

CORPORATE PRESENTATION

IMAP |  Haykala

CONTENT

About Haykala	3-4
Our Services	5-10
Credentials & Clients	11-12
Our Team	13-24
New & Awards	25
Contact us	26-27

About Haykala:

World-class Financial Advice

Haykala Advisors & Managers (CJSC)
CMA registration No 21232-32

Haykala Advisors & Managers is licensed by the CMA to provide the following services :

- Arranging,
- Advising; and
- Asset management

Haykala offers its clients a wide range of financial advisory services covering:

- Performance Improvement & Value creation
- Restructuring & Debt Advisory
- Mergers & Acquisitions
- IPO & Capital Markets
- Corporate Finance Advisory



Haykala Is An IMAP Member Firm:

A Global Network Of Corporate Finance Advisors

60+

COUNTRIES
& OFFICES

108

M&A
TRANSACTIONS
IN H1 2025

\$8bn

TRANSACTIONS
VALUE IN H1
2025

5th

GLOBAL RANKING IN
H1 2025



Haykala is the local partner
of IMAP global in Saudi
Arabia

Office Address

Office #402, 4th Floor,
Health Specialties
Authority Building
King Saud Road
P.O. Box 7121 |
Dammam 34222

North America U.S.A.

- Boston
- Chicago
- Dallas
- Denver
- Detroit
- Greenville
- Irvine
- Naples
- New York
- Tampa

- Canada
- Montreal
 - Toronto
 - Vancouver

Latin America

- Argentina
- Brazil
- Chile
- Colombia
- Mexico
- Paraguay
- Peru
- Panama

Africa

- Congo
- Egypt
- Ghana
- Mauritius
- Morocco
- Senegal
- South Africa
- Uganda
- Zimbabwe

Asia

- China
- India
- Japan
- Thailand

Middle East

- Saudi Arabia
- Bahrain
- Kuwait
- Oman
- Qatar
- United Arab Emirates

Europe

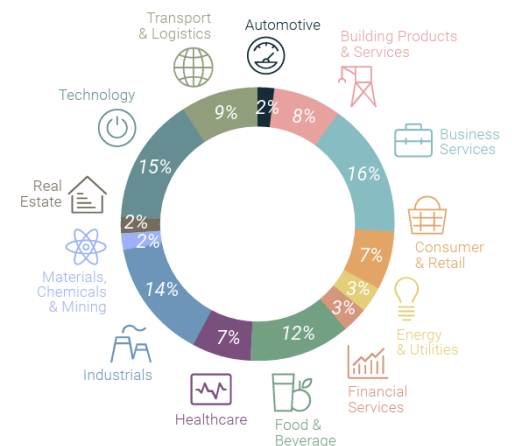
- Belgium
- Bosnia & Herzegovina
- Croatia
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Hungary
- Ireland
- Italy
- Netherlands
- Poland
- Portugal
- Romania
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- United Kingdom

Global Performance

Rank	Advisor
1	PwC
2	Houlihan Lokey
3	Rothschild
4	Deloitte
5	IMAP
6	Mizuho
7	Jefferies
8	EY
9	Goldman Sachs
10	Morgan Stanley

Ranking based on number of transactions closed in H1 2025.
Undisclosed values and values up to USD 500 mn.
Source: LSEG (Refinitiv) and IMAP internal data.

Deal Distribution by Sector



OUR SERVICES

Performance Improvement & Value Creation Planning

Driving Growth & Enhancing Portfolio Company Value through 6 strategies

DRIVING GROWTH

Revenue Growth

- Entering new markets/ segments via new products/services
- Pricing Optimization to maximize profitability.
- Sales Force Effectiveness through training and processes improvement.

M&A and Add-On Acquisitions

- Bolt-On Acquisitions to expand market share & enter new geographies
- Integration & Synergies by streamlining combined operations.
- Divestitures: Selling off non-core assets to refocus strategy.

