



AZCA

AHMED ZAKI CONSULTANTS & ADVISORS

COMPANY PROFILE

Our commitment to quality, integrity, and customer satisfaction is evident in every aspect of our services.



More info

www.azca-ksa.com

TABLE OF CONTENTS

01	Introduction	03
02	Vision & Objective	09
03	Methodology	10
04	Our Services	12
05	Clients	30
06	Contact	32

1. Introduction & Organizational Overview



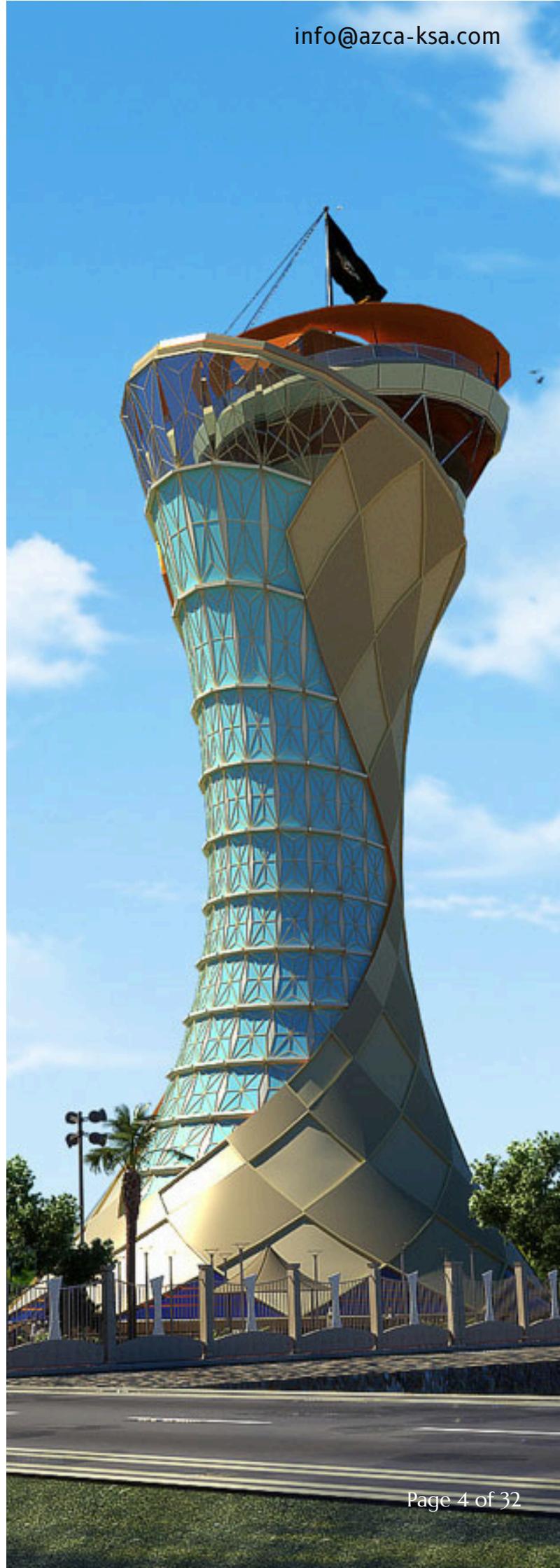
1.1. About Ahmed Zaki Al Kalaibi for Management Consulting (AZCA)

AZCA is an established leader in corporate service across 3 countries; this includes:

- Corporate Setups
- Tax Advisory
- Governance and policy advisory
- LMS & ERP Implementation
- Cybersecurity
- Accounting and bookkeeping
- Government Submissions Management
- Retail Advisory
- Training & Orientation

Our consultants, with a combined experience of more than 100 years, possess deep expertise in regulatory alignment, operational transformation, and bilingual technical writing.

We pride ourselves on a client-centric ethos, ensuring each engagement is tailored, practical, and aligned with our client's unique operating environment.



