

Celebrating Global Leadership & Visionaries

THE CEO MAGAZINE



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Network



Hattan H. Azzouni

Advancing Strategic Legal Leadership in Saudi
Arabia

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Welcome to the New Issue of The CEO Magazine The CEO Magazine proudly presents its new edition, designed to be the voice of visionary leaders, executives, and entrepreneurs shaping today's business world. With a global outlook and regional focus, our magazine is dedicated to celebrating leadership, innovation, and success stories that inspire. In this latest edition, we bring together the insights of executive leaders, highlight groundbreaking businesses, and showcase the achievements of CEOs who are driving transformation across industries. Our mission is to create a platform where leadership meets knowledge, and ideas turn into action. **The CEO Network Team**



A handwritten signature in white ink, which appears to read "Sam Fahn". The signature is fluid and cursive, with a horizontal line underneath the name.

Editorial Note



Global CEO Network

The Global CEO Network connects influential leaders from diverse industries, fostering collaboration and knowledgesharing on an international level. It serves as a bridge between markets, providing CEOs with the opportunity to exchange ideas, share expertise, and expand their global presence.

Top CEOs (Middle East)

The Middle East is home to some of the most dynamic leaders driving growth and innovation. This category features the region's top CEOs, their leadership journeys, and their contributions to both regional and global markets.

Top Women CEOs Network

Top Women CEO Network honors trailblazing women leading with vision, innovation, and impact. Their stories inspire future generations and showcase the strength of inclusive leadership

Executive Leaders

At the heart of The CEO Network lies a community of Executive Leaders – the decision-makers, innovators, and visionaries who are redefining the

business landscape. These leaders go beyond managing companies; they inspire teams, drive transformation, and create sustainable impact.

Leading Businesses

This section highlights businesses that have made a mark with their vision, resilience, and innovation. From startups to multinational enterprises, we feature the stories of organizations that are shaping economies and impacting communities.



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Hattan H. Azzouni

Advancing Strategic Legal Leadership in Saudi
Arabia

In the dynamic world of corporate law and international business, leadership requires more than technical expertise—it demands foresight, integrity, and the ability to navigate complex legal environments with confidence. Hattan Hussain Azzouni, Founder and Chief Executive Officer of Azzouni & Associates Law Firm, exemplifies these qualities through a career built on legal excellence, strategic advisory, and a commitment to supporting business growth in the Kingdom of Saudi Arabia.

With more than two decades of experience across corporate law, insurance regulation, litigation, and arbitration, Azzouni has established himself as a trusted advisor to corporations, investors, and institutions seeking reliable legal guidance in an evolving regulatory landscape.



A Legacy Rooted in Law and Justice

Hattan Hussain Azzouni's professional journey is deeply connected to a long-standing legal heritage. Born into a family with four generations of legal practitioners, he inherited a tradition committed to defending rights, upholding justice, and maintaining professional integrity.

Building upon this legacy, he pursued advanced legal studies in Corporate and Finance Law at York University, equipping himself with the academic foundation and global perspective necessary to operate in complex commercial environments.

Over the years, he refined his expertise across multiple areas of legal practice, including corporate governance, insurance law, franchising, employment law, arbitration, and commercial litigation.

Building Azzouni & Associates

In 2014, Azzouni founded Azzouni & Associates Law Firm, headquartered in Jeddah, Saudi Arabia, with the vision of delivering modern, strategic legal services to businesses and individuals operating across regional and international markets.

The firm quickly established itself as a multi-practice law firm providing legal consultation and representation across a broad range of sectors. Its services include corporate law advisory, intellectual property protection, arbitration and dispute resolution, real estate law, investment advisory, regulatory compliance, and foreign investment support.

With a bilingual legal team offering services in both Arabic and English, the firm supports local and international clients navigating Saudi regulations while maintaining alignment with global business standards.

Expertise in Corporate Governance and Regulatory Compliance

Before founding his firm, Hattan Hussain Azzouni held leadership roles within major corporations in the insurance sector, serving as a lawyer and compliance head for organizations including Salama, Aseej, and Enaya Cooperative Insurance.

These positions provided him with extensive experience in regulatory frameworks, corporate compliance, and legal governance—particularly within industries subject to stringent oversight by the Saudi Arabian Monetary Authority (SAMA) and other regulatory bodies.

This background enabled him to develop a

strong specialization in advising organizations on regulatory compliance, corporate structuring, and risk management.

Supporting Saudi Arabia's Vision 2030

Under Azzouni's leadership, the firm has cultivated strategic partnerships with corporate entities and investment groups to support major projects aligned with Saudi Arabia's Vision 2030 economic transformation agenda.

By providing legal advisory services to businesses and investors entering or expanding within the Kingdom, the firm contributes to strengthening the legal infrastructure required for sustainable economic development.

The firm's services extend to foreign investors seeking to establish operations in Saudi Arabia, offering guidance on licensing, corporate governance, and regulatory compliance.

A Global Perspective on Legal Practice

In today's interconnected business environment, legal challenges often extend beyond national borders. Azzouni & Associates therefore maintains a global network of collaborations and alliances, allowing it to support cases and advisory work across regions including Europe, the United States, and other international markets.

This international perspective enables the firm to assist clients involved in cross-border investments, arbitration proceedings, and multinational corporate transactions.

Vision for the Future

For Hattan Hussain Azzouni, the future of legal practice lies in combining traditional legal expertise with forward-thinking strategies that address the evolving needs of modern businesses.

His leadership philosophy centers on precision, discipline, and strategic foresight, ensuring that clients receive not only legal representation but also practical business guidance that helps them navigate complex challenges and seize emerging opportunities.

By continuously expanding the firm's capabilities and strengthening international partnerships, Azzouni remains focused on building a legal institution that supports innovation, investment, and economic progress within Saudi Arabia and across global markets.



Recognition by The CEO Network

The CEO Network proudly recognizes Hattan Hussain Azzouni as a distinguished legal strategist and entrepreneurial leader shaping the future of corporate legal services in Saudi Arabia. Through his work at Azzouni & Associates, he continues to empower businesses with strategic legal insight, contributing to a more transparent, resilient, and globally connected business environment.

A professional portrait of Nuri Karlık, a man with short dark hair, wearing a dark suit, white shirt, and dark tie. He is looking directly at the camera with a neutral expression. The background is a dark blue world map with a grid overlay.

Nuri Karlık

Driving Operational Excellence and Global Growth in
Hospitality and F&B Leadership

In an industry where operational precision, customer experience, and scalability define success, leadership plays a critical role in shaping sustainable growth and organizational performance.

Among the professionals contributing to this dynamic landscape is Nuri Karlık, a seasoned operations leader whose career spans more than two decades across the hospitality, food & beverage, and international business sectors.

Currently serving as Head of Operations Global at Dives Holding, Nuri has demonstrated a consistent ability to lead complex operations, optimize performance, and scale businesses across multiple markets. His expertise lies in operational strategy, team leadership, and building systems that enable organizations to grow efficiently while maintaining service excellence

“

“Operational success is not just about efficiency—it is about creating systems that empower people, elevate service, and sustain long-term growth.”



A Leadership Philosophy Rooted in Discipline and Empowerment

Nuri Karlık's leadership approach is grounded in a balance between operational discipline and people-focused management. Throughout his career, he has transformed operational environments into structured, high-performing ecosystems.

His philosophy centers on three key pillars:

- Operational excellence, ensuring efficiency, consistency, and measurable performance
- Strategic scalability, building systems that support multi-location and international growth
- People empowerment, developing teams that take ownership and deliver excellence

This mindset has enabled him to lead diverse teams across regions, fostering cultures of accountability, continuous improvement, and service-driven performance.



Building and Scaling Operations Across International Markets

Over the course of his career, Nuri has played a critical role in expanding and managing operations across the UAE, Saudi Arabia, and Türkiye, particularly within hospitality and food & beverage sectors.

His leadership has included:

- Overseeing multi-unit restaurant and hospitality operations
- Driving operational frameworks that enhance efficiency and profitability
- Managing large-scale teams across front-of-house and back-of-house functions
- Implementing service standards that elevate customer experience

From luxury hotels to high-volume restaurant environments, Nuri has consistently delivered operational models that balance quality, speed, and customer satisfaction.

A Proven Track Record in Hospitality Excellence

Nuri Karlık's extensive background in global hospitality brands has shaped his deep understanding of service excellence and operational detail.

Throughout his career, he has held key leadership roles within internationally recognized organizations such as Hyatt Hotels Corporation, Fairmont Hotels & Resorts, and The Ritz-Carlton Hotel Company.

In these roles, he was responsible for:

- Managing large-scale banquet and event operations with capacities exceeding 1,000 guests
- Overseeing food and beverage operations across restaurants, ballrooms, and meeting facilities
- Leading staff training, scheduling, and performance management initiatives
- Driving financial performance through cost control, P&L analysis, and revenue optimization

His ability to manage complex operations while maintaining premium service standards has been a defining feature of his career.