ACCELERATE OPTIMIZATION

Cost & Operational Optimization

- Supply Chain Optimization: Enhancing procurement and logistics
- Lean Operations: Reducing waste and improving productivity.
- SG&A Cost optimization

Capital Structure Optimization

- Debt Optimization including Refinancing or restructuring debt
- Working Capital improvement via inventory, AR/AP management.
- Dividend Recaps or Buybacks: Using capital for investor returns.

ENHANCEMENT

Talent & Leadership Enhancement

- Bringing in experienced leadership where needed.
- Aligning executive compensation with value creation goals.
- Culture & Organizational Effectiveness and employee retention.

Digital & Technology Enhancement

- ERP, CRM, and AI execution for better decision-making.
- E-commerce & Digital Channels.
- Data Analytics & Predictive Insights.

Restructuring & Debt Advisory

Support To Adapt And Reshape Your Business To Maximize Value

RESTRUCTURING ADVISORY

- Lead negotiations with creditors and banks to explore optimal financing solutions, both in and out of court.
- Appoint interim management or a Chief Restructuring Officer to oversee key deliverables.
- Develop comprehensive business plans and financial models to establish a viable recovery strategy and improve financial outcomes.
- Create contingency plans and processes for potential insolvency scenarios.

DEBT ADVISORY

- Renegotiate existing financial facilities, including amendments and extensions.
- Facilitate access to new debt capital markets and financiers while securing financing for acquisitions and working capital needs.
- Advise on innovative structured finance solutions
- Provide guidance for managing cash crises and short-term liquidity challenges.
- Implement Sharia-compliant debt and capital structures.

INTERIM & CRISIS MANAGEMENT

- Provide experienced interim executives to manage operations on behalf of leadership while ensuring business stability through the hiring and training of a new management team.
- Design and implement 100-day strategic plans.
- Oversee communication strategies with stakeholders.
- Lead the execution of restructuring plans or administrative processes.
- Strengthen corporate governance and enhance financial controls.

Mergers & Acquisitions

Integrated M&A Transaction Support

DEAL STRATEGY & SCREENING

- Develop the investment thesis and assess the corporate growth and exit strategy.
- Build the business case and financial models for the M&A transaction.
- Assess funding requirements and financing solutions.
- Formulate screening criteria for potential target companies and pre-select a manageable number.
- Lead negotiation, structuring & documentation.

DUE DILLIGENCE & ANALYSIS

- Perform desktop valuation reviews with available information.
- Design the due diligence framework and develop a risk mitigation plan.
- Appoint independent advisors (e.g. lawyers and accountants) for the process.
- Liaise between the target company's management and the due diligence team & manage Virtual Data Room.
- Identify and address purchase price issues & adjustments.

FUNDING & CLOSING

- Advise on the optimum capital structure.
- Arrange and negotiate debt financing with banks and creditors if needed.
- Advise on key steps to close the deal successfully.
- Advise on the closing mechanism.
- Provide input on antitrust and regulatory approvals.

Initial Public Offerings & Capital Markets

Aligning Strategy With Long-term Goals Through Equity Finance

FLOTATION STRATEGY

- Assess the issuer's corporate strategy, equity story, and internal readiness.
- Conduct group restructuring if required.
- Assess the reporting and internal control framework.
- Assess governance and regulatory requirements and advise on best practices.
- Set out the timeline and key milestones.

VALUATION & DUE DILIGENCE

- Perform desktop valuations.
- Appoint third-party advisors to carry out financial and legal due diligence and market research.
- Support the appointment of steering and operating committees.
- Produce the draft prospectus and other documents.
- Prepare roadshow presentations for targeted investors.

FILING AND LISTING

- Build the financial model and recommend the offering price range.
- Manage investor relations.
- Develop offering materials, create the prospectus, and gauge market interest in the offering.
- Comply with capital market authority requirements.
- Finalize the legal and other formalities.

Corporate Finance Advisory

World-class Corporate Finance Advice When You Need It

BUSINESS VALUATIONS

Using the latest methodologies and in-depth industry knowledge, we help you navigate the complex process of business valuation, focusing on:

- Work with management to develop a bottom-up business plan, used as a basis for valuation.
- Market (comparable multiple, precedent transactions).
- Income (discounted cash flow).
- Adjusted book Value (net asset value).

