



# CORPORATE PRESENTATION

IMAP |  Haykala

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# 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

254

M&A  
TRANSACTIONS  
IN 2025

\$16bn

TRANSACTIONS  
VALUE IN  
2025

7th

GLOBAL RANKING IN  
2025



Haykala is the local partner  
of IMAP global in Saudi  
Arabia

## Office Address

Office #402, 4th Floor,  
Health Specialties  
Authority Building  
King Saoud 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

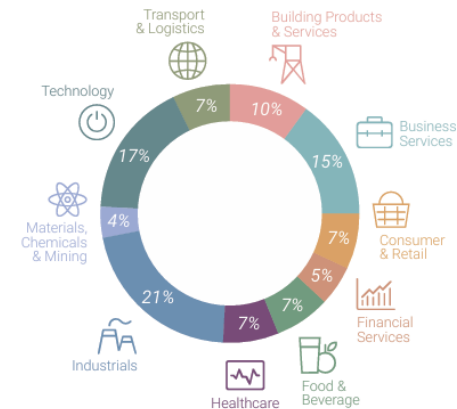
- Belgium
- Bosnia & Herzegovina
- Croatia
- Czech Republic
- Denmark
- Finland
- France
- Germany
- Hungary
- Ireland
- Italy
- Netherlands
- Poland
- Portugal
- Romania
- Serbia
- Slovakia
- Slovenia
- Spain
- Sweden
- United Kingdom
- Turkey

## Global Performance

Rank	Advisor
1	PwC
2	Houlihan Lokey
3	KPMG
4	Rothschild
5	Deloitte
6	EY
<b>7</b>	<b>IMAP</b>
8	BDO
9	Oaklins
10	Jefferies

Ranking based on number of transactions closed in Q1-Q4 2025. Undisclosed values and values up to \$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

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

# Team Credentials

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


# Haykala is leading two ongoing large-scale restructuring engagements

## SAR 6bn restructuring of Huta Group and SAR 4bn restructuring of Al Abdulkarim Holding

	Huta Group	AKH	AlManar	AlMashariq Trading & Contracting
Company and project overview	<ul style="list-style-type: none"> <li>Huta Group is one of the largest marine contracting and dredging players in Saudi Arabia, operating across marine construction, ports, offshore services, and heavy marine equipment leasing.</li> </ul>	<ul style="list-style-type: none"> <li>Al Abdulkarim Holding (AKH) is a major trading and distribution group. The group operates across electrical trading, industrial services, and contracting.</li> </ul>	<ul style="list-style-type: none"> <li>Al Manar is a contracting and construction firm with an established presence in the local market, supported by diversified project experience across civil works, building construction, utilities, and infrastructure projects.</li> </ul>	<ul style="list-style-type: none"> <li>Almashariq is an EPC contractor delivering integrated engineering, procurement, and construction services across civil, electrical, mechanical, power, water, and infrastructure sectors for public and private sector clients.</li> </ul>
Total claim amount	<ul style="list-style-type: none"> <li>SAR 6 billion</li> </ul>	<ul style="list-style-type: none"> <li>SAR 4 billion</li> </ul>	<ul style="list-style-type: none"> <li>SAR 300 million</li> </ul>	<ul style="list-style-type: none"> <li>SAR 400 million</li> </ul>
FRP status	<ul style="list-style-type: none"> <li>On going</li> </ul>	<ul style="list-style-type: none"> <li>On going</li> </ul>	<ul style="list-style-type: none"> <li>On going</li> </ul>	<ul style="list-style-type: none"> <li>On going</li> </ul>
Haykala scope of work	<p><b>Haykala was engaged as CRO/PMO to perform the following:</b></p> <ul style="list-style-type: none"> <li>Lead and oversee day-to-day restructuring execution, coordinating with the shareholders, Trustee, creditors, and the advisors.</li> <li>Assess liquidity needs and manage working-capital actions to support business continuity.</li> <li>Oversee asset reviews, valuation needs, and monetization initiatives for non-core assets.</li> <li>Identify key restructuring levers (cost rationalization, asset disposal, debt rescheduling, etc.).</li> <li>Draft the master plan to execute the road map for successful restructuring and ensure business continuity.</li> </ul>		<p><b>Haykala was engaged as CRO/financial advisory to perform the following:</b></p> <ul style="list-style-type: none"> <li>Leading day-to-day restructuring execution and coordinating with the Trustee, creditors, and the Court.</li> <li>Assessing liquidity needs and managing working-capital actions to support business continuity.</li> <li>Driving negotiations with banks, suppliers, and related parties, including preparation of term sheets and restructuring scenarios.</li> <li>Developing and refining the Financial Restructuring Plan (FRP), incorporating financial projections, scenarios, and sensitivities.</li> <li>Ensure alignment with restructuring objectives and creditor expectations.</li> </ul>	

