



Enmaa Financial Services  
Commitment To Excellence

# COMPANY PROFILE

March 2009



# Enmaa Financial Services

**Enmaa Financial Services is a boutique investment bank, based in Egypt, offering tailored top-tier quality financial services in the Middle East and North Africa**



*“Within less than two years we have represented clients in dozens of various growing and complex sectors, in Egypt, Tunisia, Algeria, KSA and Mexico, and consulted them on strategic, financial and planning aspects of their businesses. Our experience and expertise is driven by a healthy and steady deal flow, which allows us to study dozens of opportunities of different sizes, in various stages of their growth, and with specific advisory needs. Our scope of work has encompassed producing professional and tailored information memoranda, valuations, strategic recommendations and market researches by applying our analytical approach, sound advisory practices and over 20 years of experience in corporate finance. Through a global network of relations with investment banks, private equity funds, and institutional and individual investors we are able to match our clients with capital partners who have similar investment and operating goals and objectives. Successful execution is accomplished through a confidential and efficient marketing process and an effectively negotiated transaction structure”*

**Enmaa Management Team**



# Focus Sectors

*Throughout a short period we have studied opportunities in many industries, and accumulated specific experience in their related mechanics, opportunities, risks and challenges. We pride ourselves in a deep understanding of the success factors for companies operating in them. A select number of industries and sub-sectors covered include the following:*

- Advertising
- Adhesives
- Agriculture (export oriented)
- Aluminum Extrusion
- F&B Manufacturing and Processing
- Hospitality and Leisure

- In-flight catering services
- Information Technology
- O&G Services
- Publication and Printing
- Pharmaceuticals
- Petrochemicals
- Steel manufacturing

- Supply chain Management (logistics, warehousing and distribution)
- Telecom Equipment
- Telecom Infrastructure
- Telecom Services
- Textile manufacturing
- Travel Services



# Focus Services

*Our team is capable of rendering the most professional and tailored services leveraging on over 20 years of experience in corporate finance. Specifically, our expertise covers:*

## Corporate Finance

- Advisory services on capital investment decisions
- Advisory services for mergers and acquisitions, de-mergers, consolidations and divestures
- Brand valuation
- Leveraged buyouts
- Management buyouts
- Managing initial public offerings
- Project finance (equity and debt Raising)
- Project valuation

## Strategy and management Consulting

- Strategy and management consulting
- Organization and corporate governance consulting
- New market entry strategies (including finding potential partners/ distributors)
- Turnarounds



# Sample Transaction Portfolio and Pipeline (1/3)

<b>Mergers &amp; Acquisitions Sell Side Advisory</b>	<b>Sector</b>	<b>Geography</b>	<b>Status</b>
Advisors to Orascom Telecom on the sale of OrasInvest (valuation USD 180 Mn) to Abu Dhabi Investment Company	<b>Telecom</b>	MENA	Closed
Advisors to IEMCO, a textile manufacturing company (valuation USD 5.5 Mn) to Horus Private Equity Fund III	<b>Textiles</b>	Egypt	Closed
Company valuation of a distribution company in Algeria that was acquired by a UAE fund	<b>F&amp;B</b>	Algeria	Closed
M&A transaction in the Egyptian printing sector (value of the consolidated company approximately LE 200 Mn)	<b>Printing</b>	Egypt	Under Closing
Advisors for the above holding company seeking investment by a financial fund	<b>Printing</b>	Egypt	Under Process
Multi-billion dollar multinational telecom company seeking to divest their non-core business in Egypt and the region	<b>Telecom</b>	Egypt	Under Process
Textile garment manufacturing company in Egypt selling 100% (Valuation of LE 40-50 Mn)	<b>Textiles</b>	Egypt	Under Process
Food company in Egypt (valuation of LE 100-120 Mn) seeking to divest minority shareholding	<b>F&amp;B</b>	Egypt	Under Process
One of the largest Egyptian adhesives companies seeking to sell 100% of shares.	<b>Adhesives</b>	Egypt	Under Process
USD 1 Billion Tunisian conglomerate seeking to divest 10-20% to a strategic investor	<b>Real Estate, F&amp;B processing</b>	Tunisia	Under Process
Three aluminum manufacturers in KSA seeking to merge and raise capital	<b>Aluminum Extrusion</b>	KSA	Under Process
Saudi-based airline catering company with a valuation of SR 300 Mn seeking to divest 50% of the company	<b>In-flight Catering Services</b>	KSA	Under Process