FINANCIAL MODELING & BUSINESS PLANNING

Whatever your financial modeling needs, we can advise you. Our team has renowned expertise in:

- M&A deal structure.
- Initial public offerings.
- Restructuring and turnaround.
- Budgeting and business planning.
- Financial Statement Forecasting (PL,BS,CF).

CORPORATE GOVERNANCE





















We offer a complete set of services to assist companies in their process of corporatization including:

- Review of governance practices.
- Drafting and review of Board Charter.
- Appointment of independent board members.
- Structuring senior management. KPI & compensation.

Haykala Clients

Azmeel Contracting Contracting 	Arkad Engineering Contracting oil & gas 	Baytur Contracting 	Chevron AlBakri Lubricants 	Fuel way integrated Fuel Retail 
Aid medical Healthcare 	Kease Proptech 	DMTC Transportation & logistics 	SPPC Printing & packaging 	Al Khaleej Investment Co 
Shell Lubricants 	WeDeliver Logistics 	Shams Oil & gas 	Aljomaih Investment Co 	TA Associates Investment Co 
AMCO Pharma Pharmaceutical 	Naizak Technology 	Al AbdulKarim Holding Electrical Supplies 	Fiber Glass Oasis Co. E-glass fiber 	Huta Civil Engineering 

Team Credentials

Azmeel  Contracting Debt Restructuring	Flynas  Aviation Debt Restructuring	SecurLog  Logistics Debt Restructuring	Arkad  Contracting Debt Restructuring	Damas  Retail Debt Restructuring
Total & Aramco  Fuel Retail M&A Buyout	Azmeel  Contracting Sukuk Issuance	Tadrees  Education M&A Buyout	Gulf Union  F&B M&A Buyout	Jadwa  Healthcare M&A Role-UP
Arkad  Contracting Sukuk Issuance	Al Fozan  Building Material Performance Improvement	Nova  F&B Dividends Recap	Al Hokair  Hospitality Listing on Tadawul	Tanmiah  F&B Listing on Tadawul
Al Hammadi Hospital  Healthcare Listing on Tadawul	Al Alamiya  Insurance Listing on Tadawul	NCLE  Education Listing on Tadawul	Al Mujtama Al Raida  Healthcare Listing on Nomu	Sumou  Real Estate Listing on Nomu

LEADERSHIP TEAM

Leadership Team



H.E. FAHAD ALSUKAIT

CHAIRMAN

fahad@haykala.com

EXPERIENCE

In addition to serving as Chairman of Haykala, His Excellency Fahad Al Sukait has held key advisory roles, including as an advisor to the Council of Ministers Secretariat and Chairperson of the Council of Local Content and Private Sector Development.

He recently led the development of policy frameworks for the Kingdom of Saudi Arabia and is recognized as a regional thought leader and a sought-after keynote speaker.

His previous leadership roles include:

President of NAMAA Saudi Arabia, where he developed and implemented an incentive plan to diversify and expand the Saudi Arabian economy. Chief Executive Officer of Al-Arab News Channel (Bahrain), overseeing strategic and operational initiatives. Chief Executive Officer of Rotana Group (Riyadh & Bahrain), leading a major corporate restructuring. Senior roles at Procter & Gamble (Europe, Saudi Arabia, and UAE), with over 20 years of experience in treasury, taxation, finance, and corporate & shareholder relations.

He holds a BSc in Industrial Management from King Faisal University, Saudi Arabia.

Leadership Team



OMAR AL-BATATI

VICE CHAIRMAN

omar@haykala.com

EXPERIENCE

Omar Al-Batati has held key leadership positions across the private and public sectors for over 30 years, driving value through strategic leadership, management consulting, and marketing excellence.

As Governor of the Saudi Job Creation Commission, he led the design of the organizational strategy, defining the commission's vision, mission, objectives, and target operating model.

