

# APLADCO/A&M Introduction

*For more than 30 years, PLADCO/A&M have worked alongside lenders, boards, and management to tackle complex business issues, boost performance, and maximise stakeholder value*



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# About PLADCO and A&M

*Our increasing presence and capabilities in the Middle East coupled with our highly integrated market and people approach ensures we bring the right people to each situation*



**Building your visions and  
creating reality.**

# **About PLADCO** **Consulting and** **Advisory Devisio**

**Planning And Development Co. Ltd. (PLADCO)**, is a Saudi Consultancy, Engineering, Procurements and Construction Company. It has been a contributor to Saudi Arabia's industrial and infrastructure sectors since 2009 with reliable, multi-dimensional construction services.

Currently, PLADCO is well-recognized among the leaders in the fields of Oil & Gas, Mining, Power, Aerospace, Strategy and Policy, HR & General Business Management, Finance, Risk and Tax, M&A, ICT, Health, Social Care & Community, Mobility (Transportation), Environment & Sustainability, and Manufacturing.

In addition to its role within a leading company responsible for major **infrastructure development, consulting, and advisory** in the **Kingdom and the wider Gulf region**. PLADCO has established itself as the leading choice of partner for an array of esteemed clients for above mentioned fields.

# 1. We are global

- **Founded 1983** PLADCO Consulting Division Founded 2009 / A&M founded 1983
- **65+ global offices with 5,200+ professionals in 24 countries across five continents**
- **25+ offices in EMEA with 1000+ professionals**

Power is repeated.  
insure to cover all  
NEOM teamwork  
agreement categories  
(13 Des)



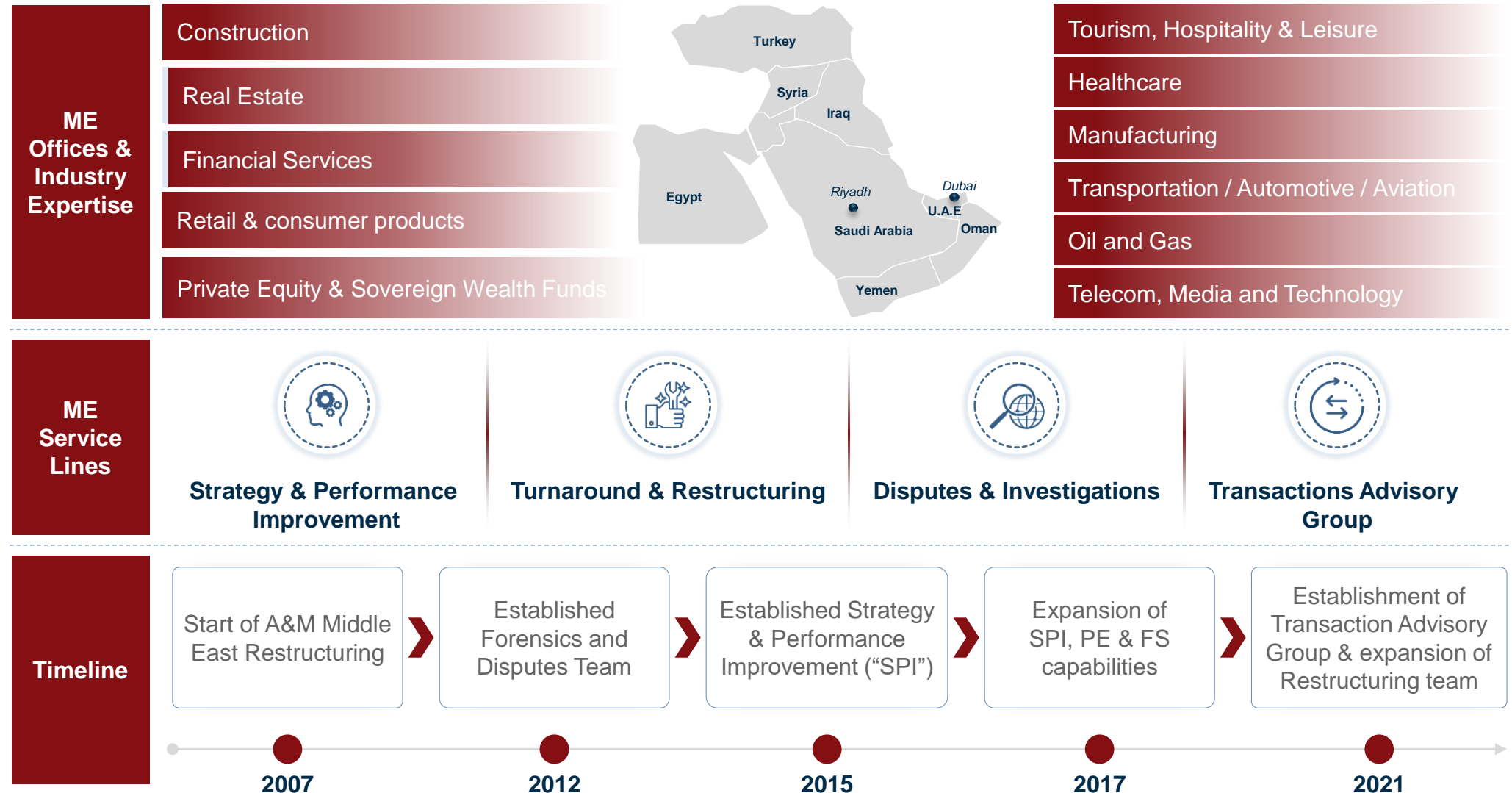
## INDUSTRY EXPERTISE

- Automotive
- Construction
- Retail & Consumer
- Power
- Natural Resources
- Financial Services
- Healthcare
- High Tech
- Manufacturing
- Public Sector
- Power
- Real Estate
- Transportation & Logistics
- TMT
- Tourism, Hospitality & Leisure

We are known for our distinctive restructuring heritage, hands-on approach and relentless focus on execution and results

## 2. We have a strong presence in the Middle East

Our capabilities and service offerings in the region have developed over the past decade, and we now serve various industries from our offices in Dubai and Riyadh



### 3. We have a unique structure and hands-on approach

We do not pretend to be everything to everybody. We look to help clients think differently. Our solutions are innovative, but practical. Our approach is hands-on and our results are real

#### Who we are



- Truly independent
- Operator mindset; embrace the hard stuff
- Senior operators with hands-on experience
- Bias towards action
- Respectful, but bold; loyal to hard truths
- Execution focus – roll up our sleeves to drive results
- Business transformation with restructuring speed
- Work with your teams to create buy-in for sustainable change; shared risk / reward
- Real, tangible impact – “cash is king” mentality