Transforming Food & Beverage Operations

A significant chapter of Nuri's journey includes his leadership within the food & beverage sector, where he has contributed to the growth and operational success of multiple restaurant brands and concepts. During his tenure at Q Food & Beverage and other ventures, he:

- Led multi-location restaurant operations as Director of Operations
- Developed service and operational standards across brands
- Optimized cost structures and improved profitability
- Strengthened customer experience through service innovation

His hands-on leadership style and deep operational knowledge have enabled him to bridge the gap between strategy and execution in fast-paced F&B environments.

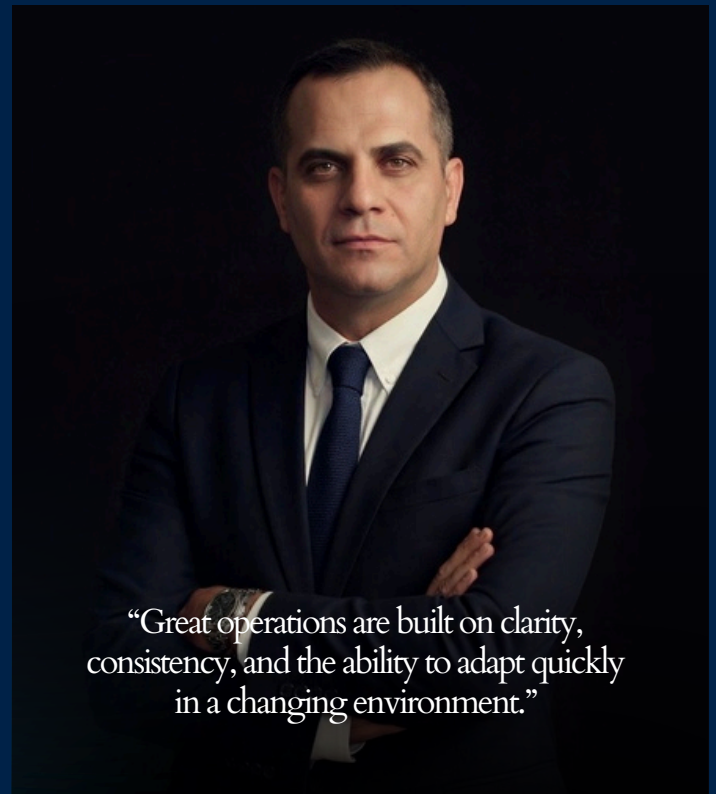
Leading Global Operations at Scale

In his current role at Dives Holding, Nuri Karlik is responsible for overseeing global operations and driving organizational growth across multiple regions.

His responsibilities include:

- Designing and implementing global operational strategies
- Aligning regional operations with corporate objectives
- Enhancing efficiency through process optimization and data-driven decision-making
- Leading cross-border teams and ensuring consistent performance standards

His leadership reflects a forward-looking approach that combines operational rigor with adaptability in an increasingly competitive global market.



“Great operations are built on clarity, consistency, and the ability to adapt quickly in a changing environment.”

Building High-Performance Teams and Culture

Beyond operational systems, Nuri Karlık's impact is most evident in the teams he has developed and led throughout his career.

He is known for:

- Mentoring future leaders within hospitality and operations
- Establishing structured training and development programs
- Promoting collaboration across departments and functions
- Encouraging accountability and continuous improvement

His leadership fosters environments where teams are not only efficient, but also engaged, motivated, and aligned with organizational goals.

A Career Defined by Operational Leadership and Global Perspective

From banquet halls and luxury hotels to international restaurant operations and global corporate leadership, Nuri Karlık's career reflects a deep commitment to operational excellence and business growth.

His ability to translate strategy into execution, manage complexity, and build scalable systems positions him as a key contributor to the evolving global hospitality and operations landscape.

The CEO Network Recognition



The CEO Network recognizes Nuri Karlık as a transformational operations leader whose expertise in hospitality, food & beverage, and global operations continues to drive organizational excellence and international growth.



Maan Kaassamani

Driving impactful brand engagement through innovative marketing strategies and large-scale experiential campaigns



In today's competitive marketplace, brands are no longer built solely through [O Network](#) advertisements—they are built through experiences, engagement, and meaningful connections with audiences. Across the Middle East's vibrant marketing landscape, leaders who can transform brand strategy into powerful consumer experiences are shaping the future of marketing innovation.

Among these influential professionals is Maan Kaassamani, the Founder and CEO of Spinworx, a marketing and experiential solutions company based in Dubai. With over a decade of leadership experience in brand strategy, event marketing, and consumer engagement, Kaassamani has established himself as a dynamic entrepreneur delivering impactful marketing campaigns across regional and international markets.

Building a Marketing Venture with Vision

Since founding Spinworx in 2016, Kaassamani has focused on creating innovative marketing solutions that help brands connect with audiences through strategic storytelling, experiential campaigns, and integrated brand activations. Under his leadership, the company has worked with diverse clients, developing campaigns that blend creative strategy, event management, and brand positioning.

Spinworx reflects Kaassamani's belief that modern marketing must go beyond traditional channels. By combining consumer insight, digital engagement, and immersive brand experiences, he continues to guide businesses in building lasting relationships with their audiences.

STARS ON BOARD
ATIS DUBAI FESTIV



“Great marketing is not just seen—it is experienced, remembered, and shared.”

Delivering Global Brand Experiences

Before launching his entrepreneurial venture, Kaassamani built an impressive career in the marketing and event management industry.

As Executive Account Director at Big Blue Marketing Consultancies, he managed and executed end-to-end marketing campaigns, ensuring strategic alignment with brand objectives and delivering measurable outcomes for clients.

His work involved:

- Designing and executing large-scale marketing events and campaigns
- Developing consumer journey strategies and event management plans
- Managing stakeholder communication and reporting
- Negotiating supplier partnerships to maximize value for clients
- Delivering post-event analytics and performance insights

During this period, Kaassamani contributed to campaigns for globally recognized brands such as:

- Nike
- MetLife
- Farfetch
- Sephora
- Alserkal Avenue
- Stars on Board
- Nokia

These campaigns spanned media events, sports activations, field marketing programs, exhibitions, and corporate engagements across multiple countries.

“Successful marketing is not just about promoting a brand—it’s about creating experiences that people remember, trust, and choose to be part of.”
— Maan Kaassamani

Award-Winning Campaign Leadership

Kaassamani’s work has also been recognized through several prestigious marketing awards for outstanding campaign execution and creative strategy. Campaigns he supervised or executed have earned accolades including:

- Gold Award – 2014 Effie MENA for the Nike “Winner Stays” campaign
- Gold Award – 2014 MEPR Awards for the Nokia Lumia launch
- Gold Award – 2015 SPIA Awards for the Nike “Winner Stays” campaign

Strategic Marketing Expertise

Earlier in his career, Kaassamani served as Marketing Manager at Chisel Creation, where he played an important role in brand development and strategic marketing initiatives. His work included contributing to the naming and marketing development of Muntalq – the Jeddah Multimodal Transportation Center, a large-scale government infrastructure project valued at approximately \$350 million.

In addition, he supported the planning and execution of marketing campaigns, exhibitions, and social media initiatives while coordinating brand communication across multiple platforms including print, digital, and television. This experience helped him build a strong foundation in integrated marketing strategy, project management, and brand storytelling.



A Multicultural Marketing Leader

Based in Dubai, one of the world’s most dynamic business hubs, Kaassamani operates within a diverse international environment. His ability to communicate across cultures is strengthened by his multilingual proficiency, speaking Arabic as a native language and English at a full professional level.

His professional development also includes certifications in customer service management and project management training, reflecting his commitment to continuous learning and operational excellence.

Shaping the Future of Experiential Marketing

As marketing continues to evolve in the digital and experiential era, leaders like Maan Kaassamani are helping redefine how brands engage with audiences. Through strategic thinking, creative campaign execution, and entrepreneurial leadership, he continues to contribute to the growth of experiential marketing across the region.

By combining brand strategy, consumer engagement, and operational excellence, he has built a reputation as a professional capable of transforming marketing concepts into memorable brand experiences.



SPINWORX

CEO Network Recognition

The CEO Network proudly recognizes Maan Kaassamani as a forward-thinking marketing entrepreneur whose leadership at Spinworx continues to create impactful brand experiences and contribute to the evolving marketing landscape across the Middle East and beyond.





Mohamed Tawakol

Transforming healthcare education into practical, market-ready talent pipelines

For many healthcare students, the transition from university lecture halls to real hospital environments can feel uncertain and overwhelming. The gap between academic education and practical clinical experience has long been one of the most pressing challenges

facing healthcare systems worldwide. Recognizing this early in his career, Mohamed Tawakol set out to change that reality—not just for a few graduates, but for an entire generation of healthcare professionals across Egypt and the Middle East and North Africa (MENA).

As the Founder and Chief Executive Officer of Plan P, Tawakol is building what he describes as the healthcare talent infrastructure—a system designed to connect students, universities, and hospitals through practical training, professional mentorship, and real career pathways. His mission is clear: to move healthcare education beyond theoretical learning and toward impact-driven, market-ready talent development that strengthens healthcare institutions and empowers future professionals.