# Sample Transaction Portfolio and Pipeline (2/3)

Mergers & Acquisitions Sell Side Advisory (Cont'd)	Sector	Geography	Status
One of the biggest five fruit exporters in Egypt seeking expansion capital	<b>Agricultural</b>	Egypt	Under Process
Financial restructuring of a five star hotel in KSA	<b>Tourism</b>	KSA	Under Process
Project valuation of two of the largest handset distributors in the Middle East and Africa for the purpose of potential merger of the two companies (USD 300Mn)	<b>Telecom</b>	Egypt	Closed
Mergers & Acquisitions Buy Side Advisory	Sector	Geography	Status
Acquisition of a LE 50 Mn food company in Algeria for one of the largest Egyptian PE funds	<b>F&amp;B</b>	Algeria	Under Process
Advisors for an acquisition in the petrochemicals sector in Egypt, North Africa and KSA by two different strategic investors.	<b>Petrochemical</b>	MENA	Under Process
Advisors to a Saudi strategic player seeking to acquire pharmaceutical companies in the MENA region.	<b>Pharmaceutical</b>	MENA	Under Process




# Sample Transaction Portfolio and Pipeline (3/3)

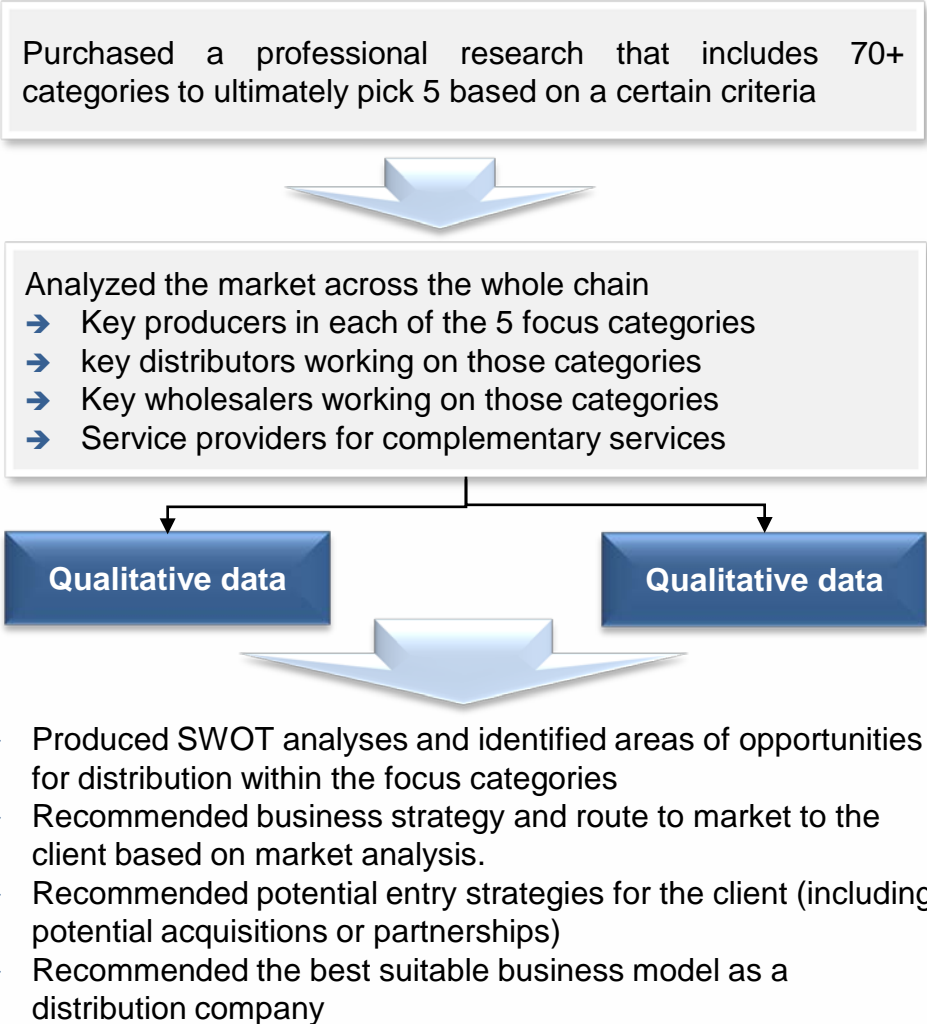
Strategy Consulting	Sector	Geography	Status
Advisors for the General Authority of Civil Aviation in KSA to corporatize the services of their largest three airports and find the best public private partnership format to manage them	<b>Public</b>	KSA	Under Process
Strategy consulting project to a start-up in warehousing, logistics and distribution owned by a leading private equity fund in Egypt	<b>Logistics</b>	Egypt	Closed
Market entry strategy for a Saudi group to penetrate the refrigerated warehousing business in Egypt	<b>Logistics</b>	Egypt	Closed
Organization and corporate governance project for a major Egyptian holding company	<b>Telecom</b>	Egypt	Closed
Strategy consulting project for the new Graduate School of Business of the American University in Cairo	<b>Education</b>	Egypt	Closed
Commercial due diligence on potential acquisitions in the food sector in Egypt	<b>F&amp;B</b>	Egypt	Under Process
Market entry strategy for an Egyptian group to penetrate the Algerian market	<b>F&amp;B</b>	Algeria	Under Process