#### Who we are not

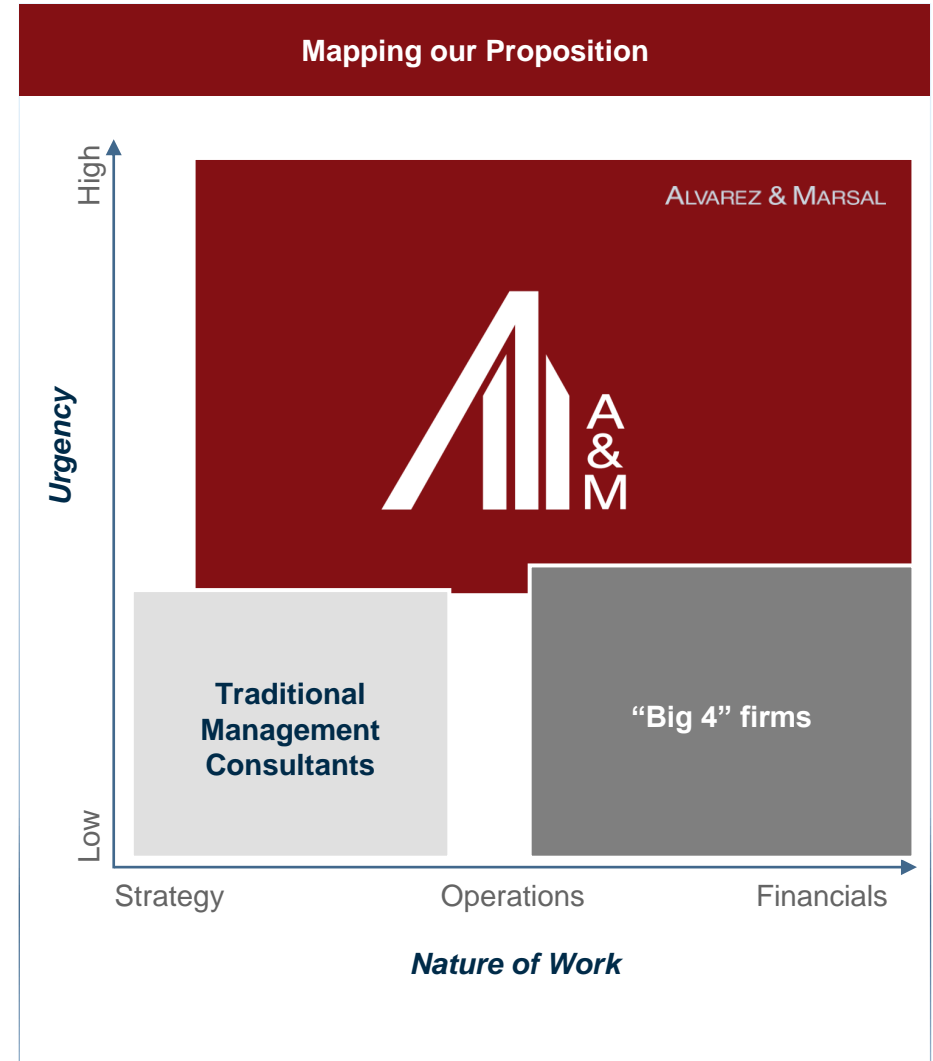


- Conflicted by audit relationships with lenders and other stakeholders
- Consultant mindset
- Leveraged junior teams with limited project leadership involvement day-to-day
- Bias towards analysis
- Tell you what you want to hear
- Advice vs. execution, recommendations vs. implemented solutions
- Recommendations that cannot be implemented practically or quickly
- Minimal to no interaction with front-line employees
- Theoretical impact – “cash should come” mentality

# 4. We set things up differently

We specialize in urgent and pressing situations where finances, management and operations must be improved quickly, and stakeholders managed effectively to yield success

<b>1 Strategy &amp; Performance Improvement</b>	<b>2 Turnaround &amp; Restructuring</b>
<ul style="list-style-type: none"> <li>• CFO Services</li> <li>• Corporate Transformation</li> <li>• Human Capital</li> <li>• Growth &amp; Customer Experience</li> <li>• Merger, Acquisition &amp; Divestiture</li> <li>• Supply Chain Services</li> <li>• Technology Services</li> </ul>	<ul style="list-style-type: none"> <li>• Interim &amp; Crisis Management</li> <li>• Corporate Side Turnaround</li> <li>• Restructuring Advisory</li> <li>• Creditor Advisory</li> <li>• Corporate Finance</li> <li>• Claims Management Services</li> <li>• Fiduciary Services</li> <li>• Insolvency</li> </ul>
<b>3 Transactions Advisory Group</b>	<b>4 Disputes &amp; Investigations</b>
<ul style="list-style-type: none"> <li>• Integrated Due Diligence</li> <li>• Synergy Development &amp; Review</li> <li>• Merger Integration / Carve out Planning</li> <li>• Restructuring Advice on problem areas</li> <li>• Tax Structuring</li> <li>• SPA Advice</li> <li>• Vendor DD and / or Vendor Assistance</li> <li>• Non Core or distressed Assets</li> </ul>	<ul style="list-style-type: none"> <li>• Advanced Data Analytics</li> <li>• Business Intelligence</li> <li>• Compliance &amp; Anti-Corruption</li> <li>• Cyber Solutions</li> <li>• Disputes &amp; Investigations</li> <li>• Fiduciary Services</li> <li>• Forensic Technology</li> </ul>



# How we deliver our results

*We operate through four main integrated service lines to deliver a unique blend of operational, financial, transactional, and forensic expertise*