Building Plan P: A Platform for Healthcare Workforce Development

Through Plan P, Mohamed Tawakol has developed a model that integrates education, hands-on training, and employment pathways for aspiring healthcare professionals. The organization focuses on preparing students and fresh graduates to transition successfully from classrooms to clinical environments.

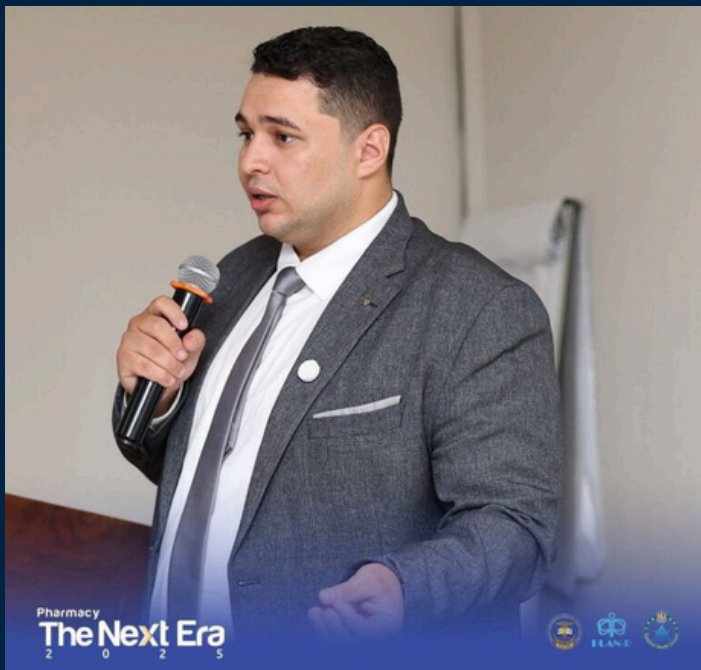
Over the years, Plan P has created measurable impact within the healthcare education landscape. The platform has successfully trained more than 15,000 pharmacy students and graduates, helping them develop the practical skills required to succeed in real healthcare settings.

The initiative has also built partnerships with more than 40 hospitals, including several leading healthcare institutions, creating valuable opportunities for students to gain direct clinical exposure and professional mentorship.

Plan P's initiatives center around several key pillars:

- Hospital-Based Practical Training Programs
- Accredited Medical Education and Continuing Professional Development (CPD)
- Youth and Talent Enablement in Healthcare
- Workforce Readiness Programs for Hospitals and Healthcare Institutions

By aligning academic knowledge with practical clinical exposure, Plan P helps ensure that healthcare graduates enter the workforce with the skills, confidence, and readiness required by modern medical environments.



Creating Platforms for Knowledge and Collaboration

Beyond training programs, Mohamed

Tawakol has also played a leading role in building large-scale platforms that bring together healthcare professionals, students, and industry leaders.

Through Plan P, he has organized influential events such as "Pharmacy The Next Era" and the "Pharmacy Youth Summit," which have become significant gatherings within the healthcare education community.

These events have collectively attracted over 2,500 attendees, bringing together more than 40 companies and partners, and featuring over 250 speakers from across the healthcare and pharmaceutical sectors.

These initiatives serve as collaborative spaces where students, professionals, and organizations can exchange ideas, explore career opportunities, and discuss the future of healthcare education and practice.



Entrepreneurial Leadership in Healthcare and Education

As a healthcare entrepreneur, Tawakol brings a multidisciplinary perspective that combines healthcare, education technology (EdTech), and workforce development. His leadership focuses on designing systems that support both students and healthcare providers, ensuring that the talent pipeline remains strong and responsive to evolving industry needs.

In addition to his role as CEO, he also serves in executive leadership positions within the organization, including General Manager and Business Development Specialist, contributing to the strategic growth and operational development of the platform.

Through these roles, he continues to expand partnerships with hospitals, educational institutions, and healthcare organizations that share the goal of building a stronger, more capable healthcare workforce.

Academic Foundations and Professional Development

Mohamed Tawakol holds a Bachelor's degree in Clinical Pharmacy from Cairo University, providing him with a strong foundation in the medical sciences. His background in pharmacy offers valuable insight into the realities of healthcare education and professional training.

Currently an MBA candidate, he is further strengthening his expertise in leadership, strategy, and organizational development—skills that support his mission of scaling innovative healthcare training solutions across the region.

In addition, he has completed professional certifications including:

- Marketing Fundamentals
- Fundamentals of Project Planning and Management

These credentials reflect his commitment to combining medical knowledge with strategic business and management capabilities, enabling him to develop scalable and sustainable initiatives within the healthcare sector.

A Vision for the Future of Healthcare Education

The healthcare industry continues to evolve rapidly, driven by technological advancements, rising patient expectations, and growing demands on healthcare systems. For Mohamed Tawakol, the future of healthcare depends not only on innovation in medicine but also on investing in the people who will deliver care.

By focusing on practical training, talent



he aims to create a model that empowers the next generation of healthcare professionals while strengthening healthcare institutions across the region.

Looking ahead, Tawakol envisions a healthcare ecosystem where every medical graduate has access to structured training, real-world experience, and clear career pathways, enabling them to contribute confidently to patient care and healthcare innovation.

Through Plan P, he continues to work toward a future where healthcare education is not only academically strong but also deeply connected to real clinical impact—building a generation of professionals ready to lead the healthcare systems of tomorrow.



Recognition by The CEO Network

The CEO Network proudly recognizes Mohamed Tawakol as a healthcare entrepreneur dedicated to advancing talent development and workforce readiness in the medical sector. Through his leadership at Plan P, he continues to create meaningful connections between education, hospital training, and career opportunities, contributing to the development of a stronger healthcare ecosystem across Egypt and the wider MENA region.



Ahmed Sabry

Transforming complex market research into strategic business intelligence across diverse industries.

In a world where businesses rely heavily on data-driven decisions, market research has become one of the most powerful tools for shaping brand strategy and guiding corporate growth. Organizations today depend on professionals who can translate complex data into clear insights that drive innovation, strengthen brand performance, and support long-term competitive advantage.

Among these influential leaders is Ahmed Sabry, a seasoned marketing research expert whose career spans more than fifteen years of experience in qualitative and quantitative research, brand performance tracking, and strategic market analysis. Through his leadership and analytical expertise, Sabry continues to transform research findings into practical growth strategies for organizations across diverse industries.



Driving Commercial Strategy Through Research

Currently serving as Chief Commercial & Research Lead at Brand Vision MENA, Sabry focuses on growth, innovation, and delivering measurable value to clients. His role combines commercial leadership with deep research expertise, enabling organizations to convert data insights into actionable strategies.

At Brand Vision MENA, he leads initiatives aimed at:

- Developing innovative research products and service offerings

- Building sustainable pricing models and commercial strategies
- Establishing performance-driven sales and research KPIs
- Representing the organization at industry conferences and publishing insights
- Mentoring and building strong commercial and research leadership teams

His work reflects a broader commitment to ensuring that research is not merely analytical—but strategically aligned.

Driving Strategic Data Partnerships

In his role, Ahmed Sabry has played a pivotal part in activating and strengthening the partnership between YouGov and Brand Vision (BV), transforming it into a results-driven collaboration that delivers measurable impact.

Through strategic leadership and a hands-on approach, he has overseen the integration of advanced data analytics with localized market intelligence, ensuring that insights move beyond reporting to become actionable growth strategies.

By aligning global research capabilities with regional market understanding, Sabry has helped organizations translate complex data into clear business decisions that enhance competitiveness and long-term value. His ability to bridge analytics, strategy, and client needs has positioned the partnership as a powerful platform for innovation, enabling brands to respond more effectively to evolving market dynamics and consumer behavior.



A Career Built on Research Excellence

Sabry's professional journey demonstrates a steady progression through leading research organizations, where he gained extensive experience across both global and regional markets.

Before his current leadership role, he served as Head of Commercial & Insights at Brand Vision MENA, where he managed research initiatives across multiple sectors and contributed to the company's long-term commercial development.

Earlier in his career, Sabry worked as Research Manager at MEMRB, a well-known research organization in the Middle East. In this role, he supervised research projects, guided analytical frameworks, and helped clients understand evolving market dynamics.

He also served as Senior Research Executive at GfK, where he gained valuable international research exposure while supporting major studies related to consumer behavior, market shares, and brand performance.

Expertise Across Multiple Industries

Over the course of his career, Sabry has managed research studies across a wide range of sectors, providing insights that guide strategic decision-making for organizations operating in dynamic and competitive environments.

His expertise covers industries such as:

- Fast-Moving Consumer Goods (FMCG)
- Telecommunications
- Banking and Financial Services
- Real Estate Development
- Healthcare and Pharmaceuticals
- Government and Public Sector
- Automotive
- Tourism and Travel

Through these projects, he has led research related to brand equity measurement, pricing strategy, concept development, promotional campaign evaluation, sales force effectiveness, and market share analysis.