In his role as Senior Partner at Elixir Management Consultancy, he advised clients in the F&B, investment funds, and retail sectors on business strategy and operational restructuring. He also served as an advisor to the KSA Ministry of Labor.

As CEO of Hits Distribution Saudi Arabia, he spearheaded strategic restructuring programs for a company with a \$300 million turnover.

Earlier in his career, he was Finance Manager at Dallah Trading Company and spent 15 years in leadership roles at Procter & Gamble (Europe & Saudi Arabia), where he was part of the team that established the Dubai office.

He holds a BSc in Industrial Management from King Faisal University, Saudi Arabia.

Leadership Team



HISHAM ASHOUR

MANAGING PARTNER

hisham@haykala.com

EXPERIENCE

Hisham Ashour specializes in post-acquisition performance improvement and restructuring, focusing on optimizing corporate balance sheets and cost structures. He brings extensive experience across different sectors including financial services, education, healthcare, retail, and other sectors having practices for many years in Europe and the GCC.

Prior to his current role at Haykala, Hisham was the Co-CEO at Manhattan Capital where he lead a number of M&S transactions in the healthcare and F&B space in Saudi.

Before that as CEO of Sara Holding/Bahamdan, he led the restructuring of Tas-helat before its divestment to Aramco/Total and managed the of other disposal of non-strategic assets to deliverage the balance sheet.

As the Chief Investment Officer at Nawah (AlFozan Holding), he spearheaded the restructuring of electronics wholesaler Zonik and advised the board of a KSA-listed company Extra on the acquisition of a leading GCC fashion retailer.

During his tenure as Managing Director at Jadwa, Hisham served on the Investments, Products, and Executive Management Committees while holding directorship roles at Matbouli (Samsung KSA) and serving as a Board Advisor to Al Zamil Industries & Gulf Union.

As Managing Director of Arabia Capital, he led a debt and cost restructuring for Nasdaq-listed Damas, the 3rd largest jeweler retailer globally.

Prior to that he was the managing Partner of Alvarez & Marsal Middle East, where he lead the restructuring of NAS Aviation and Madar Building material as well as the restructuring of a German retailer with 1100 store locations.

Earlier in his career, he spent a decade in leadership roles at Procter & Gamble across Europe and the GCC. Hisham holds a BSc in Engineering and Graduate Diploma from The American University in Cairo.

Leadership Team



GHASSAN NASSIEF

MANAGING DIRECTOR

ghassan.nassief@haykala.com

EXPERIENCE

Ghassan Nassief is a seasoned corporate banker and transformation executive with over 24 years of experience in leading financial institutions and driving strategic turnaround initiatives in Saudi Arabia and the GCC. His expertise spans corporate banking, business development, and organizational restructuring, with a strong track record of elevating underperforming divisions, executing complex financing deals, and steering institutions through critical transformations.

Prior to joining Haykala, he was the Managing Director at Teneo, Ghassan led the firm's presence in Saudi Arabia, spearheading client acquisition, brand development, and integrated advisory engagements across multiple service lines. Previously, as CEO of Halawani Exchange, he led a comprehensive turnaround strategy, overhauling governance, operations, and compliance, while pursuing strategic mergers and a joint venture with a global player. His prior roles include Head of International Corporate Banking at Emirates Islamic Bank, where he delivered a loan portfolio exceeding AED 3 billion, and senior regional leadership roles at Saudi Hollandi Bank, NCB, and Bank Albilad—each marked by substantial portfolio growth and client base expansion.

Ghassan holds a Bachelor's degree in Electrical Engineering from King Fahd University of Petroleum and Minerals.

Leadership Team



AHMED MOSTAFA

PARTNER, ADVISORY & CORPORATE FINANCE

ahmed.mostafa@haykala.com

EXPERIENCE

Ahmed Mostafa has over 18 years of experience in transaction advisory in the Middle East. He has worked with a wide range of international clients to assess the risks and opportunities associated with their incoming and outgoing investment strategies. He has extensive experience in the consumer market, healthcare, and pharma sectors.