# PLADCO/A&M offers a broad yet complementary portfolio of services to meet clients' needs

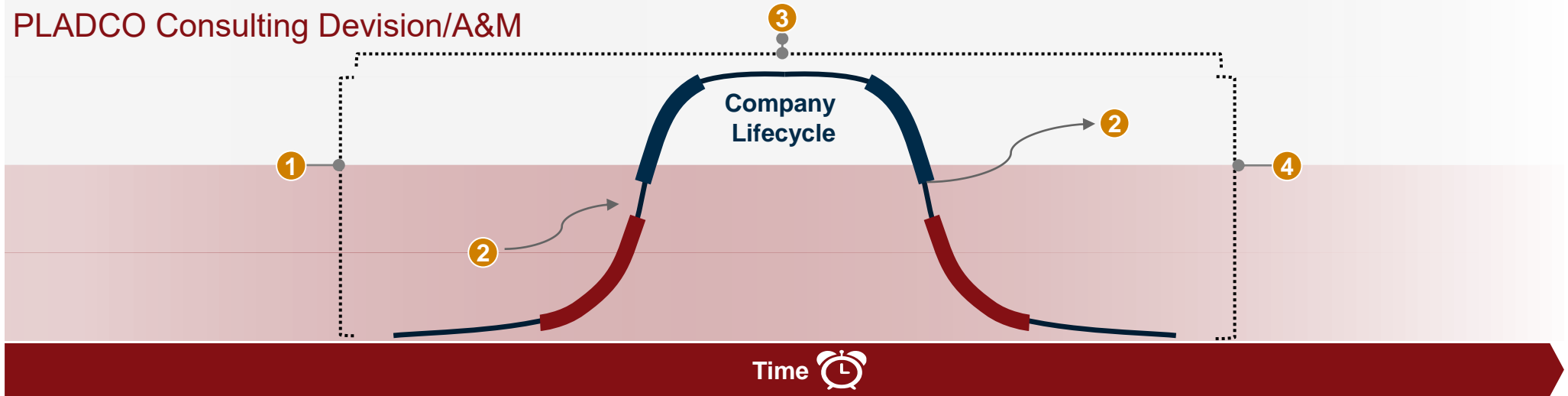
## PLADCO /A&M arsal Service Offering

Corporate Performance Improvement	Private Equity Services	Restructuring & Turnaround	Tax	Disputes & Investigations	Valuation	Regulatory & Risk Advisory
<ul style="list-style-type: none"> <li>▪ CFO Services</li> <li>▪ Corporate Transformation</li> <li>▪ Human Capital</li> <li>▪ Growth &amp; Customer Experience</li> <li>▪ Merger, Acquisition &amp; Divestiture</li> <li>▪ Supply Chain Services</li> <li>▪ Technology Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Buy side Integrated Due Diligence</li> <li>▪ Portfolio strategy and management</li> <li>▪ Portfolio Operations Improvement</li> <li>▪ Interim Management</li> <li>▪ Merger Integration and Carve-out Services</li> <li>▪ Divestiture Services</li> <li>▪ Technology Services</li> </ul>	<ul style="list-style-type: none"> <li>▪ Corporate Finance</li> <li>▪ Claims Management Services</li> <li>▪ Creditor Advisory</li> <li>▪ Fiduciary Services</li> <li>▪ Interim &amp; Crisis Management</li> <li>▪ Insolvency</li> <li>▪ Restructuring Advisory</li> </ul>	<ul style="list-style-type: none"> <li>▪ US federal, state &amp; local</li> <li>▪ International</li> <li>▪ Transfer Pricing</li> <li>▪ Research Credits &amp; Incentives</li> <li>▪ Global Transaction Tax Advisory</li> <li>▪ Merger Integration</li> <li>▪ Private Client Services</li> <li>▪ Compensation &amp; Benefits</li> <li>▪ Sales &amp; Use</li> <li>▪ Real Estate</li> </ul>	<ul style="list-style-type: none"> <li>▪ Advanced Data Analytics</li> <li>▪ Business Intelligence</li> <li>▪ Compliance &amp; Anti-Corruption</li> <li>▪ Cyber Solutions</li> <li>▪ Disputes &amp; Investigations</li> <li>▪ Fiduciary Services</li> <li>▪ Forensic Technology</li> </ul>	<ul style="list-style-type: none"> <li>▪ Complex Financial Instruments</li> <li>▪ Financial &amp; Tax Reporting Valuation</li> <li>▪ Litigation &amp; Dispute Valuation</li> <li>▪ Portfolio Valuation &amp; Advisory Services</li> <li>▪ Structured Finance &amp; Capital Equipment</li> <li>▪ Transaction Opinions</li> </ul>	<ul style="list-style-type: none"> <li>▪ Banking</li> <li>▪ Corporate Risk Management</li> <li>▪ Diversified Financials</li> <li>▪ Global Cyber Risk Services</li> <li>▪ Insurance Regulatory</li> </ul>

# We work with companies and their lenders across the entire lifecycle of the business

ALVAREZ & MARSAL

PLADCO/A&M Middle East's service offerings span the entire lifecycle of the business  
 PLADCO Consulting Division/A&M



## 1 Strategy & Performance Improvement

1. Strategic value proposition and purpose
2. Market assessments and industry best practices
3. Core growth opportunities
4. Value creation and future channels of growth
5. Go to market strategies and implementation plans

## 2 Transaction Advisory Group

1. Financial Due Diligence
2. Commercial Due Diligence
3. Valuation and Financial Modelling
4. Tax and Accounting advisory services
5. Review of asset's Business Strategies in preparation for an IPO

## 3 Disputes & Investigation

1. Fiduciary Services
2. Compliance & Anti Corruption
3. Forensic Technology
4. Advanced Data Analytics
5. Cyber Solutions
6. Business Intelligence

## 4 Turnaround & Restructuring

1. Interim & Crisis Management
2. Corporate Side Turnaround
3. Restructuring Advisory
4. Creditor Advisory
5. Corporate Finance
6. Claims Management Services
7. Fiduciary Services
8. Insolvency

# 1. Strategy & Performance Improvement

## Strategy & Performance Improvement

Deal Delivery, planning and implementation of Performance Improvement / Complex Transformation and Operational Restructuring across MEA

### Deal Delivery

- **Deal assistance**
  - Project management and ad-hoc support
- **Pre-Acquisition Due Diligence:**
  - Commercial due diligence
  - Operational due diligence
  - Value creation planning
  - (Integrated with Financial and Tax DD)
- **Post-Acquisition Value Creation**
  - Value creation plan implementation
  - Synergy assessment and implementation
  - EBITDA improvement
  - Post-merger integration
- **Exit / Value Realisation**
  - IPO readiness planning and execution
  - Carve-out planning and execution
  - Exit management and execution
- **Interim management solutions**
  - CEO, COO, CFO, CTO, CRO appointments