Strategic Thinking and Leadership

Sabry is widely recognized for his analytical mindset and strategic planning capabilities. His ability to interpret complex datasets and translate them into practical business insights enables companies to identify opportunities, overcome challenges, and improve overall brand performance.

Equally important is his leadership approach. As a mentor and team builder, he focuses on developing future research leaders while fostering a culture of accountability, collaboration, and continuous improvement.

His communication skills—combined with

fluency in Arabic and English—allow him to build strong relationships with stakeholders across organizational levels and cultural contexts.



Academic Foundation and Professional Development

Sabry's professional expertise is supported by a strong academic background in marketing and business management.

He completed a Cambridge International Diploma in Marketing and Business Administration from University of Cambridge, strengthening his understanding of global marketing principles.

He also holds an MBA in Business Marketing from University of Leicester, which further enhanced his strategic leadership and marketing management capabilities.

Earlier, he earned his degree from the Faculty of Pharmacy at Suez Canal University, providing him with a scientific and analytical foundation that continues to influence his structured approach to research and data analysis.



Turning Insights into Growth Stories

Throughout his career, Ahmed Sabry has consistently demonstrated how powerful research insights can become when combined with strategic thinking, commercial vision, and leadership excellence.

By bridging the gap between data analysis and business strategy, he has helped organizations transform research findings into meaningful actions that drive innovation, strengthen brand positioning, and improve market performance.

His work continues to highlight the importance of evidence-based decision-making in modern business leadership.

Advancing Research with Strategic Impact

With more than fifteen years of experience in marketing research and insights leadership, Ahmed Sabry continues to demonstrate how data-driven understanding can shape stronger business decisions.

His work reflects a commitment to turning analytical findings into meaningful strategies that support brand growth and market relevance.

By combining research expertise with commercial vision, he contributes to a culture where informed insights guide innovation, strengthen client relationships, and drive long-term organizational value.

The CEO Network Recognition

The CEO Network proudly recognizes Ahmed Sabry as a distinguished marketing research leader whose expertise in transforming data-driven insights into strategic growth initiatives continues to support businesses and brands across diverse industries.



Aymman El-Sawy

Advancing capital markets and inclusive investment structures through strategic financial engineering

In emerging markets, where inflation, currency depreciation, and economic volatility often erode the value of personal savings, visionary financial leaders play a crucial role in building resilient systems that protect and grow wealth. Among these leaders is Ayman El-Sawy, a distinguished financial strategist with more than twenty-six years of experience shaping Egypt's capital markets, structured finance ecosystem, and investment landscape.

Over the course of his career, El-Sawy has built a reputation for developing financial structures that preserve real value while expanding access to sophisticated investment instruments. His expertise spans debt capital markets, financial engineering, securitization, and Sharia-compliant finance—fields that have become increasingly vital for strengthening economic resilience and long-term wealth creation in the region.



Leadership in Egypt's Capital Markets

Before founding his own financial platform, El-Sawy held senior executive leadership roles within Egypt's non-bank financial services sector. Most notably, he served as Group Chief Financial Officer at Contact Financial Holding, a leading institution listed on the Egyptian Exchange.

During his tenure, he designed and executed large-scale financial strategies that significantly influenced the development of

Egypt's fixed-income market. One of his most notable achievements was structuring Egypt's first securitization bond, a landmark transaction that helped introduce new financing mechanisms to the country's capital markets.

Across his career, he has led more than 40 conventional and Sharia-compliant debt issuances, collectively exceeding EGP 50 billion. These transactions have contributed to expanding the country's debt capital market infrastructure while providing companies with alternative financing channels.

Influence Beyond Transactions

El-Sawy's impact extends beyond financial structuring and capital market transactions. Throughout his career, he has played an active role in shaping the broader regulatory and financial ecosystem in Egypt.

His contributions have included:

- Advising regulators on financial market frameworks
- Supporting government-backed debt restructuring initiatives
- Participating in the development of legislative structures for bonds and Sukuk instruments
- Contributing to efforts that attract international investment into Egypt's capital markets

He also serves on the board of the Egyptian Securities Federation, where he represents financial holding companies and securities underwriting institutions.

Through these engagements, El-Sawy has helped strengthen the institutional framework supporting Egypt's evolving capital markets.



Recognizing the Gap in Financial Access

Despite the increasing sophistication of financial instruments in Egypt, El-Sawy identified a fundamental challenge within the financial system: accessibility.

While institutional investors could benefit from advanced financial structures, the majority of individuals remained excluded from these opportunities. This disconnect between innovation and accessibility ultimately became the catalyst for his next entrepreneurial venture.

Determined to bridge this gap, El-Sawy founded Bokra, a platform designed to democratize access to structured financial investments.

Building Bokra: A New Model for Financial Inclusion

Launched in 2023, Bokra operates as a Sharia-compliant, Financial Regulatory Authority (FRA)-regulated savings platform, offering both individuals and corporations access to real-world, asset-backed investment opportunities.

By combining structured finance expertise with digital technology, the platform enables users to invest in income-generating assets with entry points starting as low as EGP 50.

This model significantly lowers traditional barriers to participation in structured investment instruments.

Rather than positioning Bokra solely as a fintech product, El-Sawy views it as a broader financial initiative aimed at transforming the way individuals approach saving and wealth management.

Extensive Leadership Across the Financial Ecosystem

Throughout his career, El-Sawy has held numerous leadership and board positions across Egypt's financial services industry.

These roles include:

- Founder & CEO of Bokra
- Chairman of Bokra Sukuk
- Chairman of Bokra Asset Management
- Secretary General of the Fixed Income Association in Egypt

He has also served on the boards of several financial institutions, including:

- Sarwa Insurance
- Sarwa Life Insurance
- Sarwa Asset Management
- Sarwa Securitization
- SAWA Payment Systems

These positions reflect his deep involvement in shaping the strategic direction of Egypt's financial services sector.

Academic Background and Financial Expertise

El-Sawy's financial expertise is supported by a strong academic foundation. He holds a Master of Business Administration (MBA) in Finance from the Arab Academy for Science, Technology and Maritime Transport, where he specialized in financial management and capital markets.

He also earned a Bachelor's degree in Commerce with a focus on Accounting and Finance, equipping him with the technical and analytical skills that have underpinned his decades-long career in financial strategy and investment structuring.



A Vision for the Future of Finance

As financial systems across emerging markets evolve, leaders like Ayman El-Sawy are redefining how capital markets can serve both institutional investors and individual savers.

His work reflects a broader vision for finance—one that blends innovation, accessibility, and responsible investment structures to strengthen financial stability and expand economic participation.

Through Bokra and his broader contributions to Egypt's financial ecosystem, El-Sawy continues to demonstrate how structured finance can become a powerful tool for financial inclusion, wealth preservation, and long-term economic resilience.



A Vision for Sustainable Wealth Creation

Ayman El-Sawy's long career in finance reflects a consistent commitment to building systems that create lasting economic value rather than short-term financial gains. His work has focused on designing structured financial instruments that not only support corporate financing but also protect individual savings from the pressures of inflation and market volatility.

Through decades of experience in capital markets, securitization, and financial strategy, he has helped shape solutions that strengthen financial stability while encouraging responsible investment practices.

Looking ahead, El-Sawy continues to advocate for greater financial inclusion through innovation and technology. By expanding access to structured investment opportunities and promoting smarter saving strategies, his initiatives aim to empower individuals and businesses alike to participate more actively in wealth creation. His leadership reflects a forward-thinking approach to finance—one that balances innovation with stability while fostering confidence in modern financial systems.

Recognition by The CEO Network

The CEO Network proudly recognizes Ayman El-Sawy as a visionary financial leader whose contributions to structured finance, capital markets innovation, and financial inclusion continue to shape the future of investment across Egypt and the broader Middle East. Through his leadership at Bokra, he is transforming access to asset-backed investment opportunities while advancing a more inclusive and resilient financial ecosystem.



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Ahmed El Halawany

Shaping Egypt's Next Generation of Urban
Communities

In the rapidly evolving real estate landscape of the Middle East, visionary leadership plays a critical role in shaping cities that combine innovation, sustainability, and vibrant community living. Among the leaders contributing to this transformation is Eng. Ahmed El-Halawany, whose career reflects nearly two decades of experience in delivering large-scale developments across Egypt and the wider region.

In August 2025, El-Halawany was appointed Managing Director of Al-Futtaim Real Estate Egypt, where he now leads the company's strategic direction and growth initiatives.

Under his leadership, the organization is reinforcing its position as one of Egypt's leading developers by creating integrated destinations that blend residential, commercial, and retail environments into dynamic urban communities.

Leading a Vision for Sustainable Growth

At the helm of Al-Futtaim Real Estate Egypt, Ahmed El-Halawany is guiding the company toward a future defined by innovation, sustainability, and long-term value creation. His vision centers on building developments that not only respond to market demand but also enrich the lifestyle of residents and visitors alike.