The Team





Ahmed Zaki - Chairman

A seasoned entrepreneur with the experience of running multiple businesses, a Stanford-qualified MBA with 23 years of experience of running and managing businesses

Saad Athar - Partner & Head of KSA Office

A British Chartered Accountant from London with experience of working in 11 countries – an expert in real estate valuation and feasibilities. Member MECS+R, Covey Institute and CIMA – 22 years of experience



Salman Khalid - Partner & COO

An extraordinary business manager with the experience of managing and handling clients. – Expert in Business Development, Client Management and International Relations - 18 years of experience with the expertise in BPR, Compliance and Government Regulations





Irfan Munawwar- Partner & Head of Dubai Office

Expert in Transaction Management, Tax planning and statutory reporting – Irfan has been part of the Advisory team for groups such as Al Rajhi Investments. - A Chartered Accountant with 24 years of experience in the region.

Yasser Aldoulatly – Commercial Director

12 Years of Riyadh Experience in Real Estate acquisition, selling and Management – Qualified from America



Sultana Al Fateh - Office Manager

Sultana is the key member of our team - Masters in Economics and Business Administration - She is the one who manages the client from beginning till the project delivery - 8 years of Senior level working experience





Mohsin A Bhatti - LMS Strategy Director

With 14 years of experience, Mohsin leads the LMS delivery and HRD department. He has delivered multiple LMS projects around the globe, including a UN initiative. He is a master trainer and has implemented LMS with training at listed organisations with more than 10,000 employees.

Fatma Al Garni - Client Relationships

Fatma has been an integral part of our core team—despite being a young professional with 5 years of experience, she is very effective in client relations and project management—she is client-facing and works closely with LMS and ERP teams.



Asif Qureshi - Chief System Officer

Ex-Deloitte with 12 years of experience, Asif takes care of the ERP implementation, system audits and gap analysis at multinational organisations and large local groups. With his extensive experience in the UAE, he is well acclimatised to the region's risk and crisis management. He has been an effective change agent as well at multiple organisations



2.1 Our Vision

To be a leading advisory firm in the region, recognized for delivering world-class solutions aligned with local regulations and global best practices.

2.2 Our Objectives

- Client Value Creation
- Independent & Objective Advice
- Unbiased recommendations grounded in evidence, professional judgment, and best practices.
- Problem Solving & Decision Support
- Risk Mitigation & Compliance Assurance
- Capability Building & Knowledge Transfer
- Strategic Alignment
- Professional Integrity & Trust
- Sustainable Impact



3. Our Methodology

- Client Context Understanding
- Diagnostic & Gap Assessment
- Data-Driven Analysis
- Benchmarking & Best Practices
- Solution Design & Customization
- Governance & Control Integration
- Stakeholder Engagement
- Quality Assurance & Validation
- Knowledge Transfer & Capability Building
- Monitoring & Continuous Improvement



Services



4. Our services

We deliver precise, independent, and high-impact advisory solutions tailored to each client's unique needs. By combining deep industry insight with rigorous methodology, we support organisations in navigating complexity, managing risk, and achieving measurable outcomes.

1. Corporate Setups & Tax Advisory
2. Governance and policy advisory
3. LMS & ERP Implementation
4. Cybersecurity
5. Accounting and bookkeeping
6. Retail Advisory
7. Training & Orientation



4.1 Corporate Setups & Tax Advisory

Company Formation and Initial Registration

Setting up companies in the UAE, KSA and UK on the basis of assessment and the business requirements so that the right decision is made in the beginning with a strong and sustainable foundation for the business.

Business Structuring & Strategic Tax Planning

Advise on tax-efficient corporate structures for new and existing businesses, including Free Zone and mainland setups, cross-border group structuring, and expansion planning across the UAE and KSA.