### Performance Improvement

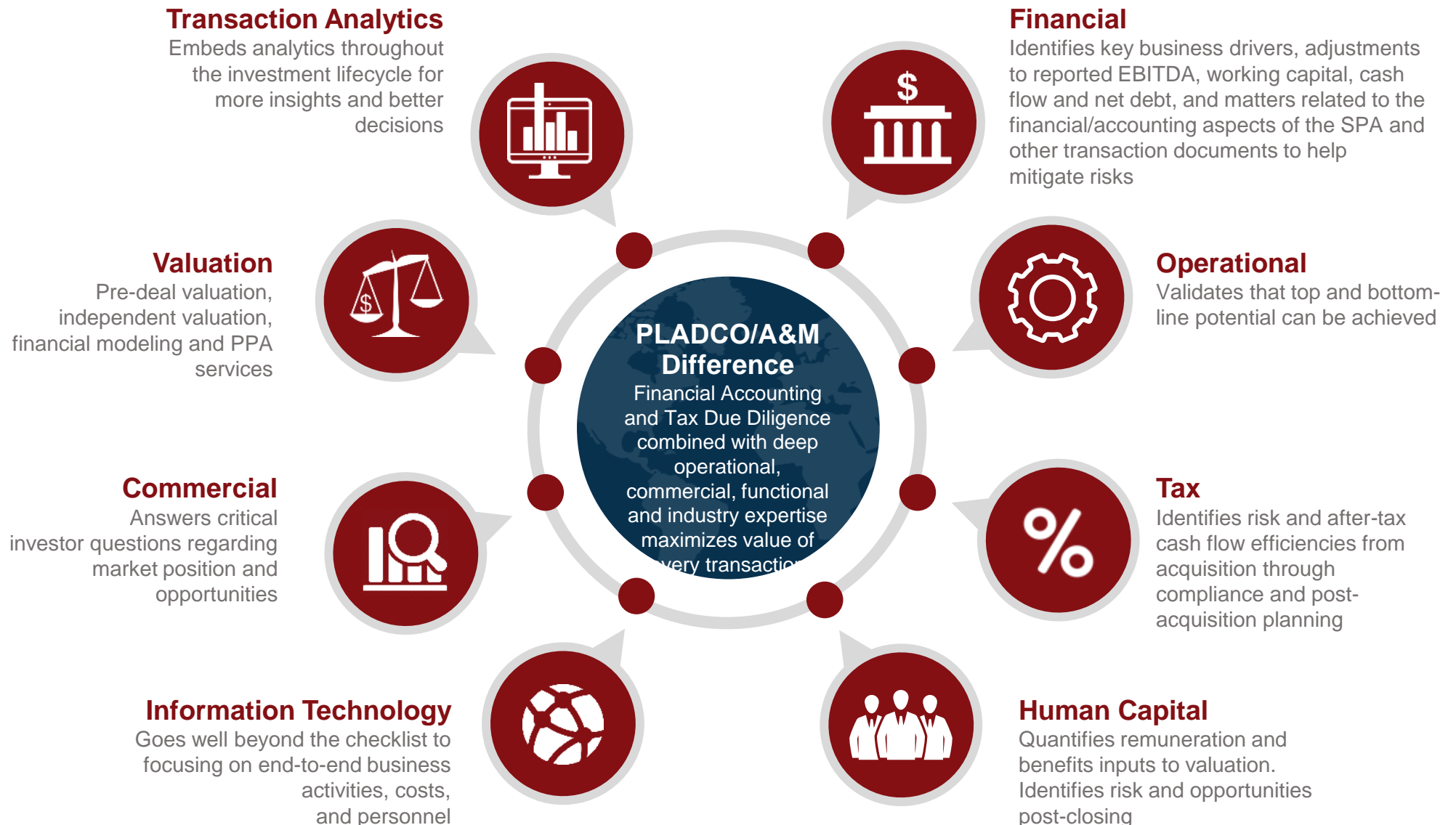
- **Performance diagnostic**
  - Strategic review & performance assessment
  - Asset portfolio review
  - Options analysis, advice (& implementation)
  - Strategic initiative design (& implementation)
  - Business transformation
  - Turnaround planning (& implementation)
- **Business planning**
  - Strategy definition / revalidation
  - Commercial strategy enhancement (product, pricing, channels, etc.)
  - Business plan development / enhancement
  - Cash management
  - Working capital improvement
  - Capex planning
- **Operating model**
  - Operational capability assessment
  - Target operating model
  - Operational restructuring
- **Execution**
  - Implementation of performance improvement initiatives

### Operational excellence

- **Operating model**
  - Target operating model review
  - Organisation rightsizing
  - Operational restructuring
- **Procurement, Supply Chain & Operations**
  - Integrated demand & supply planning
  - Strategic sourcing & procurement
  - Logistics, distribution & network optimisation

- **Programme setup, delivery and assurance**

## 2. Transaction Advisory Group: Integrated Due Diligence



# 3. Disputes & Investigations

We confront your challenges, protect your interests and provide you with solutions that bring long-term value

PLADCO A&M's **Disputes and Investigations** professionals draw on their deep skills and experience in litigation consulting, business investigations, forensic technology and expert testimony to provide clients with the solutions they seek to achieve their goals.

- A diverse group of seasoned experts in major markets and financial centers throughout the world
- Preeminent financial, accounting, economic, regulatory, industry and technical experience
- Deep skills and experience in **litigation consulting, business investigations, accounting crises, forensic technology, and expert testimony**
- Unique ability to articulate complex findings in a clear and meaningful manner

## Our expertise

- Disputes
- Investigations
- Compliance and Anti-corruption
- Fiduciary Services
- Forensic Technology
- Applied Data Analytics
- Cyber Risk Services
- Financial Crimes and Investigations

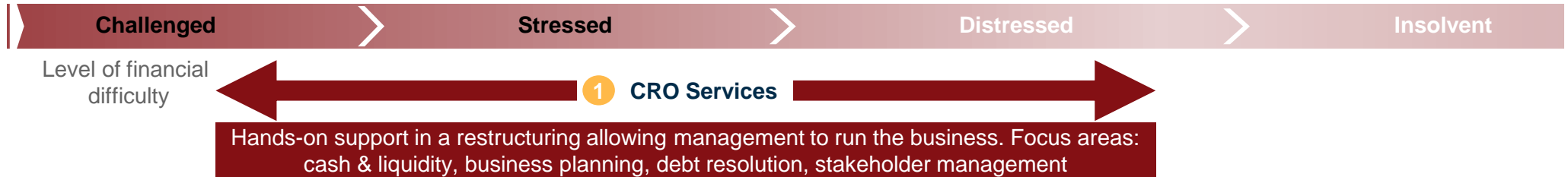
## Our team



- Certified Public Accountants / Certified Management Accountants / Chartered Accountants / Forensic CPAs
- Certified Fraud Examiners
- Chartered Financial Analysts
- Certified Anti-Money Laundering Specialists (CAMS)
- PhD economists
- Forensic technology specialists
- Valuation professionals
- Banking and securities professionals
- Former Big Four partners and staff
- Former C-Suite executives
- Former SEC, Financial Services Authority, and Office of the Comptroller of the Currency professionals
- Former Military Officers and Federal Special Agents
- Federal Prosecutors