# Case studies (1/4): Strategy consulting project to AUC

Client/Objective	Process / Scope of work	Results
<p><b>American University in Cairo (AUC)</b></p> <p>Plans to start a global school of business (GSB) in Cairo to deliver Executive Education as a first phase, and an MBA and PHD as a second phase</p> <p><b>Needed to know:</b></p> <ul style="list-style-type: none"> <li>• what courses should they offer?</li> <li>• What is the market size in Egypt and the Gulf?</li> <li>• what are the prices to go with?</li> <li>• which global school should they align with?</li> <li>• what revenue to expect ?</li> </ul>	<div style="text-align: center; margin-bottom: 10px;"> <p>← 1 wk → ← 5 wks → ← 1 wk → ← 1 wk →</p> </div>  <p><b>Preparing Interview Questions</b></p> <p><b>Conducting Interviews:</b> 33 interviews in Egypt</p> <p><b>Compile Results</b></p> <p><b>Present &amp; discuss</b></p> <p><b>Preparing list of people to interview</b></p> <p>5 Interviews in Dubai</p> <ul style="list-style-type: none"> <li>→ Interviewed companies in different sectors (finance / telecom / IT / real estate/ FMCGs/ etc)</li> <li>→ Covered companies with different ownerships (Multinational/ local-regional/family business) and identified which type of organization is most interested in the GSB</li> <li>→ Investigated companies' training budgets, training channels, and quantified the number of target audience in each company</li> <li>→ Quantified the size/depth of the market demand for such courses at different potential tuition points</li> <li>→ Analyzed the optimum tuition point</li> <li>→ Tabulated the most demanded courses in Egypt and the region, and the yearly class size to expect for each</li> <li>→ Identified potential marketing channels and branding strategies</li> </ul> <p style="text-align: right;"><i>Timeline: 8 weeks</i></p>	<ul style="list-style-type: none"> <li>→ AUC decided to accelerate the start of the Executive Education program based project results</li> <li>→ AUC hired an interim dean and began directly contacting the companies</li> <li>→ Enmaa potentially hired in stage two with a dual scope: <ul style="list-style-type: none"> <li>• Business Development</li> <li>• Marketing the launch of the GSB program</li> </ul> </li> </ul>

# Case studies (2/4): Strategy consulting project to PE fund

Client/Objective	Process / Scope of work	Results
<p><b>One of the largest PE funds in Egypt</b></p> <p>Recently launched a startup company in the warehousing, logistics and distribution sector</p> <p><b>Needed to know</b></p> <ul style="list-style-type: none"> <li>• What to distribute?</li> <li>• Where to distribute?</li> <li>• What the lessons learnt are from current players in the market?</li> <li>• What the financial model is of a distribution business?</li> <li>• What business plan to follow?</li> </ul>	<p>Purchased a professional research that includes 70+ categories to ultimately pick 5 based on a certain criteria</p>  <p>Analyzed the market across the whole chain</p> <ul style="list-style-type: none"> <li>→ Key producers in each of the 5 focus categories</li> <li>→ key distributors working on those categories</li> <li>→ Key wholesalers working on those categories</li> <li>→ Service providers for complementary services</li> </ul> <p><b>Qualitative data</b>      <b>Qualitative data</b></p> <ul style="list-style-type: none"> <li>→ Produced SWOT analyses and identified areas of opportunities for distribution within the focus categories</li> <li>→ Recommended business strategy and route to market to the client based on market analysis.</li> <li>→ Recommended potential entry strategies for the client (including potential acquisitions or partnerships)</li> <li>→ Recommended the best suitable business model as a distribution company</li> </ul> <p><i>Timeline: 10 weeks</i></p>	<p>Client is currently aligning the vision of the start-up with our conclusions and recommendations to focus on:</p> <ul style="list-style-type: none"> <li>• Other product categories of high potential</li> <li>• Different geographies to cover</li> <li>• Additional service offerings</li> <li>• A modified scope of work</li> </ul>



