CORPORATE PRESENTATION



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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

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.

Interim Management

Providing Experienced Leadership to Guide Your Business Through Transition

INTERIM MANAGEMENT CAPABILITIES

Haykala provides seasoned interim executives to ensure business continuity and performance in times of transition.

- Senior & Mid-Level Executives: CEO, CFO, COO.
- Treasury, Chief Accountant.
- Finance Manager, Financial Controller.
- Rapid deployment of leadership to stabilize, strategize, and execute operational priorities.

VALUE PROPOSITION

Why Haykala's Interim Management Adds Value:

- Immediate access to proven leadership during critical transitions.
- Stabilizes operations while preserving strategic momentum.
- Objective, independent perspective to drive performance improvement.
- Cost-effective alternative to permanent hires with measurable impact.

PROCESS

Our Interim Management Engagement Process:

1. Needs Assessment – Understand organizational challenges and role requirements.
2. Candidate Selection – Match with vetted senior or mid-level executives.
3. Deployment – Rapid onboarding with clear objectives and KPIs.
4. Execution & Oversight – Interim leader drives transformation and reports progress.
5. Handover & Continuity – Smooth transition to permanent structure or internal team.

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

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	• 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.	• Al Abdulkarim Holding (AKH) is a major trading and distribution group. The group operates across electrical trading, industrial services, and contracting.	• 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.	• 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.
Total claim amount	• SAR 6 billion	• SAR 4 billion	• SAR 300 million	• SAR 400 million
FRP status	• On going	• On going	• On going	• On going
Haykala scope of work	**Haykala was engaged as CRO/PMO to perform the following:** • Lead and oversee day-to-day restructuring execution, coordinating with the shareholders, Trustee, creditors, and the advisors. • Assess liquidity needs and manage working-capital actions to support business continuity. • Oversee asset reviews, valuation needs, and monetization initiatives for non-core assets. • Identify key restructuring levers (cost rationalization, asset disposal, debt rescheduling, etc.). • Draft the master plan to execute the road map for successful restructuring and ensure business continuity.		**Haykala was engaged as CRO/financial advisory to perform the following:** • Leading day-to-day restructuring execution and coordinating with the Trustee, creditors, and the Court. • Assessing liquidity needs and managing working-capital actions to support business continuity. • Driving negotiations with banks, suppliers, and related parties, including preparation of term sheets and restructuring scenarios. • Developing and refining the Financial Restructuring Plan (FRP), incorporating financial projections, scenarios, and sensitivities. • Ensure alignment with restructuring objectives and creditor expectations.	

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")	
Company and project overview	▪ 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. ▪ 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. ▪ Azmeel filed for FRP in October 2019. 87% of the creditors voted in favor of the FRP.
Debt amount	▪ SAR 7 billion
Haykala scope of work	▪ Haykala appointed as CRO in 2020 ▪ Developed 10-year FRP plan to repay labilities via perpetual sukuk ▪ Restructuring plan based on 5 points ▪ Complete existing projects ▪ Sale and development of its real estate portfolio ▪ Establish equipment leasing company (SR 1.5bn) ▪ Taking on new projects through JVs and consortium ▪ Develop/implement corporate governance and financial controls ▪ Haykala acting as lead arranger to issue Perpetual sukuk with CMA ▪ CRO continues monitoring tole (progress against the business plan)

Creditors (Banks and Institutions)

BSF, anb, GIB, SABB, Al Rajhi Bank, Helaba Landesbank Hessen-Thüringen, alinma bank, Bank AlJazira, SNB الأهلي, Emirates NBD, The Saudi Investment Bank