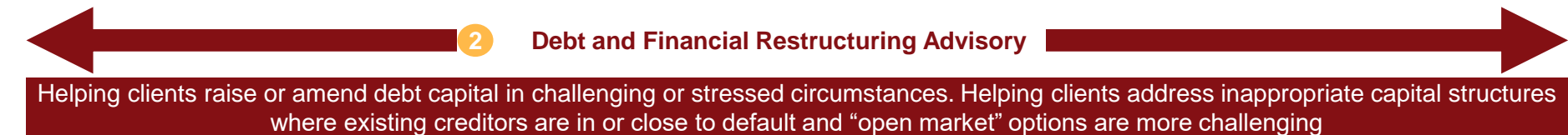
# 4. Turnaround & Restructuring (1/2)

PLADCO/A&M has the most comprehensive suite of services to help boards / management and lenders through challenging times



## CRO Responsibilities

1. Take senior management position(s) within the business. Work **hand in glove** with legal and financial advisors to coordinate overall workstreams
2. **Determine** the range of **possible alternatives** available to the Company (in collaboration with financial and legal advisors), select the appropriate path forward and work with the board and management to implement the plan
3. **Liquidity management** through weekly cash flow forecasts and implementing cash conservation guidelines and controls
4. Create **stability** to the **overall restructuring process** by identifying and overcoming implementation barriers, defining the future management of the organization, and determining the basis for optimizing the exit strategy / recruitment of employees
5. Effective **stakeholder management**, managing communications with creditors and other key constituents (employees, customers, vendors, etc.)

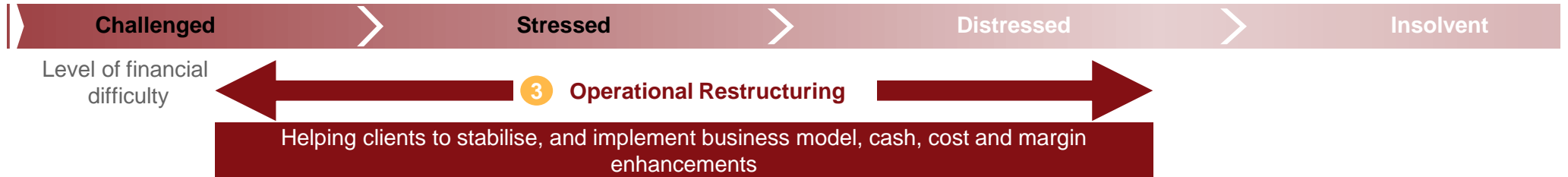


## Phases of a Financial Restructuring

1. **Diagnostic** – Determining what went wrong, and what the future looks like through conducting independent business reviews, stress testing business plans
2. **Crisis Stabilization** - Identifying cash constraints and securing short term finance to address liquidity needs, considering waivers of defaults.
3. **Evaluate options** – Understanding how to maximize client interests. Engaging in scenario planning and capital structure modelling
4. **Negotiate solutions** – Lead / support negotiations and agree on the best solution for the client
5. **Implementation and deal support** – Hands on support step by step throughout the restructuring process including co-ordination with legal advisors

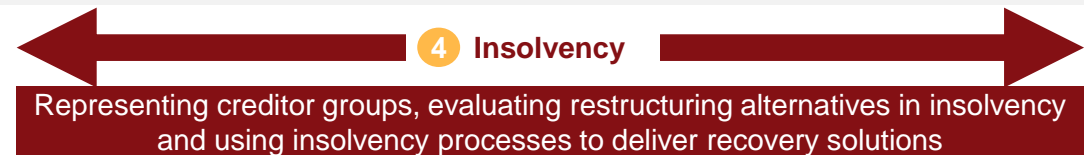
## 4. Turnaround & Restructuring (2/2)

PLADCO/A&M has the most comprehensive suite of services to help boards / management and lenders through challenging times



### Key Pillars of an Operational Restructuring

1. **Revenue Quality** – redefining core revenue streams, enhancing top line, driving salesforce effectiveness and incentive schemes
2. **Gross Margin Improvement** – Optimizing direct labor costs, analyzing procurement spend, assessing and enhancing pricing
3. **General and Administrative cost optimization** - Rationalizing indirect headcount, renegotiating onerous contracts, and eliminating non-value spend
4. **Cash & Working Capital** - Establishing short-term cash flow forecasts, and implementing cash controls
5. **Leadership, change management and governance** - Establish turnaround office and relevant KPIs, to drive commitment and multiple workstreams. Replacement of management as required. Implement stakeholder management plan