# Case studies (3/4): Sell-side transaction to OTH

## Client/Objective

### Orascom Telecom Holding

Orascom Telecom wanted to sell OrasInvest, as a part of its strategy in divesting non-core operations

### Enmaa mandate

- To analyze the strategic situation of OrasInvest and recommend the best format to package and sell the company
- To develop all financial projections and valuations
- To run a bid to get the best price for the sale of the company

## Process / Scope of work

### Reviewing business plan

Reviewed & updated assumptions to build valuation model

### Financial Valuation:

Produced a financial valuation and reviewed it with client

### Deal Process

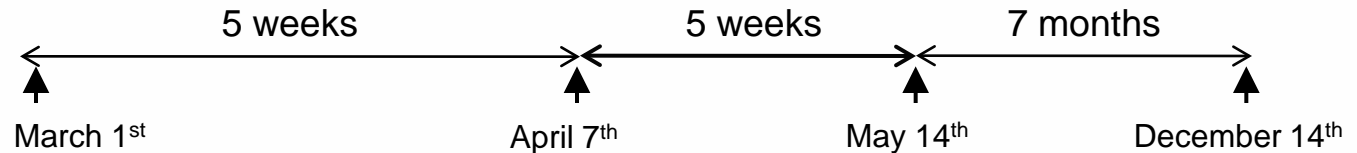
Finalized and cleared a list of investors to contact

### Negotiations

Received 6 final offers for the purchase of the Target company through a bid, and accepted the highest offer, together with the client

### Due diligence

The buyer conducted his financial/tax, legal, & commercial due diligence. Enmaa prepared & managed the data room on behalf of the client



## Results

→ Company was sold in 9 months at a significantly higher price than the seller's expectations



# Case studies (4/4): Sell-side transaction to IEMCO

## Client/Objective

### IEMCO

Textile company in the Nasr City Free Zone looking to sell 100% to a strategic investor

### Enmaa mandate

- To develop an expansion plan, and project future cash flows and required investments.
- To develop a DCF valuation
- To target private equity funds with strategic investments in the sector who have the cash and management available to close the deal

## Process / Scope of work

### Developing business plan

Prepared a business plan built on different scenarios for its financial projections

### Financial Valuation

Produced a financial valuation & reviewed it with client

### Deal Process

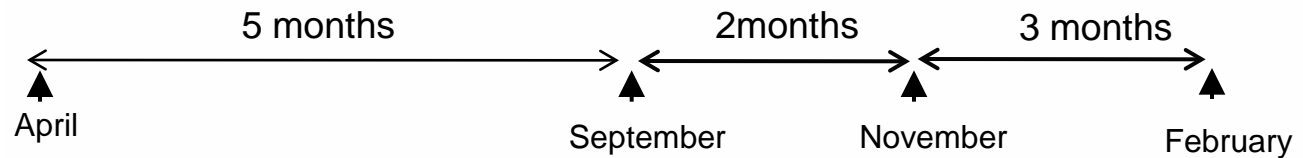
Short-listed a number of funds with focus on the textile sector, introduced them to the client & received their offers

### Negotiations

Enmaa negotiated the purchase price and valuation methods with the funds and chose the highest offer received

### Due Diligence

The buyer conducted his financial/tax, legal, & commercial due diligence  
Enmaa liaised between the Client and the external advisors



## Results

→ Company was sold in 10-11 months to the largest fund launched in Egypt to date.



## Some of our major clients



المجموعة المالية - هيرميس  
EFGHERMES



### Professional memberships

- Member of AIMAA, a global alliance of independent M&A advisors or “boutiques” working in the mid market space
- Member of the American Chamber of Commerce
- Member of the Egyptian Junior Business Association



## Board Chairman: Abdulrahman Abdu

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***Abdulrahman Abdu***  
*Chairman*

Mr. Abdulrahman Abdu is the chairman of Enmaa Financial Services.

His previous endeavors include the position of managing director for Halawani Brothers in Cairo and Jeddah, and Chairman of Dallah Industrial Investment Company in KSA. His expertise includes managing fast-moving consumer goods companies, banking and portfolio management, environmental engineering and hazardous waste management.