Deal Advisors

Deloitte., King & Spalding, Latham & Watkins LLP

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	▪ Arkad is a leading Saudi Oil & 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. ▪ Arkad SPA is the internation subsidiary based out of Italy which has executed more than $20 bn of projects globally ▪ Arkad filed for FRP in June 2021. 85% of creditors voted in favor of the restructuring plan developed by Haykala
Debt amount	▪ SAR 3 billion
Haykala scope of work	▪ Haykala appointed as CRO in 2022 ▪ Developed 12 year FRP plan to repay labilities via perpetual sukuk ▪ Restructuring plan based on 4 points ▪ Complete existing projects ▪ Establish equipment leasing company (SR 600m) ▪ Taking on new projects through JVs and consortium ▪ Develop/implement corporate governance and financial controls ▪ Assisting Arkad inthe sale of a majority stake in its internation subsidiary ▪ Haykala acting as lead arranger to issue Perpetual sukuk with CMA ▪ CRO continues monitoring tole (progress against the business plan)

Creditors (Banks and Institutions)

Deal Advisors

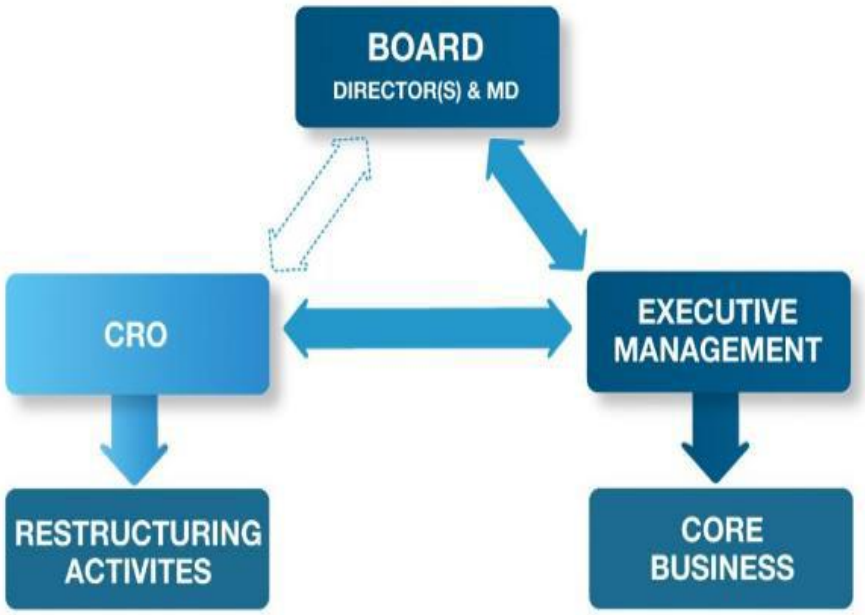
Sukuk Issuance Overview

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	1 Understanding of the Situation & Data Gathering	2 Financial Model	3 Bank Presentation	4 Negotiation with Banks	5 Prepare the FRP Document
Key Activities	1. Conduct kick-off meetings with management, board, and the court-appointed trustee 2. Review historical financial statements, debt schedules, and banking facilities Assess current liquidity position and short-term cash flow needs 3. Identify key operational and financial challenges driving the distress 4. Gather creditor information, claim amounts, and existing legal proceedings	1. Build an integrated financial model (P&L, balance sheet, cash flow) 2. Develop debt repayment scenarios and restructuring options 3. Incorporate multiple sensitivities (revenue recovery, cost reduction, asset disposal) 4. Stress-test assumptions against downside and base case scenarios 5. Align model outputs with restructuring objectives and creditor expectations	1. Prepare a concise presentation summarizing the company's situation and restructuring rationale 2. Outline proposed restructuring terms and key financial projections 3. Present debt rescheduling scenarios and recovery analysis for creditors 4. Tailor messaging for individual bank discussions where required	1. Lead negotiations with creditor banks and financial institutions 2. Prepare and exchange draft term sheets reflecting agreed restructuring terms 3. Manage creditor queries and coordinate responses with legal counsel 4. Drive alignment among creditors on key commercial and financial terms 5. Coordinate with the trustee and legal advisors throughout the process	1. Draft the full Financial Restructuring Plan (FRP) in compliance with Saudi Bankruptcy Law 2. Incorporate agreed financial projections, repayment schedule, and restructuring terms 3. Coordinate review and sign-off with the trustee, legal counsel, and management 4. Prepare supporting schedules and annexures required for court submission 5. Submit the FRP document for court approval and creditor voting
Timeline	▪ 4 weeks	▪ 6 to 8 weeks	▪ 2 - 3 week	▪ 3 - 5 weeks	▪ 6 weeks

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



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.

