

RASG IMPACT

February, 2026

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RIAZ AHMAD, SAQIB, GOHAR & CO.
CHARTERED ACCOUNTANTS

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TECHNICAL UPDATES

FEDERAL INCOME TAX LAWS

Revision of Value of Immovable Properties of Islamabad – S.R.O 163(I)/2026 & 332(I)/2026

The Federal Board of Revenue has through its S.R.O. 163(I)/2026 dated February 2, 2026 and S.R.O 332(I)/2026 dated February 24, 2026, issued under section 68(4) of the Income Tax Ordinance, 2001, has revised the fair market values of immovable properties in Islamabad, superseding the earlier S.R.O. 2392(I)/2025 dated December 8, 2025.

Under the revised notification, the value of residential and commercial superstructures has been prescribed at Rs. 3,000 per square foot for properties up to five years old and Rs. 1,500 per square foot for properties older than five years.

Additionally, the valuation of rural areas shall continue to be determined in accordance with the notification dated July 1, 2025 issued by the Additional Deputy Commissioner (Revenue) / District Collector, Islamabad. It is further clarified that, in case of any discrepancy between valuation rates, the higher value shall prevail.

Moreover, the fairmarket value of properties situated in Naval Anchorage area and Naval Farms of Islamabad have also been specifically amended.

Amendment in S.R.O 1712(I)/2024 (Property Valuation - Sialkot) – S.R.O256(I)/2026

The Federal Board of Revenue, through S.R.O. 256(I)/2026 dated February 11, 2026, issued under section 68(4) of the Income Tax Ordinance, 2001, has introduced amendments to the earlier Notification No. S.R.O. 1712(I)/2024 dated October 29, 2024 relating to the fair market value of properties situated in Sialkot. Specifically, the amendments pertain to the fair market values of immovable properties in Adalat Garha (Behind) area of Sialkot has been revised to Rs. 2,757 per sq. feet (for residential open plots) and Rs. 5,735/- per sq. feet (for residential builtup property).

Online Integration of Business

The Federal Board of Revenue has through its S.R.O 288(1)/2026 dated February 18, 2026 issued a draft notification proposing amendments to the Income Tax Rules, 2002, under section 237 of the Income Tax Ordinance, 2001, and has invited objections or suggestions within seven days of its publication.

Invoicing Requirements:

The draft introduces Chapter VIIA – Online Integration of Businesses, which requires specified taxpayers, referred to as “integrated enterprises,” to register, install, and integrate their electronic

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invoicing or point-of-sale (POS) systems with FBR's computerized system. Under the proposed rules, integrated enterprises must issue real-time, digitally verifiable invoices containing QR codes and FBR invoice numbers, and report all sales through the integrated system. Electronic records must be maintained for six years, and online businesses and marketplaces are also required to comply.

Operational and Compliance Requirements

The draft further sets out detailed obligations, including system capabilities, audit access, reporting of operational failures, and potential CCTV monitoring at sales points.

Penalties

Non-compliance, tampering with systems, or contravention of any provisions may attract penalties under section 182 of the Ordinance.

Support Framework

The amendments also introduce a licensing framework for software integrators, with PRAL designated to provide free integration services and software to taxpayers. Additionally, FBR will establish an Inland Revenue Enforcement Network to monitor compliance and ensure all invoices are generated through the integrated system.

These measures aim to strengthen transparency, improve documentation of business transactions, and prevent tax evasion.

CORPORATE LAWS

Draft Amendments to the Companies Regulations, 2024 – S.R.O. 327(I)/2026

The Securities and Exchange Commission of Pakistan has through S.R.O. 327(I)/2026 dated February 19, 2026, under the Companies Act, 2017, has proposed amendments to Regulation 44 of the Companies Regulations, 2024 (Issuance of shares in book-entry form). Comments may be submitted within 14 days of the proposed publication.

Key proposed amendments include the following:

- All new companies must issue shares only in book-entry form.
- Existing unlisted companies must convert physical shares into book-entry form as per SECP timelines.
- All share transactions (allotment, transfer, buy-back, etc.) must be executed through the Central Depository System before statutory reporting, with CDC statements attached.
- The Central Depository Company will provide shareholding and beneficial ownership records, including system-based access.
- CDC may share beneficial ownership data with unlisted companies without request.