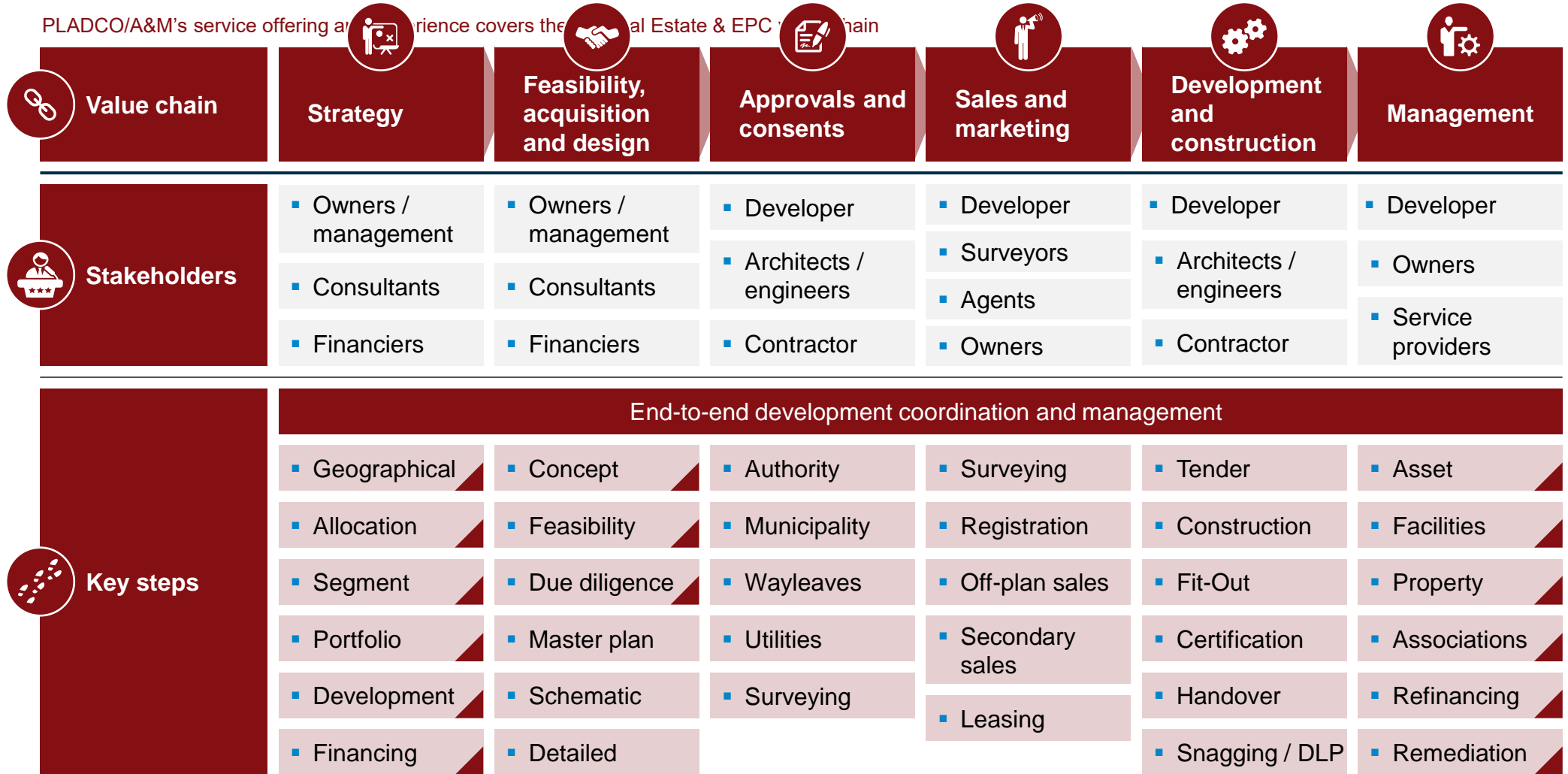


### Insolvency Services

1. **Pre insolvency Planning** – Preparation for insolvency or formal restructuring by identifying and resolving key legal, operational and financial constraints
2. **Formal Appointments** – Liquidator, administrator or receiver appointments, facilitating restructuring, liquidations and cross jurisdictional asset realization
3. **Direct Creditor Support** – Unsecured creditor committee representation and restructuring plan assessment during insolvency to optimize returns to creditor groups
4. **Debt Enforcement and Recovery** – Enforcement of debts against offshore companies and trusts tailored to the issues, parties and jurisdictions.
5. **Corporate Simplification** – Rationalizing solvent group structures and facilitating strategic country or region exits

# Real Estate and EPC offering

PLADCO/A&M's service offering and experience covers the Real Estate & EPC value chain



# Our I&CP team offers deep, technical solutions across the built environment

## PLADCO/A&M Infrastructure & Capital Projects

With a practical approach, we help our clients to capture the benefits of **digitalization** and **innovation** to improve capital project performance

### Digital Asset Management

Focusing on key elements from **remote data collection and data analytics** to **optimize operations** and **maintenance** of assets designed to achieve maximum efficiency and results

### Construction Dispute Resolution

We serve our clients in a solid, "**fact based**" manner, protecting the interests of the business and resolving disputes and claims that may arise

### Strategic Construction Solutions

**Execution focused resources and solutions** to improve project execution and to **restore** a project's financial, technical and commercial objectives



With a technology enabled and hands on approach, we **inform** our clients decisions through technology enabled **intelligent program management office services** to most effectively implement their projects

### Capital Strategy

Informing capital allocation decisions to increase **efficiency, profitability** and financial **sustainability**, through the selection of the best options for executing Portfolios, Projects and Acquisitions

### Project Excellence

Industry leading **digitally-focused** solutions designed to improve capital project performance and delivery through **optimization of governance** via processes, resources and systems

### Project Assurance

**Independent and objective oversight** of projects pre- and post-execution to understand their true financial and commercial positions by evaluating a project's technical, financial and management information including **governance, controls, risk, schedule, contracts, and costs**

# Our senior team

*Our senior team has functional, advisory, and industry experience in the Middle East*

# Relevant experience and functional expertise in industry in the Middle East (1/4)



## Paul Gilbert

Managing Director | Turnaround and Restructuring

30 years of experience in turnaround, restructuring and interim management roles

Paul brings CRO experience working closely with companies across all sectors. He brings a deep understanding of corporate transactions, capital structuring and financial management

**E:** [pgilbert@alvarezandmarsal.com](mailto:pgilbert@alvarezandmarsal.com)

**M:** +971 (0) 56 994 4716



## Matthew Palmer

Managing Director | Real Estate & Construction

15+ years experience in management consulting and investment banking, across real estate and other industries

Advised leading, regional developers and led successful turnarounds in this space. He previously developed and successfully exited a property dev. and investment company, in partnership with U.K.'s leading family offices

**E:** [mpalmer@alvarezandmarsal.com](mailto:mpalmer@alvarezandmarsal.com)

**M:** +971 (0) 50 189 5294



## Pietro Castronovo

Managing Director | Private Equity and Investment

15+ years of experience in the financial industry sector focusing on strategy, regulatory issues and transformation programs

Head of the Private Equity and Investment Practice in the Middle East. Supported clients in various engagements across Europe, the Middle East and Africa (EMEA)

**E:** [pcastronovo@alvarezandmarsal.com](mailto:pcastronovo@alvarezandmarsal.com)

**M:** +971 (0) 4 567 1075



## Ali Anwar

Managing Director | Transaction Advisory Group

15+ years of professional services experience with specialization in leading financial due diligence on M&A and capital markets transactions  
Middle East Practice Leader of A&M's Global Transaction Advisory Group and has advised on over 130 transactions/projects

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**M:** +971 (0) 50 379 7345

# Relevant experience and functional expertise in industry in the Middle East (2/4)



## James Daniell

Managing Director | Disputes and Investigations

20+ years of experience in financial and regulatory investigations, financial crime risk management and disputes

Head of the Disputes and Investigations practice in the Middle East. Works with regulators, prosecutors, government authorities, international donors and their legal advisors

**E:** james.daniell@alvarezandmarsal.com

**M:** +971 (0) 554 826747



## Asad Ahmed

Managing Director | Financial Services

30 years of experience in banking, with domain focus on credit management, cash and trade, and digitalization, managing strategic and operational changes in various financial institutions.