Through carefully planned mixed-use communities, El-Halawany aims to foster vibrant urban environments where people can live, work, shop, and connect seamlessly.

His leadership reflects a deep understanding of how modern cities must evolve to support economic growth while maintaining livability and sustainability.

Widely recognized for his strategic mindset, he continues to position Al-Futtaim Real Estate as a catalyst for Egypt's next generation of urban destinations.

“From architect to Managing Director, Ahmed El Halawany's career is a masterclass in how deep domain knowledge compounds into executive leadership when it is deliberately built over time.”

A Career Built on Transformative Projects

With more than 18 years of experience, El-Halawany has developed a reputation for leading high-impact real estate initiatives and guiding organizations through periods of transformation and growth.

Before joining Al-Futtaim Real Estate, he held senior leadership roles across several prominent regional developers.

At SODIC, he led the Development Business Unit and later served as Chief Development Officer, where he oversaw major development strategies and played a pivotal role in the company's landmark acquisition by Aldar Properties and ADQ in 2021.

His career also includes leadership positions with Orascom Development at El Gouna, as well as key roles at Marakez and Eagle Hills, where he contributed to projects of national and regional importance across the Middle East and North Africa.

These experiences have equipped him with a deep understanding of complex urban developments, large-scale project delivery, and cross-border real estate strategies.

Early Foundations in Architecture and Design

El-Halawany's journey in real estate began with a strong technical grounding in architecture. Early in his career, he worked as a Design Architect at Dar Al-Handasah, one of the region's leading engineering and design consultancies.

This foundation allowed him to develop a comprehensive perspective on urban development—combining design excellence with strategic planning and project execution.

Later, at Emaar Misr, he played an important role in the development of Mivida, one of Egypt's prominent master-planned communities.

His involvement in shaping its masterplan and delivery strategy further strengthened his expertise in creating integrated urban destinations.

Academic Excellence and Leadership Development

Ahmed El-Halawany holds a Bachelor of Science in Architecture from Cairo University, graduating in 2004. He is also an alumnus of Deutsche Evangelische Oberschule Cairo, where he built the early academic foundation that would later guide his professional journey.

Committed to continuous learning and leadership development, El-Halawany has completed several executive programs at The American University in Cairo, focusing on areas such as Risk Management, Feasibility Studies, Budgeting and Financial Control, and Contracts Administration.

These programs have further strengthened his ability to lead complex organizations and deliver projects that balance innovation with financial discipline.

The CEO Network Recognition

The CEO Network proudly recognizes Eng. Ahmed El-Halawany as a forward-thinking leader in Egypt's real estate industry. Through his strategic leadership at Al-Futtaim Real Estate and his contributions to landmark developments across the region, he continues to shape the future of integrated urban communities while driving sustainable growth and innovation in the sector.

A professional portrait of Mohamed El Dahshoury, a middle-aged man with short, graying hair, wearing a dark blue suit, a light blue shirt, and a patterned tie. He is smiling slightly and looking directly at the camera. The background is a dark blue world map with a grid overlay.

Mohamed El Dahshoury

The Builder Behind Egypt's Most Ambitious
Construction Programmes

Construction leadership is, at its core, the practice of turning complexity into certainty. Projects run over years, across dozens of organisations, in environments that resist predictability. The leaders who succeed at the highest levels of this industry are not simply good managers. They are institution builders, problem solvers, and in the best cases, architects of the systems that allow entire sectors to grow. Mohamed El Dahshoury is that kind of leader.

As CEO of Hassan Allam Construction, one of Egypt's most prominent and active construction firms, El Dahshoury leads an organisation that sits at the centre of the country's infrastructure ambitions. His path to that role is a study in how deliberately accumulated experience translates into leadership at scale.

An Education in the Field

Mohamed El Dahshoury began his professional life in the late 1990s as a junior engineer, gaining early exposure at Skanska before joining the Contrack International programme designed to develop future construction managers. The programme was not a shortcut. It rotated participants through the full breadth of construction operations, from site management and technical offices to procurement, planning, cost control, contracts, and quality.



This foundation would prove central to everything that followed.

From there, he joined Orascom Construction Industries, one of Egypt's most significant construction groups, where he served in progressively senior roles over more than nine years. A four-and-a-half-year chapter managing Orascom's operations in Nigeria stands out in particular. Establishing and running a construction company in Nigeria from the ground up, including serving as project manager for a full cement plant construction, was the kind of assignment that tests character as much as competence.

“I identified opportunities to leverage country and regional knowledge, contacts, and expertise to deliver business growth that reached beyond borders.”

Taking the Helm at Gama and Hassan Allam

In 2013, El Dahshoury was appointed CEO of Gama for Trading and Contracting, where he spent nearly three years restructuring and leading the firm's operations.

His success in that role opened the door to Hassan Allam Holding, where he served as Chief Operating Officer before being elevated to CEO of Hassan Allam Construction in January 2019, a position he has held since.

Hassan Allam Construction occupies a significant position in Egypt's construction landscape, engaged across industrial, residential, infrastructure, and road projects of national scale. Under El Dahshoury's leadership, the firm has strengthened its market position while navigating one of the most challenging macroeconomic environments Egypt has faced in recent decades.

Building Beyond Construction

What distinguishes El Dahshoury's leadership is an appetite for building not just projects but entire businesses. Alongside his role at Hassan Allam Construction, he serves as Chairman of EDEN Facility Management and Chairman of Jinet Landscape, two companies that represent his contribution to the development of Egypt's facilities management and landscaping sectors.

These are not passive board positions. They reflect an entrepreneurial instinct that runs alongside his corporate leadership, a recognition that the built environment requires not just construction but the ecosystem of services that sustains it over time. El Dahshoury has been a direct participant in building those services into credible, market-leading organisations.

A Regional Perspective on a National Industry

El Dahshoury's experience spans Egypt and Africa, and his career has consistently sought to leverage regional knowledge as a source of competitive advantage. His MBA from Maastricht

School of Business provided a structured management framework that complemented the practical intelligence accumulated across decades of project delivery.

In a sector where execution is everything, he has demonstrated the capacity to lead at multiple levels simultaneously: managing projects, restructuring companies, building new businesses, and engaging with the national development agenda that defines what Egypt's construction industry is being asked to deliver.

The CEO Network Recognition

The CEO Network recognises Mohamed El Dahshoury as a construction leader whose career spans continents, disciplines, and organisational scales, and whose ongoing leadership of some of Egypt's most significant built environment firms reflects both deep industry expertise and a genuine commitment to raising the standards of an entire sector.



A professional portrait of Karim Badawi, a middle-aged man with short, light-colored hair, wearing glasses, a dark suit, a white shirt, and a dark tie. He is smiling slightly and looking directly at the camera. The background is a dark blue world map with a grid overlay.

Karim Badawi

From the Oilfield to the Ministry, a Life Shaped by
Energy Leadership



The path from field engineer to cabinet minister is not a common one. It requires a particular kind of career that builds not in a straight line but in expanding circles, each role adding a layer of technical depth, managerial breadth, and strategic authority that the last one could not have provided. Karim Badawi's career at SLB, spanning nearly 25 years across multiple continents, is precisely that kind of career. And it laid the groundwork for his appointment as Egypt's Minister of Petroleum and Mineral Resources in July 2024.

Learning the Industry from the Ground Up

Karim Badawi did not begin his career behind a desk. His early years at SLB (then Schlumberger) were spent as a

wireline field engineer working offshore and on land across Indonesia and Aberdeen.

This hands-on beginning, working with the full range of Schlumberger's wireline technologies in genuinely demanding environments, gave him a technical fluency that would prove invaluable as his responsibilities grew.

From field engineer, he moved into training and development, eventually managing Schlumberger's wireline training facilities across four countries: Canada, the United States, the United Kingdom, and Egypt.

This role required him to think at a system level for the first time, not just about individual performance but about how an entire global organisation developed and sustained its technical talent pipeline.



Nearly 25 years at SLB built a leader equally at home at the wellsite and in the boardroom. That rare range is precisely what Egypt's energy sector demanded."

leadership that transcends any single discipline. Badawi had, by this point, become as comfortable navigating institutional complexity as he was managing technical operations.

Digital Transformation and New Energy

In his later years at SLB, Badawi held dual roles that reflected the company's strategic priorities for the next decade. As Director of Enterprise Digital Performance, he oversaw global enterprise digital investment and value creation, driving the integration of digital tools as a competitive advantage for SLB's operations worldwide.

Simultaneously, as Director of SLB New Energy for the Middle East and North Africa, he led the company's positioning in the energy transition across one of the world's most consequential energy-producing regions.

These twin responsibilities placed him at the intersection of the industry's present and its future, a position that would prove directly relevant to his subsequent appointment to national leadership.



Expanding Across Regions and Disciplines

What followed was a career of sustained geographic and functional expansion. Badawi led wireline operations across East Africa and the East Mediterranean, covering Egypt, Syria, Jordan, Sudan, Iraq, Kenya, Tanzania, Somalia, and Ethiopia. He then moved to Russia and Central Asia, where he held a sequence of senior roles spanning IT leadership, shared services, vice president positions in testing and shared services, and ultimately the Operations Manager role for the Reservoir Characterization Group across the entire Russia and Central Asia region.