Replacement of Physical Shares in Book Entry – S.R.O. 328(I)/2026

The Securities and Exchange Commission of Pakistan, through S.R.O. 328(I)/2026 dated February 19, 2026, has mandated that all unlisted companies with share capital convert their physical shares into book-entry form within 30 days from issuance of the notification, in accordance with the Companies Act, 2017 and the Companies Regulations, 2024,

Key requirements include the following:

- All share-related transactions—including transfers, allotments (bonus or rights shares), and buy-backs—must be executed only through the Central Depository System (CDS) once shares are converted.
- Companies must obtain CDS eligibility and ensure complete induction of all shares, including shareholders' holdings, before effecting or reporting transactions.
- CDS-generated statements must accompany statutory filings, and cancelled physical share certificates must be retained for 10 years.
- Legal or practical impediments, such as disputes or pending litigation, may be reported to SECP for potential relaxation.
- Failure to comply will attract penalties under Section 510 of the Companies Act, 2017.

Financing Framework Introduced for CIS and Pension Funds to Support T+1 Settlement Transition – Circular 04 of 2026

The Securities and Exchange Commission of Pakistan through its circular No. SCD/CIRCULAR/233/2026 dated February 4, 2026 has permitted Asset Management Companies (AMCs) and Pension Fund Managers (PFMs) to access short-term conventional or Shariah-compliant financing to manage temporary liquidity requirements during the transition of equity-oriented Collective Investment Schemes (CIS) and Pension Funds to the T+1 settlement cycle (*i.e settlement cycle where securities trades are finalized and ownership transfers one business day after the trade date*).

Purpose: Financing may only be used to address temporary cash shortfalls arising from delayed bank clearances or unit conversions between funds.

Tenor and Limits: Maximum tenor of 3 working days. The financing amount cannot exceed 10% of the fund's net assets or the actual cash shortfall, whichever is lower.

Funding Options: AMCs may use their own funds on a reimbursement basis, or pledge fund assets to obtain financing.

Reporting: AMCs/PFMs must submit fortnightly reports detailing the amount, cost, and duration of financing availed.

Implication: This framework provides a controlled mechanism for liquidity management, ensuring smooth fund operations and compliance during the T+1 settlement transition.

CHALLENGES / OPPORTUNITIES

Crisis Management Preparedness: Lessons from Recent Corporate Failures

Prof. Dr. Muhammad Ovais, Executive Director

In an era defined by financial volatility, technological disruption, cyber risk, and intense regulatory scrutiny, crisis management preparedness has moved from a supporting function to a board-level priority. Recent corporate failures have demonstrated that size, market reputation, and historical success do not guarantee resilience. What differentiates survivors from collapses is not luck. It is preparation.

The rapid failure of **Silicon Valley Bank** in 2023 revealed how liquidity concentration risk, inadequate stress testing, and delayed executive response can trigger systemic panic. Heavy exposure to a single depositor segment combined with interest rate sensitivity created structural fragility. When market confidence shifted, withdrawal pressure escalated faster than governance mechanisms could respond.

Similarly, the collapse of **FTX** exposed profound weaknesses in governance architecture. There was limited board oversight, blurred segregation of duties, weak internal controls, and opaque financial reporting. The absence of independent challenge functions allowed risk accumulation without corrective action.

Even established corporations have struggled. The bankruptcy of **Wirecard** illustrated how ineffective audit oversight and regulatory complacency can enable long-term control failures to remain undetected. In each case, early warning signs existed. The issue was not lack of information, but lack of disciplined response.

Several critical lessons emerge.

First, risk intelligence must be dynamic. Organizations often maintain risk registers as compliance documents rather than operational tools. Effective preparedness requires continuous monitoring supported by analytics, early warning indicators, scenario modeling, and stress testing aligned with board-defined risk appetite thresholds.

Second, escalation frameworks must be predefined and enforceable. During crisis, ambiguity destroys time. Clear authority ladders, financial exposure triggers, and risk-tiered approval structures ensure that decisions move rapidly to the appropriate governance level. Crisis governance cannot be improvised.