Corporate Tax, Zakat & Income Tax Compliance

Provide end-to-end support for registrations, filings, reconciliations, and ongoing compliance under UAE Corporate Tax and KSA Zakat, income tax, and withholding tax regimes.

Indirect Tax (VAT) Advisory

Support VAT structuring, registration, return reviews, audits, refunds, and compliance with e-invoicing requirements in both jurisdictions.



4.1 Corporate Setups & Tax Advisory

Transfer Pricing Advisory & Documentation

Assist with intercompany pricing policies, arm's length assessments, and preparation of transfer pricing documentation in line with OECD guidelines and local regulations.

Transactional & M&A Tax Support

Advise on tax implications of mergers, acquisitions, disposals, and restructurings, including tax due diligence, deal structuring, and post-transaction integration.

Withholding Tax & Cross-Border Taxation

Advise on withholding tax obligations, treaty relief applications, and structuring of cross-border payments to manage tax exposure.

Tax Risk Management & Governance

Identify and manage tax risks through governance frameworks, internal controls, compliance health checks, and audit-readiness support.

Representation & Assistance

Assist clients in engagements with tax authorities, including objections, appeals, reconsideration requests, and audit support.



4.1 Corporate Setups & Tax Advisory

Regulatory Reporting & Audit Support

Support tax accounting, deferred tax, disclosures, and technical tax opinions, working closely with management and auditors.

Training & Ongoing Advisory Support

Deliver tailored tax training, regulatory updates, and day-to-day advisory support to enable informed decision-making and sustained compliance.



4.2 Governance and Policy advisory

Corporate Governance Frameworks

Design and review corporate governance frameworks aligned with regulatory requirements, shareholder expectations, and international best practices.

Policy & Procedure Development

Develop, review, and standardize corporate policies, procedures, and manuals across all functions, ensuring clarity, consistency, and enforceability.

Board & Committee Governance

Support the establishment of Board and management committees, including charters, mandates, terms of reference, and reporting structures.

Delegation of Authority & Decision Rights

Design Delegation of Authority (DoA) matrices, approval hierarchies, and escalation mechanisms aligned with governance principles and risk appetite.

Regulatory & Compliance Alignment

Ensure governance documents and policies are aligned with applicable laws, regulators, and oversight bodies, including sector-specific and national requirements.



4.2 Governance and Policy advisory

Risk, Compliance & Internal Control Integration

Embed risk management, compliance obligations, and internal controls within governance frameworks and operational policies.

Operating Model & Role Clarity

Define organizational structures, roles, responsibilities, RACI matrices, and inter-departmental interfaces to support effective governance.

Policy Implementation & Change Management

Support rollout, communication, training, and adoption of governance frameworks and policies across the organization.

Governance Reviews & Maturity Assessments

Conduct governance gap assessments, maturity reviews, and benchmarking against peer organizations and best practices.

Ongoing Advisory & Board Support

Act as a trusted advisor to Boards and Executive Management on governance matters, policy interpretation, and continuous improvement.

4.3 LMS & ERP Implementation

Needs Assessment & Solution Selection

Assess organizational requirements, user needs, and functional gaps to support selection of appropriate LMS and ERP solutions aligned with business objectives.

Implementation Strategy & Roadmap

Develop clear implementation roadmaps covering scope, timelines, milestones, dependencies, and governance structures.

Process Mapping & System Design

Map current and future-state business processes and translate them into system configurations, workflows, and approval hierarchies.

Configuration & Customization Oversight

Oversee system configuration and limited customization to ensure alignment with approved policies, procedures, and operating models.

Data Migration & Validation

Support data cleansing, migration planning, testing, and validation to ensure accuracy, completeness, and integrity of migrated data.



Integration with Existing Systems

Coordinate integration of LMS and ERP platforms with finance, HR, procurement, project management, and other enterprise systems.

Governance, Controls & Security Alignment

Embed governance rules, access controls, segregation of duties, and audit trails within system design and configuration.