Prior to joining Haykala, Ahmed was Head of the Transaction Services in KPMG Egypt, Senior Vice President at Alpha Capital and Director at EY. Some of his key transactions include vendor due diligence on a group that operates in power and utilities with subsidiaries in Egypt, Jordan, & UAE. Mergers and Acquisitions services on behalf of Sara Holding with relation to the disposal of the fuel retail business to Aramco and Total; Due diligence for the merger of two listed companies in the petrochemical industry in KSA (Confidential transaction); and Strategy preparation for logistics company for storage services in Egypt.

He holds a (BSc) in Commerce from Cairo University, Egypt, and is a Certified Management Accountant and Certified Public Accountant. Also, Ahmed is registered in the CMA as Head of Arranging.

TEAM MEMBERS

Deals Team



MAHMOUD GHARIB

VICE PRESIDENT

mahmoud.gharib@haykala.com



NORA ALJABR

FINANCIAL ANALYST

noura.aljaber@haykala.com



MOH'D ALDAKKAN

HEAD OF ASSET MANAGEMENT

mohamed.aldakkan@haykala.com



ABDULLAH ALZAMIL

FINANCIAL ANALYST

abdullah.alzamil@haykala.com

EXPERIENCE

As Vice President, he develops investment strategies, manages portfolios for 30+ companies, and provides financial consultancy. Previously, he was Group Risk and Deals Manager, assessing risks and budgets. At Cairo Capital Securities, he conducted equity research, and at Nexia International, he managed valuations and restructuring. Mahmoud holds a BSc in Accounting & Finance, is an FMVA, and completed a risk management course at Rice University.

EXPERIENCE

She specializes in financial planning, reporting, cost analysis, and compliance. Before joining Haykala, she was a Financial Analyst at System Security Solutions, exploring investment opportunities, and at Karan Gulf Services, where she analysed financial performance. She started her career at KPMG, advising on various projects in Saudi Arabia. She holds a BSc in Finance from Prince Mohammad bin Fahd University and a compliance certification from the CMA.

EXPERIENCE

He has experience in transaction execution, due diligence, business valuation, and performance. Previously, he worked at Aldukheil Financial Group and as a Pricing Team Member at Zain, analyzing business cases and pricing scenarios. He began his career as a trainee at PwC. Mohammad holds a BSc in Finance from Prince Sultan University, KSA, and a Postgraduate Certificate in Finance from Heriot-Watt University, UAE.

EXPERIENCE

A financial analyst with a strong foundation in financial analysis, budgeting, and financial software. Experienced in data analysis, valuation, and report preparation. Previously assisted in financial analysis and valuation tasks, gaining exposure to investment banking and financial modeling. Conducted industry research and prepared client reports. Currently engaged in finance projects and coursework, developing strong analytical and Excel skills.

Operations Team



FATIMA JAAWAD

CFO

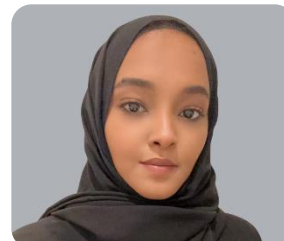
fatima.jawad@haykala.com



ZAINAB NADA

OPERATIONS & MARKETING MANAGER

zainab.nada@haykala.com



RAHEEQ ALHAJ

FINANCE & ADMIN MANAGER

Raheeq.alhaj@haykala.com



ABDULAZIZ ALHARBI

COMPLIANCE & AML OFFICER

abdulaziz.alharbi@haykala.com

EXPERIENCE

She is an expert in accounting, taxation, and administration. Before joining Haykala, she was Accounting Officer at Melyaa Accounting Services, managing taxes, financial statements, and payroll. She also handled billing and collections at Wejdan Specialist Medical Centre and gained experience at Batelco and the Bureau of Manpower. Fatima holds a BSc in Accounting and Finance from Ahlia University, Bahrain.

EXPERIENCE

She is an operations and marketing manager experienced in social media and marketing strategy. She has worked on application development and marketing at Land Digital in the UK and analysed marketing strategies at Mediaworks, where she supported paid media and SEO teams. She holds a BSc in Film and Television Production from the University of Cumbria and a digital marketing certification from Teesside University.

