our investigation and analysis will be conducted as follows:

1. **Investigation.** We will conduct interviews with key management concerning past, present, and prospective operating results of the entity and their impact on the value

of the company to a hypothetical third-party investor. Steps include:

- a) Develop an understanding of the background of the entity
- b) Evaluate historical financial results and statistics

**2. Analysis.** We will analyze the historical operating and financial data in order to gain an understanding of the operations of the entity. This will allow us to determine the underlying dynamic factors pertinent to the projected operation of the entity. Steps include:

- a) Analyze historical operational results and statistics
- b) Prepare prospective operational and financial analysis
  - i. Staffing
  - ii. Cost projections
  - iii. Capital expenditure requirements
  - iv. Working capital requirements
  - v. Discount rate analysis, risk of cash flow projections
- c) Evaluate service area
- d) Evaluate competitive factors
- e) Complete physical site visit and interviews with key personnel

**3. Valuation.** We will estimate the fair market value of the businesses fixed and intangible assets according to the appropriate valuation methodology: the cost approach, the market comparison approach, and/or the income approach. Briefly, the cost approach identifies the cost to recreate a business or asset, the market comparison approach computes value by examining the purchase price of similar companies or assets in a free and open market, and the income approach projects a future income stream attributable to a business or asset and then discounts those earnings back to present value. We will consider all three valuation approaches in our analysis and will rely upon the most appropriate method or methods in forming our value estimate. Steps include:

- a) Estimate of value range based upon preliminary DCF, market approach, and cost approach
- b) Review preliminary analysis with appropriate party
- c) Determination of appropriate valuation methodology: cost, market or income approach
- d) Final estimation of fair market value

**4. Documentation.** In addition to generating a full report that will outline our investigation and findings, we will accumulate and maintain in our files the requisite source data supporting our recommendation of a fair market value for the entities.

### 3. Our Team

#### **Abdulbasid Sheikh Ahmed**

Abdulbasid is a qualified accountant with several years of experience in financial statement audits, provision of advisory services that entail helping businesses in developing and implementing financial systems, processes and controls that significantly improve P&L scenarios.

Abdulbasid has several years' experience having worked at KPMG and PriceWaterhouseCoopers ("PwC") both in Kenya and Bermuda. He has been instrumental in audits of such leading clients as Citibank N.A, Gulf African Bank, Homegrown (a leading horticulture and flower exporter), Atlas Copco, Old Mutual, I&M Bank, De La Rue, Spectre International amongst others.

In Bermuda has been involved in the audits of alternative investments funds such as Hedge Funds, private equity firms and firms that invest in insurance linked securities. Firms audited by Abdulbasid include Fidelity international Limited ("FIL"), Cartesian Fund, Swiss Marine, Schlumberger Limited amongst others. Abdulbasid is well versed in International Financial Reporting Standards ("IFRS"), International Auditing Standards ("IAS"), US GAAP and UK GAAP.

He graduated from the University of Manchester with a First Class Honours degree in Accounting and Business Information Systems. He also member of the Association of Chartered Certified Accountants ("ACCA") and is a Certified Public Accountant ("CPA-K"). Abdulbasid is also a member of the Tax Appeals Tribunal.

#### **Zaki Sheikh**

Zaki Sheikh is a qualified tax profession who has several years' experience in providing value added tax and consulting services. He has been involved in advising clients undergoing business restructuring, mergers and acquisitions, tax planning, business planning, conducting due diligences, handling tax authority disputes and advising clients on optimal and robust tax structures. He also has an in-depth understanding and experience in international tax and transfer pricing. Zaki has several years' experience in a big four firm both in Kenya and Australia. Zaki assisted one of the first special economic zone ("SEZ") in Kenya to secure developer, operator and enterprise licenses. He has since advised entities located in this SEZ to secure SEZ licenses. He has provided tax consultancy services to clients in Kenya such as Safaricom Limited, Tatu City Limited, Citibank N.A. Limited, Kenya Airways Limited, Standard Chartered Bank Kenya Limited, Rea Vipingo Group, Hass Petroleum Group, Williamson Tea Group, General Electric East Africa Limited, Hilton Nairobi Limited, Kenya Data Networks, Cargill Kenya Limited, Scan Group Limited, Ecobank Kenya Limited among others. In Australia, Zaki's main clients were Apple Australia, Glencore Australia, News Corporation, Federal Express Australia, Yum Australia (KFC and Pizza Hut Global Franchise Owners), Toshiba Australia, Aon Australia, Peabody Energy among others.

Zaki graduated from Strathmore University with a First Class Bachelor of Commerce degree specializing in Business Administration and Finance. He is also a member of the Tax Institute of Australia ("TIA") and ACCA. Zaki is a registered Tax Agent.

## 4. Contacts

### Our team

Name	Title	Telephone	Email
Zaki Sheikh	Director	0719740369	<a href="mailto:zaki@ashfordfinconsulting.com">zaki@ashfordfinconsulting.com</a>
Abdulbasid Ahmed	Director	0717279888	<a href="mailto:abdulbasid@ashfordfinconsulting.com">abdulbasid@ashfordfinconsulting.com</a>

Our communication address is as follows:

P.O. Box 103976 – 00101  
Nairobi, Kenya

Physical address: Bruce House, 8<sup>th</sup> Floor Nairobi, Kenya