The Russia and Central Asia chapter was particularly formative. Managing shared services for 15,000 employees across a diverse and complex operating environment, covering IT, HR, finance, logistics, procurement, and compliance, required the kind of broad organisational



Minister of Petroleum and Mineral Resources

In July 2024, Karim Badawi was appointed Minister of Petroleum and Mineral Resources of Egypt. The appointment brought to one of the country's most strategically critical ministries a leader who has worked in the energy sector across four continents, managed operations at scale, driven digital transformation in a global company, and led new energy initiatives across the region.

Egypt's petroleum sector faces complex and consequential challenges: balancing domestic energy needs with export commitments, managing mature fields while exploring new discoveries, and navigating the global energy transition without undermining the revenues on which the national economy depends. Few individuals arrive at a ministerial

brief with the operational depth and strategic range that Badawi brings.

The CEO Network Recognition

The CEO Network recognises Karim Badawi as an energy leader of exceptional breadth whose career trajectory from field engineer to cabinet minister reflects a rare combination of technical mastery, global operational experience, and strategic vision at the highest level of public service.





The **CEO**
Network

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Maged Shawky

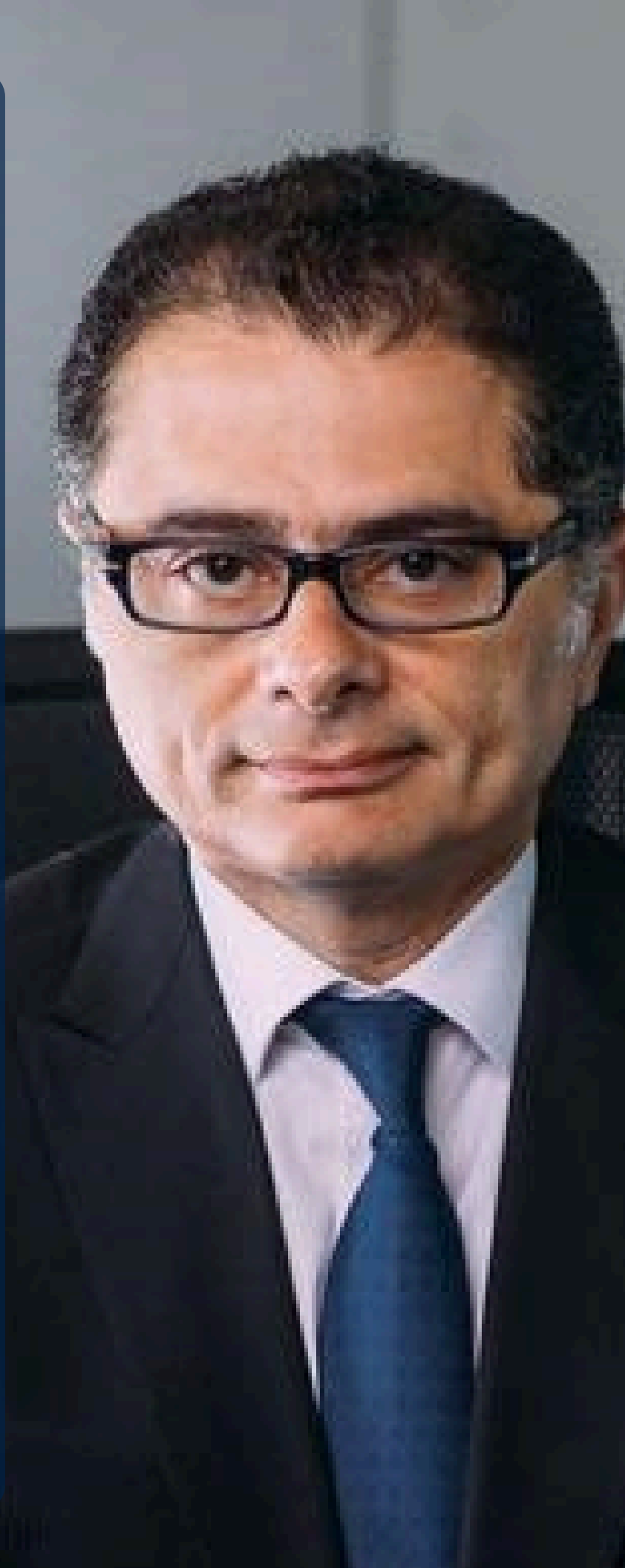
The Architect of Egypt's Capital Markets and a
Pioneer of Its Investment Future

Capital markets do not transform on their own. Behind every exchange that modernises, every regulatory reform that takes hold, every institutional shift that changes how a country manages its wealth, there are individuals whose decisions carry genuine consequence. In Egypt, Maged Shawky Sourial is one of those individuals.

His career spans the architecture of Egypt's stock exchange, the leadership of one of its most prominent financial groups, and now the pioneering of an investment vehicle that has never existed in the country before. Across each of these chapters, a consistent theme emerges: a willingness to operate at the frontier of what is institutionally possible.

Shaping the Egyptian Exchange

From July 2005 to July 2010, Maged Shawky served as Executive Chairman of The Egyptian Exchange. He arrived having already spent years embedded in the country's securities regulation landscape, representing the Capital Market Authority on the exchange's board of directors and serving as Senior Assistant to the Minister of Economy and Foreign Trade on securities markets issues for more than a decade.



His academic grounding in financial economics, earned through a master's degree from Queen Mary, University of London, provided the analytical framework his regulatory experience had put into practice. By the time he assumed the chairmanship of the exchange, Shawky brought to the role both institutional knowledge and a rigorous understanding of how capital markets function within broader economic systems.

Leadership at Beltone Financial

Following his tenure at the exchange, Shawky moved into the private sector, joining Beltone Financial Holding in a leadership capacity that would span nearly a decade. He served as CEO from 2012 to 2015, Vice Chairman from 2016 to 2019, and Executive Chairman from 2019 to 2021.

This progression through Beltone reflected a deliberate expansion of his responsibilities, from running operations to steering strategy at the highest level. Beltone, as one of Egypt's most recognised investment banking and financial services groups, offered a platform through which Shawky could apply his capital markets expertise in a commercially consequential context.

Pioneering Egypt's First SPAC

In 2021, Maged Shawky co-founded Catalyst Partners Middle East, which holds the distinction of being Egypt's first Special Purpose Acquisition Company. The SPAC structure, which pools capital to acquire and build businesses, has reshaped global investment markets over the past decade.

Bringing this model to Egypt required not only financial acumen but the kind of regulatory and institutional credibility that Shawky had accumulated across thirty years in the markets.

His board engagement extends well beyond CPME. He serves as a board member of the Sovereign Fund of



“From regulator to exchange chairman, from investment group CEO to capital markets innovator, Maged Shawky's career is a study in how deep expertise compounds over time.”

Egypt's FinTech Sub-Fund, an independent director at CIB Kenya Limited, Vice Chairman of Sequence Ventures, and Non-Executive Chairman of Egytrans, one of Egypt's leading logistics companies. Each of these positions reflects a leader who is not winding down but actively shaping multiple sectors simultaneously.

An Investment Philosophy Rooted in Market Architecture

What distinguishes Maged Shawky's approach to investment and governance is the rarity of his vantage point. Very

few individuals have sat on both sides of the regulatory table, led a national exchange, run a financial holding group, and then gone on to build new investment vehicles from scratch.

That accumulation of perspective informs how he evaluates opportunity, manages risk, and governs the institutions he leads.

His academic publications on Egyptian stock market efficiency, monetary policy, and the role of institutional investors further underline a commitment to evidence-based thinking that goes beyond the transactional.

The CEO Network Recognition



The CEO Network recognises Maged Shawky Sourial as a foundational figure in Egypt's capital markets whose decades of regulatory leadership, institutional stewardship, and investment innovation continue to shape the country's financial architecture at every level.



Rashwan Hammady

Building Egypt's Digital Banking Future from
the Ground Up

Few careers in Egyptian banking tell a story as complete as Rashwan Hammady's. From accountant to CEO Designate of a brand-new digital bank, his more than two decades at CIB Egypt are not simply a record of personal advancement. They are a mirror of how Egypt's financial sector has evolved, stretched, and reinvented itself across a generation.

A Career Built Inside One Institution

There is something rare and instructive about a leader who has grown an entire career within a single organisation. Rashwan Hammady joined CIB Egypt in the early 2000s, beginning in financial control before being selected for the bank's prestigious in-house analyst programme, built on the curriculum of Chase Manhattan Bank. That foundation proved defining.

What followed was a deliberate ascent through strategy, business banking, and ultimately the leadership of the bank's entire retail and commercial operation. Each role built on the last, giving Hammady something that lateral job-hoppers rarely accumulate: a complete and layered understanding of a complex institution from the inside out.



“My mission is to keep pushing boundaries in productivity, market reach, and customer satisfaction.”