# Haykala acted as lead arranger for sr 10bn of perpetual sukuk in 2023/24

## AZMEEL SR 7 BN & SR 3 BN FOR ARKAD (1/2)

Azmeel Contracting Company (“Azmeel”)	
<p>Company and project overview</p> 	<ul style="list-style-type: none"> <li>Azmeel is a Saudi Arabian contractor based in Jubail. It was established in 1991 and has since completed a wide range of projects. including: Mega housing projects; Commercial projects; Shopping malls; and Chemical and industrial projects.</li> <li>At its peak it had a SAR 20 bn backlog, 40,000 staff on its payroll and annual revenues of SR 7bn and SR of 5 bn bank debt.</li> <li>Azmeel filed for FRP in October 2019. 87% of the creditors voted in favor of the FRP.</li> </ul>
Debt amount	<ul style="list-style-type: none"> <li>SAR 7 billion</li> </ul>
Haykala scope of work	<ul style="list-style-type: none"> <li>Haykala appointed as CRO in 2020</li> <li>Developed 10-year FRP plan to repay liabilities via perpetual sukuk</li> <li>Restructuring plan based on 5 points</li> <li>Complete existing projects</li> <li>Sale and development of its real estate portfolio</li> <li>Establish equipment leasing company (SR 1.5bn)</li> <li>Taking on new projects through JVs and consortium</li> <li>Develop/implement corporate governance and financial controls</li> <li>Haykala acting as lead arranger to issue Perpetual sukuk with CMA</li> <li>CRO continues monitoring tole (progress against the business plan)</li> </ul>

### Creditors ( Banks and Institutions)



### Deal Advisors



### Sukuk Issuance Overview

Balance Sheet	Pre-restructureing	Sukuk restructuring	Post- restructuring
Assets	2,188,243,892		2,188,243,892
Liabilities	7,266,645,510	(5,813,007,932)	1,453,637,578
Equity	(5,078,401,618)	5,813,007,932	734,606,314

# Haykala acted as lead arranger for sr 10bn of perpetual sukuk in 2023/24

## AZMEEL SR 7 BN & SR 3 BN FOR ARKAD (2/2)

Arkad Engineering & Construction Company (“Arkad”)	
Company and project overview	<ul style="list-style-type: none"> <li>Arkad is a leading Saudi Oil &amp; Gas EPC contractor specializing in the oil and gas pipeline business and has been awarded many major projects and has accumulated extensive work with Saudi Aramco.</li> <li>Arkad SPA is the international subsidiary based out of Italy which has executed more than \$20 bn of projects globally</li> <li>Arkad filed for FRP in June 2021. 85% of creditors voted in favor of the restructuring plan developed by Haykala</li> </ul>
Debt amount	SAR 3 billion
Haykala scope of work	<ul style="list-style-type: none"> <li>Haykala appointed as CRO in 2022</li> <li>Developed 12 year FRP plan to repay liabilities via perpetual sukuk</li> <li>Restructuring plan based on 4 points</li> <li>Complete existing projects</li> <li>Establish equipment leasing company (SR 600m)</li> <li>Taking on new projects through JVs and consortium</li> <li>Develop/implement corporate governance and financial controls</li> <li>Assisting Arkad in the sale of a majority stake in its international subsidiary</li> <li>Haykala acting as lead arranger to issue Perpetual sukuk with CMA</li> <li>CRO continues monitoring tole (progress against the business plan)</li> </ul>