He has held senior management positions in the Middle East, Africa and Canada including two CEO roles in UAE and Kenya .

**E:** aahmed@alvarezandmarsal.com

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## Karim Benhameurlaine

Managing Director | Healthcare & Life Sciences

20+ years of experience in strategy, operational restructuring, finance transformation, and performance improvement across the healthcare industry in the Middle East and Africa

Head of the Healthcare practice in the Middle east, focusing on advising governments, boards and management

**E:** KBenhameurlaine@alvarezandmarsal.com

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## Guy Wall

Managing Director | Insolvency

15+ years experience specializing in insolvency, asset recovery, crisis stabilization, creditor support and restructuring.

Led strategic engagements and taken insolvency appointments for global banks, sovereign wealth funds, government departments, multinational corporations and sole traders.

**E:** gwall@alvarezandmarsal.com

**M:** +971 (0) 54 586 2844

# Relevant experience and functional expertise in industry in the Middle East (3/4)



## Sabimir Sabev

Managing Director | Strategy and Performance Improvement

25+ years working with oil and gas, consumer electronics, healthcare, industrials, mining, telecoms and financial services industries in the Middle East, Europe, and North America

Specializes in strategy development, operating model design, front & back-office improvement, M&A, divestiture, and corporate restructuring

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**M:** +971 (0) 56 68 20 604



## Cam Coles

Senior Director | Turnaround and Restructuring

20+ years of experience in financial and operational restructuring, turnaround and interim management  
Worked across multiple sectors in the Middle East, UK, Australia, Europe and Asia, with deep hands-on experience and expertise in designing and executing rapid improvements in cash and profitability

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## Bill Ozturk

Senior Director | Turnaround and Restructuring

15+ years of combined industry and advisory experience in turnaround and restructuring, interim management and entrepreneurship

Worked across AsiaPac, Middle East, Sub Saharan Africa, and Turkey with a focus on helping corporates implement cash cultures and guide them through complexities of turnaround and restructuring programs

**E:** [bill.ozturk@alvarezandmarsal.com](mailto:bill.ozturk@alvarezandmarsal.com)

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## Sara Alom Ruiz

Senior Director | Strategy and Performance Improvement

16+ years of healthcare experience serving in senior executive roles and leading private healthcare providers in the region

Expertise in growth and commercial strategy, pricing and insurance management, service line management and process improvements

**E:** [salomruiz@alvarezandmarsal.com](mailto:salomruiz@alvarezandmarsal.com)

**M:** +971 (0) 50 446 4656

# Relevant experience and functional expertise in industry in the Middle East (4/4)



## Jatin Arora

Senior Director | Strategy and Performance Improvement

18+ years of experience in strategy formulation and execution, M&A, divestiture, corporate restructuring and performance improvement  
Worked in the Middle East, Europe and Asia, with clients in public sector, private sector, sovereign wealth funds, private equity, and family-owned businesses

**E:** jarora@alvarezandmarsal.com  
**M:** +971 (0) 56 5157384



## Ali Alessandro Ayach

Senior Director | Strategy and Performance Improvement

15+ years of experience in management consulting across EMEA, helping companies design and implement solutions  
Focus on strategy formulation and execution, performance improvement and digital transformation with clients in the public and private sector

**E:** aayach@alvarezandmarsal.com  
**M:** +971 (0) 525569781



## Sumit Mittal

Senior Director | Strategy and Performance Improvement

11+ years of experience in financial services in the US, the Middle East and India, focusing on strategy formulation and execution, organization restructuring, and cost transformation  
Experience in advising commercial banks, central banks and public financial institutions across the Middle East.

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**M:** +971 55 448 0577



## Ghazanfar Shah

Senior Director | Disputes & Investigations

17+ years of experience performing complex investigations across Middle East, Africa, South Asia, Europe and the U.S  
An experienced fraud investigator and forensic accountant who has assisted clients with forensic accounting investigations, financial and forensic reviews and dispute engagements

**E:** gshah@alvarezandmarsal.com  
**M:** +971 (0) 56 775 4160

# Our Selected Credentials

*Our team has worked with some of the most prominent  
entities in the region*

# A selection of our clients in the region (not exhaustive)



# Our Prestigious Clients



# Example credentials: Turnaround & Restructuring



## Administration of NMC Health plc

Following the discovery of financial irregularities, members of the A&M team were appointed as Joint administrators over the UAE head-quartered NMC Healthcare. A&M appointed administrators over all of the main entities in the group, a ground-breaking first in ADGM.

The Administrators are supported by a wider A&M team delivering on the ground operational, financial and forensic support.

The team are currently negotiating a financial restructuring spanning over 80 lenders who provide over 150 facilities with debts totalling over \$6.6 billion.



## Administration of Joannou & Paraskevaides (Overseas) Limited

The Group was a Guernsey company, which conducted contracting activities across KSA, Qatar, UAE, Oman, Jordan, Libya etc. The Group had over 15,000 employees and debt of over \$2.0 billion.

A&M took control of operations across the Middle East as formal Administrators and oversaw the wind-down of operations and realisation of assets across each jurisdiction. This included the negotiation and transfer of several high-profile joint venture arrangements.



## Financial Advisor to \$15bn Syndicated Senior Debt Lenders

Members of the A&M team, during their tenures with previous firms, played a number of roles in the Dubai World restructuring, including Chair of the Coordinating Committee and lead financial advisor to the Coordinating Committee.

This resulted in the successful consensual financial restructuring of c.\$15 billion of debt with all lenders.

The arrangement resulted in an extension of facilities with repayment of bank debt from an Asset Realisation Plan to be executed over several years.



## Appointed as a director of the \$2.0bn IGCF Fund

Our work included assisting with managing the fund, interacting with the LP Advisory Board and dealing with issues arising from c. 100 LPs.

A&M have been responsible for overseeing the disposal of the remaining assets, including significant infrastructure assets including \$1.7 billion sale of a power station and oil refinery,

We also led a forensic investigation into the funds history, including allegations of fraud, and to pursue potential claims against third parties.