From Strategic Planning to Market Leadership

During his years heading strategic planning at CIB, Hammady was responsible for developing and securing approval on the bank's five-year business plan for 2010 to 2015. He played a pivotal role in the merger transaction with Arab African International Bank and helped establish a corporate governance model that shaped how the bank's committees and decision-making structures functioned for years afterward.

When he moved into business banking, the results were immediate and measurable. Over four years, he grew the business banking balance sheet and profit and loss by an annual average of 30 percent. Profit in the division climbed from 20 million dollars to 100 million dollars. The customer base doubled. A risk-adjusted return on capital of above 25 percent was achieved through a complete redesign of the credit business model. These were not incremental improvements. They reflected a capacity





for systems thinking combined with hands-on execution.

Leading Egypt's Largest Retail Banking Operation

As Chief Retail and Commercial Banking Executive, Hammady took on responsibility for a business serving 3.5 million customers with a workforce exceeding 4,000 people. The balance sheet under his stewardship reached more than 300 billion Egyptian pounds, with bottom-line profits exceeding 5 billion Egyptian pounds. By any regional measure, this placed him among the most consequential retail banking leaders in the country.

Beyond the numbers, Hammady has been consistent about the culture he works to build inside his teams. He emphasises motivation, adaptability, and a willingness to innovate. His MBA from the University of Chicago Booth School of Business sharpened a natural instinct for data-driven decision making, and that combination of academic rigour and operational depth has been central to his leadership identity.

The Next Chapter: Building a Digital Bank

In August 2025, Hammady was appointed CEO Designate of CIB's new digital bank, a majority-owned entity being built and launched under his direct leadership. Simultaneously, he chairs CIFC Egypt, the bank's consumer finance arm.

The mandate is significant. Digital banking in Egypt is at an inflection point, driven by a young, mobile-first population and a government committed to accelerating financial inclusion. For Hammady, whose entire career has been defined by making financial services more accessible to consumers and small businesses, this assignment represents a natural culmination of everything he has spent two decades building.

Constructing a bank from the ground up is a different challenge from running one. It requires the clarity to define culture before it forms by default, the discipline to build infrastructure that scales, and the vision to design products for customers who may never set foot in a branch. These are precisely the capabilities Hammady has spent a career developing.

The CEO Network Recognition

The CEO Network recognises Rashwan Hammady as a transformational force in Egyptian banking whose strategic depth, commercial track record, and commitment to accessible financial services position him as one of the region's most consequential banking leaders entering the next decade.



ZEYAD A.
AL-DHABAANI

CEO of ACWA Power

Zeyad A. Al-Dhabaani stands as a trailblazing Saudi leader committed to sustainable growth and operational excellence. As CEO of ACWA Power, he spearheads strategic initiatives in energy and water, including pivotal CCGT projects, with a mission to deliver innovative and resilient solutions that ensure long-term value and operational superiority. His leadership directly supports Saudi Arabia's Vision 2030 energy transition goals, reinforcing the Kingdom's commitment to sustainability.



A Wealth of Experience and Strategic Insight

With over two decades of international expertise across energy, infrastructure, risk management, and operational leadership, Zeyad has honed his skills through critical roles at Saudi Aramco, including Chief Operating Officer, Acting CEO, and Country Director. He is among the few leaders to have earned a Risk Management certificate early in his career from the ERM Institute in London and is recognized as an Operational.

Zeyad holds a Master's in Engineering and Management and a Bachelor's degree in Electrical Engineering from King Fahd

University of Petroleum & Minerals. Complementing his academic background are professional certifications in Project Management (PMP), Quality Management, and Planning & Scheduling. His strategic focus on resilience and efficiency integrates risk management principles with technological innovation, giving ACWA Power a distinct competitive edge.

Driving Landmark Projects with Global Impact

Under Zeyad's leadership, ACWA Power has executed transformative projects such as the Sudair Solar Plant, Jizan Project, Hajr Project, and major water desalination

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initiatives across Saudi Arabia. These projects not only contribute to regional and global sustainable development but also set benchmarks in operational excellence and innovation.



Championing Vision 2030

As a sustainability advocate, Luay integrates Zeyad's leadership aligns seamlessly with Saudi Arabia's national priorities. By advancing clean energy, enhancing water security, and fostering environmentally responsible growth, he plays a pivotal role in the Kingdom's economic diversification efforts.

Collaborations with strategic partners like the Public Investment Fund (PIF) amplify this impact, delivering innovative solutions that reduce carbon footprints while ensuring energy reliability.

A Leader Recognized Globally

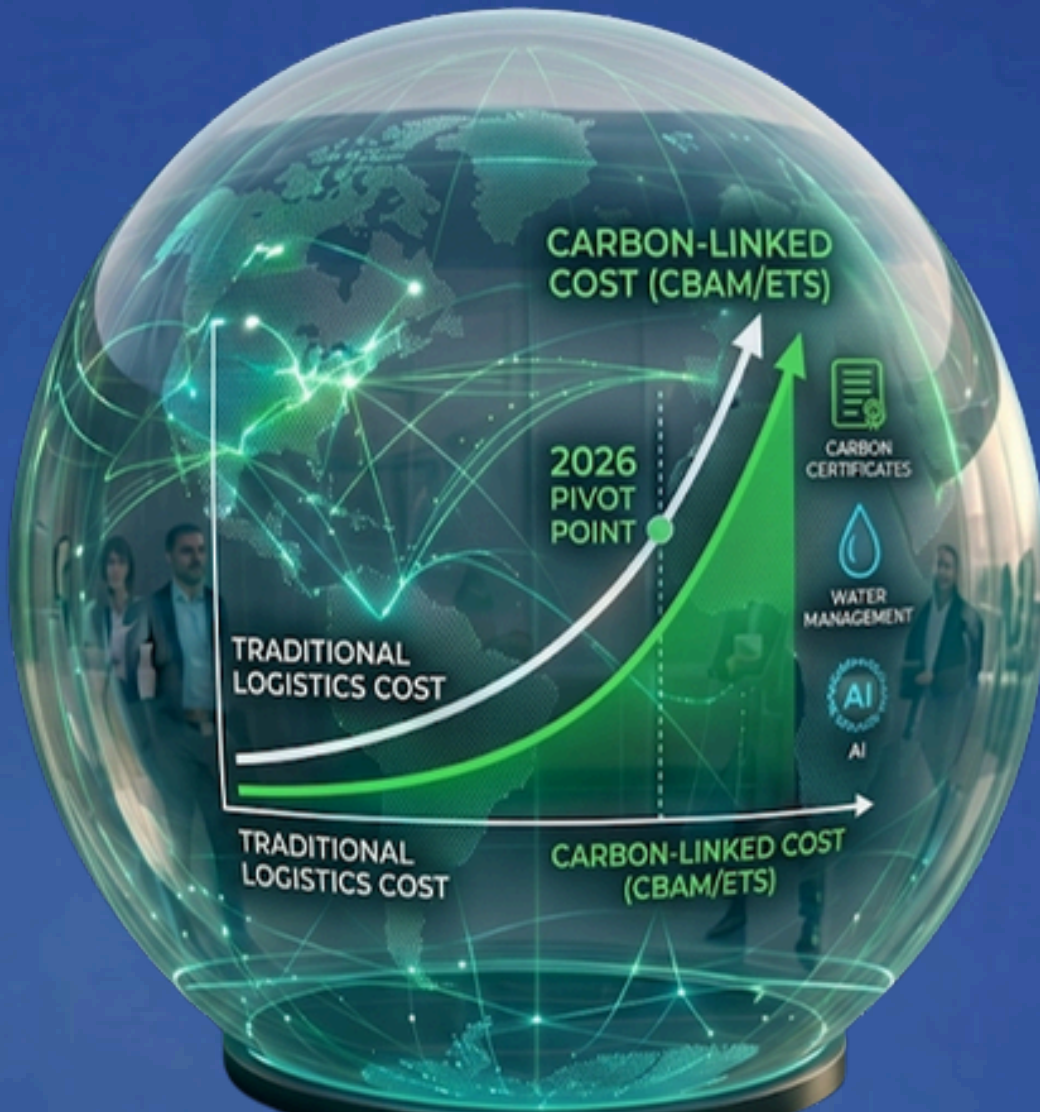
Zeyad A. Al-Dhabaani embodies the vision, resilience, and innovation essential for shaping a sustainable future. At ACWA Power, his leadership reflects not only strategic foresight but also a deep commitment to redefining the landscape of energy and water infrastructure.

By integrating cutting-edge technology with robust operational strategies, he ensures projects deliver maximum efficiency, reliability, and long-term impact. Under his guidance, ACWA Power continues to drive economic progress, foster environmental stewardship, and set new standards for sustainable development—positioning Saudi Arabia as a global leader in clean energy and water solutions.