INTERIM MANAGEMENT TEAM

Leadership Team



KHALED NAZMY

CEO/CFO

EXPERIENCE

He held senior leadership positions across the audit, consultancy, and finance sectors for over 35 years, driving organizational transformation and business excellence through strategic management and financial leadership.

As a Founder and Chairman of World Advisers Consultancy – Egypt, he led major advisory and restructuring initiatives, providing strategic direction and financial oversight for diverse industries.
In his previous role as CEO of GSSG Holding – Egypt, he managed a group of eight subsidiaries, overseeing strategic restructuring, operational efficiency, and corporate growth. He had earlier served as CFO of the same group, part of Ghanim Bin Saad Al Saad Sons Holding – Qatar.
Throughout his career, Khaled has held multiple top management roles, including Vice Chairman of Teraz for Construction & Development, Chairman of Five Stars Transport and World Gate Trading, as well as Chairman and Board Member in companies across the construction, energy, and financial sectors in Egypt, Kuwait, and Mauritius.
Before his executive leadership roles, Khaled spent over a decade with KPMG, Arthur Andersen, and Ernst & Young, where he provided audit and advisory services to leading regional clients. He later held senior internal audit and finance leadership positions at Dallah Al Baraka Trading (KSA), GB Auto (Ghabbour Group), ASEC Helwan Cement, Al Ahram Beverages – Heineken Egypt, and Omar Effendi Company.

He holds a Bachelor of Commerce from Ain Shams University and is a Certified Egyptian Accountant and Member of the American Institute of Internal Auditors (IIA – USA).

Leadership Team



AHMED REFAAT

CFO

EXPERIENCE

He is a seasoned finance executive with over 30 years of experience across multinational corporations, manufacturing, services, and audit, known for transforming financial operations and enabling sustainable business growth through strategic financial leadership.

As Founder and CEO of World Advisers Consultancy – Egypt, he led strategic financial advisory services for startups, SMEs, and established companies, guiding financial planning, ERP transformation, and internal control enhancements to strengthen corporate performance and decision-making.
Prior to establishing his firm, Ahmed served as an Independent Financial Consultant and ERP Transformation Lead, where he supported businesses through the COVID-19 period with tailored financial frameworks, full ERP implementation on Microsoft Dynamics AX, and the development of policies, procedures, and internal control systems that improved transparency and compliance.
Earlier in his career, he held several Finance Manager leadership roles across major regional organizations, including Five Star Flour Mills Company, Five Star Feed Mills Company, First Service Company (Orascom Telecom Holding), and Zamil Steel Buildings – Egypt. His contributions spanned budgeting and forecasting, capital expenditure evaluation, cost optimization, and financial reporting—driving operational efficiency and profitability.
Before transitioning into corporate finance leadership, he built a strong audit foundation, serving at Ernst & Young International for over a decade and beginning his early career with Hazem Hassan & Co. (KPMG Egypt), where he gained extensive exposure to auditing and consultancy across trading, manufacturing, contracting, and banking sectors.
He holds a Bachelor of Commerce from Ain Shams University.

Leadership Team



SHERIF TANTAWY

CFO

EXPERIENCE

He is a seasoned finance executive with 30 years of experience across multinational industrial organizations in Egypt, Europe, and the Middle East, known for elevating financial performance, leading high-impact teams, and enabling business growth through strategic financial management and strong operational leadership.