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Third, liquidity and capital resilience require forward-looking stress discipline. Extreme but plausible scenarios must be modeled, including cyber-attacks, reputational shocks, supply chain breakdowns, regulatory sanctions, and sudden market withdrawals. Stress testing should inform contingency funding plans and operational continuity strategies.

Fourth, communication discipline protects enterprise value. Delayed disclosures, inconsistent messaging, or defensive responses amplify market panic. Transparent stakeholder engagement, including regulators, employees, investors, and clients, reduces uncertainty and stabilizes perception.

Fifth, culture functions as the ultimate control system. Ethical erosion precedes operational collapse. Where challenge culture is weak and whistleblowing channels are ineffective, governance failures remain concealed until exposure becomes catastrophic.

Preparedness must therefore be institutionalized through structured crisis management frameworks. This includes documented crisis playbooks, simulation exercises, cross-functional response teams, business continuity integration, and post-incident review mechanisms. Board oversight should incorporate regular crisis readiness assessments and independent validation of resilience controls.

In practice, crisis readiness intersects with enterprise risk management, internal audit, compliance, cybersecurity, financial governance, and strategic planning. It demands measurable thresholds, real-time visibility, and disciplined accountability.

Corporate failure is rarely sudden. It is typically the result of cumulative oversight gaps. Organizations that treat crisis preparedness as a strategic investment rather than a reactive expense are better positioned to protect stakeholder trust, regulatory standing, and long-term sustainability.

Preparedness is not a policy manual stored on a server. It is a tested, integrated, and continuously improved governance system.

RASG IS HIRING

RASG Placement

Position: Audit Supervisor

Department: Audit & Assurance

Location: Islamabad

Riaz Ahmad, Saqib, Gohar & Co., Chartered Accountants is a well-established audit, tax, and advisory firm in Pakistan. Registered with the Institute of Chartered Accountants of Pakistan (ICAP), we are known for our commitment to quality, professionalism, and integrity. Our team serves a diverse portfolio of local and international clients, offering tailored solutions in audit, taxation, corporate advisory, and offshore services.

We're looking for a skilled Audit Supervisor to join our growing team.

Position Requirements

- Manage, supervise, and mentor junior auditors or bookkeepers, ensuring accuracy, completeness, and compliance with applicable auditing standards.
- Plan and execute financial, operational, and compliance audits in line with the approved annual audit plan.
- Prepare, review, and finalize financial statements in accordance with International Financial Reporting Standards (IFRS) and applicable local tax laws.

- Ensure audit engagements are conducted in compliance with International Standards on Auditing (ISAs) as applicable in Pakistan and relevant Companies Act and regulatory requirements.
- Act as the primary point of contact for clients and senior management during audit engagements, addressing queries and ensuring smooth coordination.
- Prepare audit working papers, reports, and documentation with a high level of professional judgment and attention to detail.
- Perform any other duties or assignments as delegated by senior management from time to time.

Qualifications & Skills

- CAF qualified (ICAP), ACCA qualified, or ACCA finalist.
- Prior experience of articled training with a reputable Chartered Accountancy or audit firm is highly preferred.
- Working knowledge of audit tools and software (e.g., CaseWare) will be considered an advantage.
- Strong understanding of full-cycle accounting, preferably within a Pakistani corporate environment or a professional services/accounting firm handling multiple clients.
- 1 to 3 years of progressive experience in audit, accounting, or bookkeeping within Pakistan.
- Sound knowledge of IFRS, ISAs, and local statutory and tax requirements.
- Strong analytical, organizational, and communication skills with the ability to manage multiple assignments effectively.

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What We Offer

- Competitive salary package
- Medical & health benefits (for self and family)
- Paid annual leave, leave encashment, and religious/community holidays
- Maternity & paternity leaves, bereavement and family care leave
- Career development plans and international mobility opportunities
- Sponsored learning & education reimbursement
- Team outings, annual events, and long service awards

How to Apply

Interested professionals who meet the above criteria are invited to submit their application through link. Only shortlisted candidates will be contacted.

[Link to Apply.](#)

Confidentiality

This search is being conducted with strict confidentiality. All applications and candidate information will be handled with the highest level of discretion.

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