### Creditors ( Banks and Institutions)



### Deal Advisors



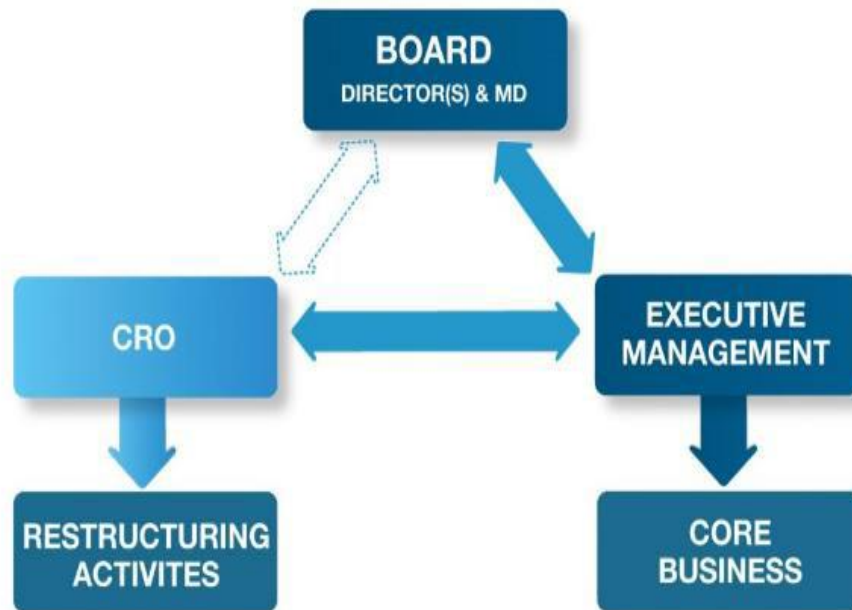
### Sukuk Issuance Overview

Post-sukuk issuance financial statements is under issuance

# SCOPE OF WORK

# Scope of work

Lead stakeholder coordination and information flow to develop the FRP Plan, build financial projections, and implement the restructuring strategy



## Lead on ground the restructuring activities including:

- Stakeholder management and coordination with shareholders, board of directors, trustees, management, creditors and consultants
- Lead negotiations with banks and lenders
- Review and assess the company's financial position, operations, and debt structure.
- Identify key restructuring levers (cost rationalization, asset disposal, debt rescheduling, etc.).
- Prepare a compliant FRP Plan aligned with the company's recovery potential and legal requirements.
- Coordinate with the appointed Trustee, legal counsel, and key stakeholders throughout the process.
- Develop a detailed financial model to support the FRP Plan.
- Incorporate multiple scenarios and sensitivities based on operational restructuring assumptions.
- Ensure alignment with restructuring objectives and creditor expectations.

# Officeholder Role

**The officeholder appointed by the court and represents the court, the legal process, and all creditors collectively.**

Article 70 of bankruptcy law regulate the relationship between the debtor and the officeholder, in which the debtor should obtain approval from the officeholder incase of the following activities.

From the start of the Financial Restructuring Procedure until the proposal is ratified, the debtor cannot take certain actions without written approval from the Officeholder, including:

- Preparing/implementing the restructuring proposal and inviting creditors to vote.
- Requesting funding or repaying debts.
- Entering new insurance contracts or leases.
- Settling or contracting with creditors.
- Providing/renewing security interests.
- Changing registered offices or premises.
- Voting on other debtors' proposals if it waives the debtor's rights.
- Hiring legal/accounting/consultancy services.
- Filing lawsuits or participating in litigation/arbitration.
- Appointing agents outside normal business scope.
- Establishing subsidiaries or acquiring shares in other companies.
- Transferring ownership of business/assets outside the ordinary course.
- Requesting termination of the procedure under Article 87.
- Any additional actions stated in the regulations.