As a Financial Services Consultant, he led financial advisory engagements, feasibility studies, ERP implementations, and financial performance evaluations, providing strategic guidance to support business decision-making, cash management, and organizational development for leading entities across the region.
Prior to his consulting tenure, Sherif served as Chief Financial Officer at TAQA Oil Marketing – Egypt and Ferrometalco Steel Constructions, where he oversaw financial planning, reporting, budgeting, treasury, internal controls, and organizational restructuring. His leadership enhanced financial governance, operational efficiency, and the development of finance teams and systems that supported business transformation.
Earlier in his career, Sherif held several regional leadership roles at Lafarge Middle East & Africa, including BU Financial Controller, Regional Project Manager, and Finance Manager across Turkey, Syria, Saudi Arabia, and Hungary. His contributions spanned financial planning, ERP standardization and rollout, capital expenditure management, project financing, financial reporting, and building finance departments for both operating companies and greenfield startup projects.

He holds a Bachelor of Commerce in Accounting from Ain Shams University.

Leadership Team



HOSAM TOBALA

INTERNAL CONTROL & INTERNAL AUDIT

EXPERIENCE

He is a seasoned audit, risk, and governance leader with over 35 years of experience across public accounting, internal audit, and corporate governance in multinational and publicly listed companies across the Middle East. He was known for strengthening control environments, elevating governance standards, and driving audit transformation aligned with business growth and regulatory advancement.He began his career in public accounting with leading international firms, including KPMG Egypt and DT&T, where he progressed from Junior Auditor to Assurance Partner. He led audits for major local and international clients across banking, telecommunications, automotive, FMCG, and industrial sectors, and delivered financial due diligence, IFRS reconciliation, and regional quality review assignments that enhanced audit methodologies and compliance standards.

Hossam later transitioned into internal audit and corporate governance leadership, serving for over 15 years as Group Internal Audit & Governance Director for three major business groups owned by the Al-Kharafi family in Kuwait. He subsequently served as Risk & Internal Audit Director at AIH, a financial services group operating in factoring, securitization, leasing, and automotive services. Most recently, Hossam held the role of Senior Director of Internal Audit & Governance at Jarir Marketing Company in Saudi Arabia, one of the region's leading retail groups. He enhanced audit methodologies, introduced advanced audit technologies and analytics, and positioned Internal Audit as a trusted advisory function to management amid evolving regulatory, compliance, and Vision 2030-driven governance requirements.

He holds a University Degree in Accounting from the Faculty of Commerce, Ain Shams University, and is professionally certified as an AICPA and FESSA.

Leadership Team



OLA RAAFAT

CPA

EXPERIENCE

She is an accomplished audit, risk management, and governance executive with over 25 years of experience across Egypt and the GCC, recognized for strengthening internal audit functions, governance practices, and enterprise risk frameworks.

She held senior leadership roles at AMER Group, IWAN Group, and The American University in Cairo, where she enhanced control environments, implemented audit methodologies, and elevated governance standards to support organizational performance and compliance.
Ola later worked as a freelance consultant, collaborating with international firms such as Kudos, Andersen, and Auditax to deliver advisory and training services in internal audit, ERM, compliance, strategic planning, and business excellence.

She holds a Bachelor of Commerce in Accounting and Finance from Ain Shams University and was a Certified Public Accountant (CPA) and member of the Institute of Internal Auditors (IIA), reinforcing her professional credibility across the audit and governance field.

Leadership Team



HAMDY HAFEZ

SENIOR FINANCIAL MANAGER

EXPERIENCE

He is a distinguished Senior Finance Executive with extensive expertise in financial management, group reporting, business transformation, and corporate governance across the Middle East, Europe, and North Africa. He was the Senior Financial Manager for Amreyah Cement, Royal Cement, and Cleopatra Cement – a European Group operating multiple industrial and trading subsidiaries – where he oversaw group-wide financial strategy, performance management, and compliance. In his leadership capacity, Hamdy directed end-to-end finance operations, including budgeting and forecasting, consolidated and statutory reporting, financial planning, working capital management, treasury, and tax compliance. He has played a pivotal role in driving financial transformation initiatives, leading SAP S/4HANA implementations, IFRS alignment, and major restructuring projects, including a full multi-entity demerger requiring complex financial, system, and data separation.