# Example credentials: Strategy & Performance Improvement

## Middle East based pharmaceutical firm

### Turnaround plan, operating model and cash management support

Client is a leading Middle East based generics pharmaceutical company with revenues of ca. USD 400m. The company appointed A&M to perform a diagnostic of the entire business and create a comprehensive business turnaround plan across multiple streams, to improve cashflow and return the company to profitability. A&M defined revenue improvement initiatives increasing sales by 71%, and a workforce optimization plan to decrease payroll by USD 8m. It also recommended divestment from non-core markets, leading to a potential cashflow impact of ca. USD 17m.



## Leading GCC Sovereign Wealth Fund

### Day-to-day operational and advisory support

Client is one of the largest sovereign wealth funds in the GCC. The SWF was looking for day-to-day, on-the-ground operational and advisory support across a number of their assets (spanning non-bank and bank financial institutions, construction, healthcare, and commercial space, etc.) to aid investment committee decisions. A&M developed the investment thesis and a 10-year financial model for the proposed merger / strategic partnership of two non-bank financial companies, including liaising with leadership of both assets, identifying mitigation steps, with detailed modeling of revenue and cost synergies, etc.



## Leading ME manufacturer of building and construction materials

### Organizational Restructuring, Rightsizing and Implementation

A&M was requested to assess potential organization structure options and opportunities for manpower optimization. 3 organizational models / structures were presented along with their respective financial and personnel impact; the strategic controller option was selected with identified target annual savings of ca. AED 40M across multiple initiatives. The client subsequently retained A&M to implement the identified target savings and A&M ultimately delivered 105% of the target savings originally communicated with the Board.



## Leading K-12 KSA-based education provider

### JV strategy & post-acquisition advisory

Client was a newly formed JV between a KSA governmental investment institution and a leading private education operator in the MENA region. The JV acquired a leading network of K-12 private education schools in the KSA, and engaged A&M to provide support throughout the post-acquisition process across several activities. A&M stabilized the business by achieving an increase in total enrolment by +1% vs a 5% y-o-y decline, instituted a lead management process that resulted in an 8% conversion of student leads and developed 200+ improvement initiatives across the school network.



# Example credentials: Disputes & Investigations

## UAE Healthcare Group

### Investigation of potential accounting fraud

A&M has been appointed Administrators of a major healthcare group and the Disputes and Investigations team are supporting the Administration team with their investigation into a potential accounting fraud. This work includes detailed investigations to determine the extent of the issues involving the healthcare group as well as its shareholders, senior management and supplier companies.

A&M is currently assisting with the assessment of potential offensive claims against the directors, auditors and others. In addition, the team are assisting with defending multiple actions in onshore and offshore courts raised by creditors and other interested parties



## UAE Private Equity Fund

### Portfolio review, Forensic Investigation, Claims, and Contingency Planning

A&M was engaged by the limited partners (investors) of a \$1.6 billion private equity fund with assets under management of nearly \$14 billion. Investors in the company alleged that their funds had been misused (comingling of their funds), They sought representation and assistance to understand what happened and preserve value

A&M conducted a forensic review of the Fund's accounting records, and resolved conflicts related to the Fund and its assets, identifying claims of more than US\$300 million for the Fund

A&M outlined multiple break-away solutions to the limited partners of the Fund that include new legal structures across the globe, governance best practices, fund administration and management, and fee options



## Lebanese bank

### Investigating sanction violations and transaction monitoring

The Client was a fast-growing retail bank located in Lebanon, that had branches in Iraq. Due to the Bank's geography, they were at a higher risk to be handling transactions for sanctioned/blacklisted individuals and entities.

A&M was engaged to review of the Bank's AML policies and procedures, to determine whether these procedures operated as they should have done for a bank of its size and nature.

A&M submitted a report to the Bank and correspondent banks that assessed the Bank's AML policies, procedures and structures against industry best practice standards and made recommendations to address any shortcomings. Several transactions were identified as suspicious and were reported to bank's authorities.



## Middle East School

### Post Acquisition Shareholder Dispute

A&M was engaged to assist legal counsel defend claims brought against the seller for allegedly misrepresenting the financial position of the school and manipulating the student enrollment and test data .

A&M professionals were engaged on two phases, the first phase was to review the effectiveness of the due diligence process conducted by the buyer, verify the accounts of the school that were submitted to the seller and confirm the authenticity of the student test and enrollment figures provided to the buyer.

During the second phase, A&M assisted the counsel and lawyers in preparing an expert report to refute the allegations and arguments made by opposing counsel and expert witness.



# Example credentials: Real Estate and Construction

## UAE-based, listed property developer

### Interim management

One of the largest, listed property developers in the United Arab Emirates, with a portfolio of subsidiaries across facilities management, fit out and warehousing

- A&M MD acted as interim COO with support from a team of A&M consultants and delivered:
- revenue / liquidity initiatives worth >AED 35m and unlocked progress towards >AED 1.6bn:
  - Implemented revised strategy, governance (including DoA), organisation, and policies and procedures



## UAE-based, listed property developer

### Strategy validation, operating model improvement and pre- / post-acquisition

Validated the merger strategy, conducted internal and external diagnostics and developed both pre-and post-acquisition implementation plans

Identified AED3m in potential annual synergies from consolidating staff, cross-selling opportunities and technology consolidation

At time of IMO handover, A&M supported in delivering first 100-days post acquisition - with 107 milestones (~50%) completed over the course of ~12 weeks

During IMO – business stability prioritized resulting in zero customer churn and limited staff departure



## UAE-based, listed property developer

### KSA market entry strategy and operating model

UAE-based, listed business with investments across multiple sectors including real estate

The client sought to enter the Saudi market with a suite of integrated facilities management (“FM”) services

Developed a five-year Saudi market entry strategy for a UAE-based FM player

Established business case for a joint venture

Produced a five-year business model for the newly-formed entity

Defined ambition, vision, value proposition and operating model including streamlined organization structure for newly-formed entity



## UAE-based, listed property developer

### Diagnostic and operational improvement strategy

A listed property developer in the United Arab Emirates has a fully-owned facilities management and security services subsidiary to service internal and external clients

&M undertook a broad diagnostic of the business, covering the entire business model and focusing on markets, products and services, cross- and up-sell, CAFM / ERP and M&A potential

A&M has identified and recommended a combination of both quick wins and longer-term building blocks to ensure the future sustainability of the business, as well as identified potential M&A opportunities

A&M’s recommendations directly contributed to a revenue uplift of +33% and an EBITDA uplift of +7%



# Company details.

CONSULTANCY COMPANY'S NAME

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