# TIMELINE

# CRO & Financial Advisory Timeline

Haykala takes over M&A transaction from strategy to closing stage as follows:

Topic	<span style="border: 1px solid black; border-radius: 50%; padding: 2px;">1</span> Understanding of the Situation & Data Gathering	<span style="border: 1px solid black; border-radius: 50%; padding: 2px;">2</span> Financial Model	<span style="border: 1px solid black; border-radius: 50%; padding: 2px;">3</span> Bank Presentation	<span style="border: 1px solid black; border-radius: 50%; padding: 2px;">4</span> Negotiation with Banks	<span style="border: 1px solid black; border-radius: 50%; padding: 2px;">5</span> Prepare the FRP Document
<b>Key Activities</b>	<ol style="list-style-type: none"> <li>1. Conduct kick-off meetings with management, board, and the court-appointed trustee</li> <li>2. Review historical financial statements, debt schedules, and banking facilities Assess current liquidity position and short-term cash flow needs</li> <li>3. Identify key operational and financial challenges driving the distress</li> <li>4. Gather creditor information, claim amounts, and existing legal proceedings</li> </ol>	<ol style="list-style-type: none"> <li>1. Build an integrated financial model (P&amp;L, balance sheet, cash flow)</li> <li>2. Develop debt repayment scenarios and restructuring options</li> <li>3. Incorporate multiple sensitivities (revenue recovery, cost reduction, asset disposal)</li> <li>4. Stress-test assumptions against downside and base case scenarios</li> <li>5. Align model outputs with restructuring objectives and creditor expectations</li> </ol>	<ol style="list-style-type: none"> <li>1. Prepare a concise presentation summarizing the company's situation and restructuring rationale</li> <li>2. Outline proposed restructuring terms and key financial projections</li> <li>3. Present debt rescheduling scenarios and recovery analysis for creditors</li> <li>4. Tailor messaging for individual bank discussions where required</li> </ol>	<ol style="list-style-type: none"> <li>1. Lead negotiations with creditor banks and financial institutions</li> <li>2. Prepare and exchange draft term sheets reflecting agreed restructuring terms</li> <li>3. Manage creditor queries and coordinate responses with legal counsel</li> <li>4. Drive alignment among creditors on key commercial and financial terms</li> <li>5. Coordinate with the trustee and legal advisors throughout the process</li> </ol>	<ol style="list-style-type: none"> <li>1. Draft the full Financial Restructuring Plan (FRP) in compliance with Saudi Bankruptcy Law</li> <li>2. Incorporate agreed financial projections, repayment schedule, and restructuring terms</li> <li>3. Coordinate review and sign-off with the trustee, legal counsel, and management</li> <li>4. Prepare supporting schedules and annexures required for court submission</li> <li>5. Submit the FRP document for court approval and creditor voting</li> </ol>
<b>Timeline</b>	<ul style="list-style-type: none"> <li>▪ 4 weeks</li> </ul>	<ul style="list-style-type: none"> <li>▪ 6 to 8 weeks</li> </ul>	<ul style="list-style-type: none"> <li>▪ 2 - 3 week</li> </ul>	<ul style="list-style-type: none"> <li>▪ 3 - 5 weeks</li> </ul>	<ul style="list-style-type: none"> <li>▪ 6 weeks</li> </ul>

# 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](mailto: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 led 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 disposal of non-strategic assets to delverage 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 3<sup>rd</sup> largest jeweler retailer globally.

Prior to that he was the managing Partner of Alvarez & Marsal Middle East, where he led 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



## AHMED MOSTAFA

PARTNER, ADVISORY & CORPORATE FINANCE

[ahmed.mostafa@haykala.com](mailto: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



## ABDULLAH ALZAMIL

FINANCIAL ANALYST

abdullah.alzamil@haykala.com

### 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.



## NORA ALJABR

FINANCIAL ANALYST

noura.aljaber@haykala.com

### 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.



## AHMED HASSAN

FINANCIAL ANALYST

ahmed.hassan@haykala.com

### EXPERIENCE

As a Senior Financial Analyst, he specializes in business valuation, due diligence, and feasibility studies, applying IFRS-compliant methodologies and International Valuation Standards. Prior to joining Haykala, he delivered valuation and financial models supporting M&A and investment decisions, implemented IFRS 9 ECL frameworks, and supported ICAAP and IRRBB processes at Nexia International. He is FMVA® certified, with strong expertise in DCF, market comparables, precedent transactions, adjusted NAV, and sensitivity analysis.