Prior to his current role, Hamdy held senior finance positions at Elsewedy Electric, Heidelberg Materials (Germany), NRC Cement Group in KSA, and Italcementi Group, where he led finance, controlling, compliance, and audit functions at both country and group levels. His background also includes roles in internal audit and financial control within Egypt's industrial and trading sectors. Recognized for his strategic leadership, financial acumen, and ability to enhance governance and financial performance, he brings a results-driven approach to value creation and organizational growth across multinational industrial environments.

He holds the ACCA (UK), a Global MBA in Financial Management from LSBF (UK), and a B.Sc. in Accounting, complemented by certifications in VAT, IFRS, and internal auditing.

Interim Management Team



SAYED ELADLY

CFO

EXPERIENCE

He is a seasoned financial executive with over 25 years of experience across Egypt, the GCC, and Europe, specializing in financial leadership, business transformation, and corporate restructuring.

He led financial strategy, budgeting, investment planning, and ERP-driven operational enhancements across diversified industries. As an Advisory Partner at PEG Consultant – Egypt, he provided comprehensive financial advisory services, including auditing, feasibility studies, family business restructuring, mergers and acquisitions, and ERP implementation. He also managed the firm's representative office and client portfolios. Prior to that, he served as Group CFO of GSSG Holding, where he oversaw financial and strategic operations for eight subsidiaries across real estate, oil and gas, automotive, fitness, and tourism, and additionally assumed CEO responsibilities for selected group entities. He began his career at Deloitte (Mostafa Shawki & Co.) and later held leadership roles at Ghabbour Group (GB Auto), Itsalat International, and Raya Integration, where he drove financial governance, ERP transformation, and performance improvement across business units.

He holds an MBA in Investment and Finance and a Bachelor of Commerce, supported by professional certifications and training in auditing, taxation, ERP systems, and leadership.

Interim Management Team



ASHRAF ELZAHABY

CFO

EXPERIENCE

He is a senior finance executive with over 35 years of experience in financial strategy, corporate finance, and group leadership across Saudi Arabia and Egypt. He advised boards of directors and shareholders on strategic direction, capital structure, governance, and performance optimization, supporting sustainable growth and long-term value creation across complex, multi-sector organizations.

He served as Group Chief Financial Officer at Alrajhi Holding (KSA) and previously held senior leadership roles including Group CFO at Aljeri Investment Group and Vice President for Finance, HR, and IT at Awqaf Mohamed Bin Abdulaziz Alrajhi. Across these roles, he oversaw group-wide financial strategy, treasury, budgeting, reporting, and capital allocation for diversified portfolios spanning real estate, manufacturing, investments, hospitality, logistics, and trading, with assets exceeding SAR 4 billion. Earlier in his career, he served as Chief Financial Officer and Deputy CEO at Universal for Home & Electrical Appliances and held executive finance and board-level roles at Minlo Group, Mathal Holdings (Olympic Group), Sony Electronics Egypt, and EL-Ezaby Pharmacies Group. He brings deep expertise in IPO readiness, mergers and acquisitions, restructuring, crisis management, treasury, and ERP implementations, and is recognized for his strategic judgment, execution discipline, and ability to support transformational outcomes for shareholders and stakeholders.

He holds a Bachelor of Commerce in Accounting from Ain Shams University and completed Certified Treasury Professional (CTP) and Certified Management Accountant (CMA) programs.

TEAM MEMBERS

Deals Team



Kareem El Shamy

SENIOR ASSOCIATE

kareem.elshamy@haykala.com

EXPERIENCE

He leads day-to-day execution, reviewing business plans, liquidity and debt capacity. Previously, he built the reorganisation plan for a distressed contractor with c. SAR 270 million in creditor claims, including projections, CFADS and creditor recovery analysis, and supported restructurings of a non-bank lender and an F&B manufacturer in Egypt.

He holds a BA in Business Economics from the University of Chicago.