The Execution Pivot:

Why 2026 is the Year Sustainability Becomes a Competitive Cost Disruptor



Introduction

For the better part of the 2020s, “Sustainability” was often relegated to the realm of CSR reports and non-binding ESG pledges. However, as we move through 2026, the luxury of “ambition” has been replaced by the necessity of “execution.” We have entered a new era where the green transition is no longer a marketing story—it is a core operating system. For leading businesses, the focus has shifted from reporting carbon footprints to fundamentally re-engineering supply chains to survive a new global regime of carbon taxation and resource scarcity.

What’s the new move?

While 2025 was defined by the “Smarter Materiality” movement, 2026 is the year of Financial Impact. As of January 1, 2026, the European Union’s Carbon Border Adjustment Mechanism (CBAM) officially moved from a reporting phase to a direct financial obligation. Importers are now required to purchase and surrender certificates that reflect the embedded carbon in their goods, making “dirty” supply chains a direct hit to the bottom line.

Simultaneously, the world’s leading tech giants are facing a “Resource Reckoning.” As AI models explode in complexity, the water and energy required to cool massive data centers have hit a breaking point. Leading businesses like Microsoft, Google, and Amazon are now pioneering “Water-Neutral” computing, shifting investments toward closed-loop cooling systems and AI-enabled energy management to avoid local regulatory shutdowns in drought-prone regions.

Why the sudden acceleration? The key drivers

- **Regulatory Enforcement:** The phase-in

of the EU ETS (Emissions Trading System) to 100% and the debut of the CBAM financial penalties have turned carbon into a tradable, high-cost commodity.

- **The “AI+Human” Productivity Boom:** AI is no longer a “buzzword” in 2026; it is a strategic imperative. CEOs are moving away from full automation toward “Collaborative Intelligence” models, where AI handles predictive logistics and carbon accounting, freeing human leadership to focus on empathy and high-stakes strategy.

By the numbers: The economic shift

- **\$500 Billion:** The projected global investment in Artificial Intelligence in 2026, reflecting its integration into every core business function from finance to logistics.
- **25%:** The projected growth in Advanced Manufacturing this year, fueled by automation, robotics, and the rise of smart, localized supply chains.
- **\$1.38 Trillion:** The estimated value of the FinTech market by 2034, with 2026 serving as the catalyst year for “Transition Finance” and automated ESG-linked lending.
- **3.1%:** The forecast for Global GDP growth in 2026, a resilient figure despite geopolitical instability, driven largely by the digital transformation of legacy industries.

Implications for the broader ecosystem

For the C-Suite, the message of 2026 is clear: Resilience is the new Efficiency. The era of chasing the lowest-cost supplier is over; the new goal is the lowest-carbon, most-reliable supplier. Leading businesses are adopting “Modular-by-Design” principles to ensure their products stay within circular loops, decoupling their growth from the volatile costs of raw material extraction.

The Sovereign Blueprint:

Architecting Private AI Moats in the Age of Open Intelligence



Introduction

For the last two years, the corporate world was obsessed with adoption—plugging generic AI into existing workflows. But as we move through 2026, the leading businesses have realized a hard truth: If you are using the same models as your competitors, you have no competitive advantage. The “Leading Business” has shifted its focus from using AI to owning the intelligence. We are witnessing the birth of the “Sovereign Enterprise”—companies that have moved their data behind ironclad, private walls to build proprietary models that no one else can replicate.

The Move: From “Open” to “Owned”

The trend of 2026 is the Proprietary Pivot. Iconic firms are no longer sending their sensitive data to public clouds for processing. Instead, they are deploying Private LLM (Large Language Model) Instances on local, sovereign infrastructure.

By fine-tuning models on thirty years of “tribal knowledge,” internal emails, and proprietary R&D, these businesses are creating an “Institutional Brain” that doesn’t just generate text—it predicts the specific market moves of that specific company.

Traditional Enterprise (2024-2025)	Sovereign Enterprise (2026 Leading)
Uses Public APIs (OpenAI, Anthropic)	Deploys On-Premise/Private Cloud Instances
Data is "Leaked" to train general models	Data stays within a "Zero-Egress" environment
Generic productivity gains (10-15%)	Precision strategic gains (30%+)
AI is a "Tool"	AI is the "Core Asset"

The Drivers: What is Forcing this Shift?

- The IP Protection Mandate: High-profile data leaks in 2025 led to a boardroom-level ban on public AI usage for strategic planning.
- The Search for “Truth”: General AI hallucinates; Sovereign AI, trained on a company’s specific historical data, provides hyper-accurate, contextual truths.
- Regulatory Decoupling: Global businesses are building different “Sovereign Brains” for different regions to comply with varying data-residency laws in the EU, GCC, and Asia.

By the Numbers: The Value of Sovereignty

- \$1.2 Trillion: The estimated value of “Sovereign Data” markets by the end of 2026.
- 42%: The increase in R&D speed for companies utilizing private, fine-tuned models compared to those using generic tools.
- Zero: The target for “Data Egress” (data leaving the company network) for 80% of Fortune 500 companies by year-end.

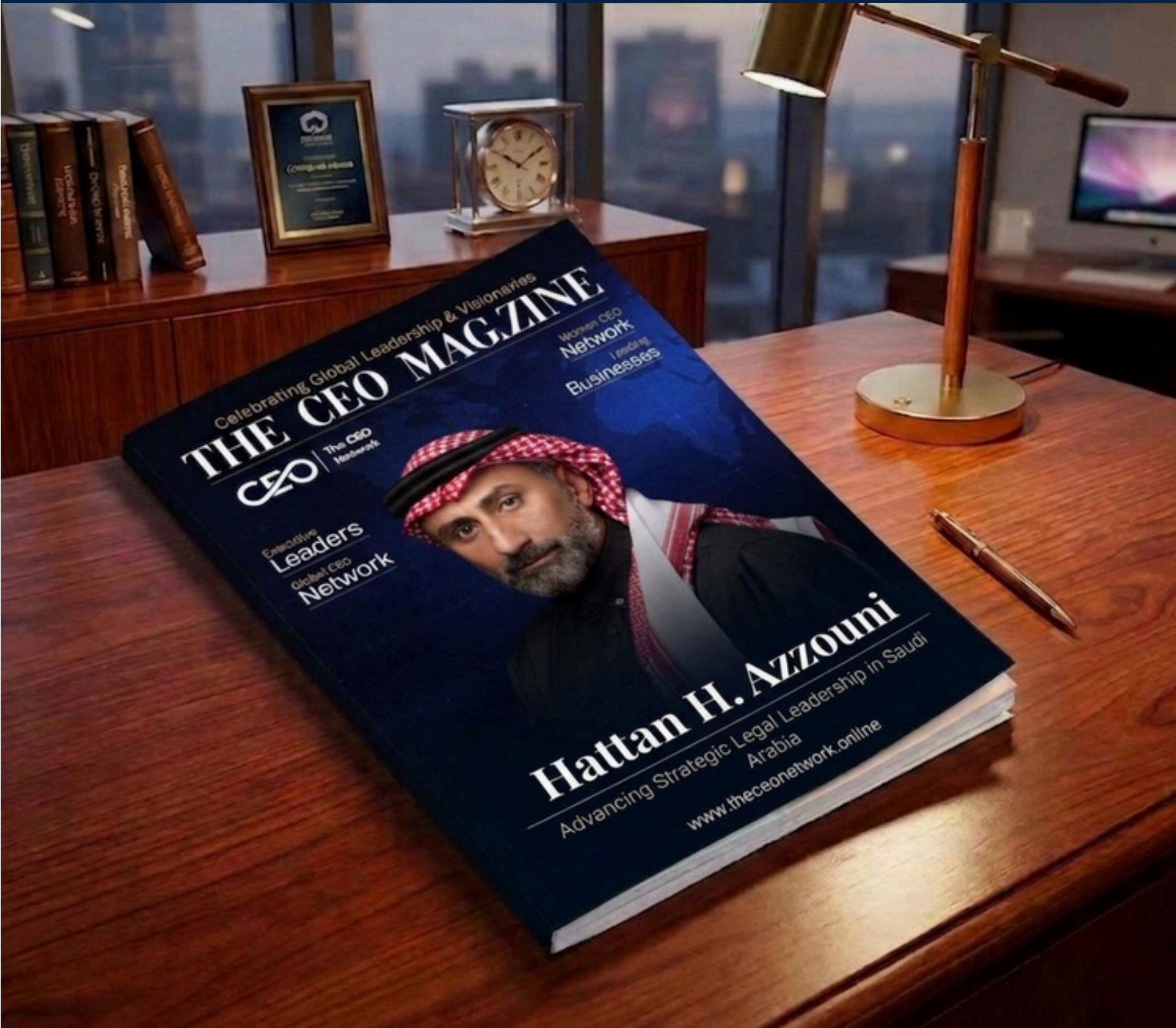
The CEO's New Mandate

For the modern CEO, the blueprint is no longer about digital transformation—it is about Data Sequestration. Leading a business in 2026 means being the Chief Architect of your company's "Private Mind."

The era of borrowing intelligence is over. The era of building it has begun.

“In 2026, the most valuable asset isn't your product or your people; it's the proprietary intelligence layer that connects them both, and that layer must be yours alone.”





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