# Deals Team



## MOH'D ALDAKKAN

HEAD OF ASSET MANAGEMENT

mohamed.aldakkan@haykala.com

### 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.



## AHSAN YOUSAF

FINANCIAL ANALYST

ahsan.yousaf@haykala.com

### EXPERIENCE

A finance professional with 4+ years of experience in financial modeling, valuation, and investment analysis across advisory and private equity. He has supported real estate investment banking and strategic advisory mandates, including valuation, feasibility, and capital structuring, and delivered GAAP-compliant fair value valuations for private equity and venture investments. He holds a B.Sc. (Hons.) in Economics & Finance and is a CFA Level III candidate (passed Levels I & II).

# Operations Team



**FATIMA JAWAD**

CFO

fatima.jawad@haykala.com

## EXPERIENCE

Fatima Al-Jawad is a distinguished Finance and Administration Manager with proven expertise in financial management, regulatory compliance, and corporate governance across the Kingdom of Saudi Arabia and Bahrain. She currently serves at Haykala Advisors & Managers, a CMA-licensed financial institution, where she oversees the firm’s finance, human resources, and administrative functions. In her leadership capacity, Fatima directs end-to-end financial operations, including budgeting, forecasting, and capital planning, while ensuring full compliance with CMA, ZATCA, and NBR regulations. She has been instrumental in developing financial models, cost-optimization frameworks, and five-year strategic plans that have strengthened corporate performance and supported executive decision-making. Her governance oversight extends to serving as Board Secretary for Haykala and client boards, ensuring the highest standards of transparency and regulatory adherence. Prior to joining Haykala, Fatima held key accounting roles at Melyaa Accounting Services, managing financial reporting, taxation, and payroll across diverse client portfolios. Earlier in her career, she contributed to financial and administrative operations at Wejdan Specialist Medical Centre, and completed professional training with Batelco and the Civil Service Bureau – Manpower & Budget Directorate in Bahrain. She holds a Bachelor’s Degree in Accounting and Finance from Ahlia University, Bahrain, and is certified in Capital Market Essentials (CME Parts 1 & 2) by the Financial Academy. Known for her integrity, precision, and strategic acumen, she brings a results-driven approach to financial leadership and organizational development within the regional financial sector.



**ZAINAB NADA**

OPERATIONS & MARKETING MANAGER

zainab.nada@haykala.com

## EXPERIENCE

Zainab is an experienced Operations and Marketing Manager with a strong background in digital marketing and strategic communication. At Haykala, she plays a key role in developing and executing integrated marketing strategies, structuring the company’s website, managing social media platforms, strengthening corporate branding, and organizing events. She ensures the effective coordination of operational and marketing initiatives that enhance the firm’s visibility and brand presence. Prior to joining Haykala, She gained extensive experience in the UK’s digital and creative industries. She worked at Land Digital, where she contributed to application development projects and supported marketing initiatives aimed at improving digital engagement and user experience. Earlier in her career, she worked with Mediaworks, where she collaborated with multidisciplinary teams across paid media, SEO, content marketing, and social media marketing. Her role involved campaign execution, data analysis, and performance evaluation through digital analytics tools to ensure measurable and impactful marketing outcomes. She holds a Bachelor degree in Film and Television Production from the University of Cumbria, combining creative storytelling with technical production skills that inform her strategic approach to content and branding. She also earned a Professional Development Certificate in Digital Marketing and Content Creation from Teesside University, strengthening her expertise in digital strategy and online communication. Currently, Zainab is pursuing a Master of Arts in Marketing at the University of Sunderland, United Kingdom, where she continues to refine her knowledge in global marketing trends, brand management, and consumer behaviour.

# SENIOR ADVISORS

# Advisory Board



**THAMER A. AL SAADOUN**

COMPLIANCE & AML OFFICER

## 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

PREVIOUS EMPLOYERS



# News

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# Awards



# CONTACT US



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