NORA ALJABR

FINANCIAL ANALYST

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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

ASSOCIATE

ahmed.hassan@haykala.com

EXPERIENCE

As an associate, 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.



Mohammed Al Ramadhan

FINANCIAL ANALYST

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EXPERIENCE

He has experience in reviewing financial statements and data, preparing financial reports. He contributes to financial restructuring, M&A, and IPO readiness engagements by supporting analytical work and preparing financial materials for advisory projects. Prior to joining Haykala he contributed to the structuring and launch of investment funds. He holds a Bachelor degree in finance, FMVA certification, the wealth & Investment Management certificate, and several Capital Market Examinations.

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

SENIOR ASSOCIATE

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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).



KAILASH KUMAR

SENIOR ASSOCIATE

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EXPERIENCE

An equity research and advisory professional with over three years of experience covering Saudi Arabian capital markets. Prior to joining the firm, he led coverage of the real estate, healthcare, and car rental sectors listed on the Saudi Exchange (Tadawul), producing institutional-grade investment research and market outlooks for fund managers and institutional clients. His core competencies include financial modeling, DCF and relative valuation, and macroeconomic analysis. He holds a BS in Accounting and Finance and is a CFA Level III Candidate.

Operations Team



FATIMA JAWAD

CFO

fatima.jawad@haykala.com

EXPERIENCE

Fatima is a distinguished Finance and Administration Manager with proven expertise in financial management, regulatory compliance, and corporate governance across Saudi Arabia and Bahrain. At Haykala, she oversees finance, HR, and administration, and serves as Board Secretary for Haykala and client boards. 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.



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 develops integrated marketing strategies, manages the website and social media, and strengthens corporate branding. She previously worked in the UK's digital and creative industries at Land Digital and Mediaworks. She holds a BA in Film and Television Production from the University of Cumbria,UK and a Master of Arts in Marketing from the University of Sunderland, UK.



RUMMANA HASAN

CHIEF MARKETING OFFICER

rummana.hasan@haykala.com

EXPERIENCE

Rummana Hasan is a global brand and marketing leader with 25+ years transforming trusted Consumer Health, Medical Device and FMCG brands at P&G, Haleon, Nestlé Health Science, Olympus and Ambu A/S across the USA, Europe, MENA and BRIC. Her achievements include award-winning brand equity growth on global Consumer Health brands, digital/omnichannel transformation at a leading medical device company, sustainable plastic portfolio transformation, and sustained market leadership across FMCG categories. She holds a BBA/MBA in Finance and Marketing and is available as a Fractional or Interim Marketing Leader.

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 Riyad 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.



Dr. Adnan Al Naim

SENIOR ADVISOR

EXPERIENCE

He has over 30 years of leadership across financial services, automotive, healthcare, investment and government. He was CEO of the National Automobile Company, GM of NextCare Saudi Arabia (Allianz Partners) and Deputy Minister of Human Resources and Social Development. He is Vice Chairman of Retal's Executive Committee and sits on the boards of Emkan Holding, Al Abdulkarim Holding and AGGCOM.
He holds a BSc in Accounting from King Faisal University, an MBA from the University of Glamorgan and a DBA.



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

- Turning Point: The Team Behind Arkad's $800M Restructuring Journey
- A Collaborative Comeback: IMAP Haykala Leads Arkad E&C's $800M Restructuring
- Vision 2030 in Action – Haykala's Impact on Saudi Arabia's Business Future
- Turning Crisis into Opportunity Azmeel Contracting's Restructuring Journey
- Charting the Future of M&A in Saudi Arabia with Hisham Ashour
- Major Breakthrough: Creditors Approve Azmeel's $2 B Debt Plan
- INSOL Future Leaders Oct 2024 – Expert Insights on Global Restructuring Trends
- 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
- Arkad Set to Launch $2.4B Perpetual Sukuk Under Court-Approved Restructuring Plan
- Navigating Corporate Distress in Saudi Arabia A Call to Action for timely restructuring
- Strategic NPL Management in the GCC: Turning Risk into Resilience

Awards













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