EXPERIENCE

She is an administrative professional with six years of expertise in marketing, commercial banking, and legal administration. Skilled in managing executive tasks, senior partner agendas, time management, and problem-solving. She holds a bachelor's degree in Banking & Finance - Marketing from the University of Bahrain, a CIFE certification, and an IAB Level 4 Certificate in International Accounting Standards and IFRS (2024).

EXPERIENCE

Abdulaziz has two years of experience in financial management and compliance, during which he developed expertise in regulatory frameworks and capital markets. He has obtained professional certificates from the Capital Market Authority through the Financial Academy and holds the Certified Compliance Officer (CCO) certificate. He holds a bachelor's degree in financial management with a specialization in Management from Jouf University.

SENIOR ADVISORS

Advisory Board



THAMER A. AL SAADOUN

SENIOR ADVISOR

EXPERIENCE

He is a professional with over 30 years of experience in Management, Compliance, AML, and Risk Management. He has held executive roles at Al Malaz Capital, Alinma Investment Co., Maceen Capital, and Riyadh Capital, demonstrating a strong track record of leadership and success. He is a proactive team player with excellent communication skills and is committed to continuous learning through specialized certifications and training. He holds a BSc in Business Administration from King Saud University.



KHALED ABDELLATIF

SENIOR ADVISOR

EXPERIENCE

He has over 30 years in the IT sector with roles at Microsoft, IBM, AT&T, Citrix, and Injazat. As Chief Marketing Officer at Microsoft Saudi Arabia, he drove business strategy and growth. He later worked with Citrix and as VP of Strategic Outsourcing at Injazat, focusing on alliances and revenue. Khaled has expertise in digital transformation, cloud technology, and cybersecurity. Khaled holds a BSc in Communications and Electronics Engineering from Ain Shams University.



MICHAEL LEON

SENIOR ADVISOR

EXPERIENCE

He has over 30 years of experience as a business leader, excelling in managing legal issues, growing businesses, and closing transactions across finance, technology, AI, and space commercialization. He is currently CEO of Lyon Capital Group, advising on international transactions and has closed deals in over 100 countries. He also serves as General Counsel for three tech and finance firms. He holds a JD from Harvard Law School and Bachelor's in History and Economics from Brandeis University.



DANIEL BRÜLLMANN

SENIOR ADVISOR

EXPERIENCE

He has extensive experience in corporate and property development, financing, and brokerage. He has led Arranger for nearly 20 years, specializing in wealth management and restructuring. Previously, he was Head of Loan Syndication at UBS and Head of Start-up Growth Financing at BEKB. Daniel holds a doctorate in Economics from Bocconi University, completed Stanford's Financial Management Program, and has a Fit for Finance certificate from the University of St Gallen.

Haykala team boasts diverse investment advisory experience globally



News



[Turning Point: The Team Behind Arkad's \\$800M Restructuring Journey](#)



[A Collaborative Comeback: IMAP Haykala Leads Arkad E&C's \\$800M Restructuring](#)

IMAP

[Vision 2030 in Action – Haykala's Impact on Saudi Arabia's Business Future](#)



[Turning Crisis into Opportunity Azmeel Contracting's Restructuring Journey](#)

Islamic Finance news

[Charting the Future of M&A in Saudi Arabia with Hisham Ashour](#)



[Major Breakthrough: Creditors Approve Azmeel's \\$2 B Debt Plan](#)

GRR

[INSOL Future Leaders Oct 2024 – Expert Insights on Global Restructuring Trends](#)

IMAP

[Breaking: IMAP Appoints Haykala as Its Sole M&A Partner in Saudi Arabia](#)



[Unlocking GCC Value: Why NPL Trading Matters Now](#)



[Expert Views on Navigating the Saudi Market in a Time of Transformation](#)



[Turning Non-Performing Loans from Risk to Opportunity](#)

Reorg®

[Arkad Set to Launch \\$2.4B Perpetual Sukuk Under Court-Approved Restructuring Plan](#)

Awards



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