Apart from over 20 years of experience in management Mr. Abdulrahman sits on the boards of many public and private institutions, such as the National Environment Preservation Company in Saudi Arabia, the National Shipping Company of Saudi Arabia and the Industrial Committee of the Chamber of Commerce in Saudi Arabia. He is also a member of the executive committee of Dallah Albaraka.

Mr. Abdulrahman has an MBA from the University of Hartford in Connecticut.



# Managing Director: Alaa Rady

Enmaa  
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**Alaa Rady**

*Managing Director*

Mr. Alaa Rady is a co-founder of Enmaa Financial Services and has been overseeing transactions conducted in the MENA region and on an international scale. Since the founding of the Company, he steered the USD 180 Mn acquisition of OrasInvest.

Mr. Rady's professional background spans manufacturing, sales and marketing, turnarounds, startups and general management. He started his career at Mars Inc. with whom he worked in several markets including Dubai, Egypt, Jordan, Lebanon and Algeria. His last position was market manager in Algeria, where he was responsible for starting up their operations from scratch and growing it to become a fully fledged business unit with 50 employees, and grabbing 12% market share in the confectionery market within two years.

Mr. Rady moved on to strategy consulting for Bain & Company in the Paris & Belgium office, where he was part of a team starting a new office in Dubai and responsible for Middle East and Africa clients. Mr. Rady worked on a variety of projects in private sector development, strategy, organization and M&A across France, Spain, Qatar, Kuwait and the UAE.

Mr. Rady holds a bachelors degree in Construction Engineering from the American University in Cairo, and received his MBA from INSEAD in France and Singapore; he spent part of his program in Wharton Business School in the USA. Mr. Rady currently heads the INSEAD alumni association in Egypt. Last but not least, Mr Rady is currently undergoing his Doctorate of Business Administration in the Instituto de Impresa (IE Business School), as a part-time program in Spain



## Sample media coverage on Enmaa (1/2)

### **Enmaa Financial Services finalizes sale of \$180 million Orascom Telecom subsidiary in midst of global financial crisis**



**Dubai. UAE, 11 January 2009 - Enmaa Financial Services, an Egypt based financial services and consulting firm specializing in mid-market cross-border acquisition and divestiture advisory services, announced its successful management of the sale of OrasInvest to one of the largest Private Equity funds in the UAE.**

**"As a boutique firm whose principals and partners have a significant track record in the industry, Enmaa is able to provide leading investors with a highly tailored service on niche transactions such as the sale of OrasInvest," said Rady. "It was a great opportunity for our growing firm to do business with such an established player; we look forward to working with OrascomOrascom and other investors in the future."**

**The transaction team was led by Alaa Rady, and was supported by Ahmed Magdeldin, Vice President, Enmaa Financial Services.**

**The sale of OrasInvest marks the second transaction Enmaa has completed since its inception in 2007. Enmaa has handled a series of high-profile assignments, including advising the General Authority of Civil Aviation in Saudi Arabia on its privatization program. Additionally, Enmaa worked with IEMCO, a mid size textile company, as a sell-side advisor in Egypt, starting negotiations with three bidders. The offer was taken from the highest bidder - the textile manufacturer Dyetex - owned by Horus Private Equity Fund III, the largest fund raised in Egypt to date (over USD 580MM) launched by EFG-Hermes Private Equity in 2007.**



## Sample media coverage on Enmaa (2/2)

### Enmaa successfully closes Egypt fund sale



Published: January 11, 2009, 23:41

**Dubai: Enmaa Financial Services, an Egypt based financial services and consulting firm announced its successful management of the sale of OrasInvest to one of the largest Private Equity funds in the UAE.**

**The transaction, a leveraged buyout worth USD 180 million (EGP 995 million), was signed in November 2008.**

**Enmaa began soliciting bids for OrasInvest in March 2008. Enmaa's co-founder and managing director Ala'a Al Deen Rady, who was the lead advisor to Orascom Telecom Holding (OTH), said the firm vetted six final bids from prominent private equity funds and strategic investors.**

**"We had to be smart about this sale and, given the dismal state of the global economy, we had to do extra work to mitigate the risks," Rady notes. "But we found a competitive buyer and we closed the deal."**

**The buyer has agreed to pay 496 million Egyptian pounds in cash. The remainder is to be held in the form of interest-bearing promissory notes that will come due 12 months after execution. The transaction will generate a capital gain of \$175 million.**

**The sale marks the second transaction Enmaa completed since its inception in 2007. Enmaa has handled a series of assignments, including advising the General Authority of Civil Aviation in Saudi Arabia on its privatization program.**