User Acceptance Testing (UAT)

Support UAT planning, execution, defect resolution, and sign-off to ensure system readiness for go-live.

Training & Change Management

Develop training plans, user manuals, and change management initiatives to support adoption across all user groups.

Go-Live Support & Stabilization

Provide go-live support, issue resolution, and post-implementation stabilization to ensure smooth transition to live operations.

Post-Implementation Review & Optimization

Conduct post-implementation reviews and recommend enhancements to improve performance, usability, and value realization.



4.4 Cybersecurity Advisory

Cybersecurity Strategy & Framework Design

Develop cybersecurity strategies and frameworks aligned with business objectives, risk appetite, and regulatory requirements.

Regulatory & Standards Compliance

Support compliance with applicable cybersecurity regulations and standards (e.g. national cybersecurity authorities, ISO/IEC 27001, sector-specific requirements).

Cyber Risk Assessment & Gap Analysis

Identify cyber risks, vulnerabilities, and control gaps through structured assessments, maturity reviews, and risk profiling.

Information Security Policies & Procedures

Develop and implement cybersecurity policies, standards, procedures, and guidelines covering data protection, access control, incident response, and acceptable use.



4.4 Cybersecurity Advisory

Governance, Roles & Accountability

Define cybersecurity governance models, roles, responsibilities, escalation paths, and reporting mechanisms.

Security Architecture & Control Design

Advise on logical and technical security controls, including identity and access management, network security, data protection, and system hardening.

Third-Party & Supply Chain Cyber Risk

Assess and manage cybersecurity risks arising from vendors, service providers, and outsourced arrangements.

Incident Response & Crisis Management

Develop incident response plans, playbooks, and escalation procedures; support preparedness and response to cyber incidents.



4.4 Cybersecurity Advisory

Awareness & Training Programs

Design and deliver cybersecurity awareness and training programs for employees and management.

Audit Readiness & Assurance Support

Support internal and external cybersecurity audits, regulatory inspections, and remediation of identified findings.

Ongoing Advisory & Monitoring Support

Provide continuous advisory support, threat awareness, and periodic health checks to strengthen cyber resilience over time.



4.5 Accounting & Bookkeeping

Accounting & Bookkeeping Operations

Provide end-to-end accounting and bookkeeping services, including maintenance of general ledgers, journals, reconciliations, and preparation of periodic management accounts.

Corporate Tax Accounting & Compliance

Support corporate tax calculations, provisions, reconciliations, and preparation of corporate tax returns in line with applicable laws and regulations.

VAT Accounting & Submissions

Manage VAT calculations, reconciliations, and timely preparation and submission of VAT returns in compliance with tax authority requirements.

Payroll Management

Administer payroll processing, including salary calculations, allowances, deductions, and compliance with labor laws and statutory obligations.

Al Buraydah City



4.5 Accounting & Bookkeeping

Statutory & Government Submissions

Handle periodic submissions and filings to relevant government authorities, including corporate tax, VAT, payroll-related filings, and other regulatory reporting requirements.

Financial Reporting & Compliance

Prepare monthly, quarterly, and annual financial statements and management reports in accordance with applicable accounting standards.

External & Government Audit Support & Coordination

Support internal and external audits through preparation of schedules, reconciliations, and responses to audit queries.

Systems & Process Support

Support accounting system setup, chart of accounts design, and process optimization to ensure efficient, accurate, and compliant financial operations.

Ongoing Advisory & Support

Provide day-to-day accounting and tax advisory support, regulatory updates, and guidance to support informed financial decision-making and sustained compliance.



4.6 Retail & Malls Advisory

(Delivered under The Brands Hub – TBH Platform)

Retail Strategy & Market Entry Advisory

Advise local and international retailers on market entry, expansion strategies, and brand positioning, leveraging the TBH platform's regional market intelligence.

Mall & Retail Concept Development

Support mall owners and developers in defining retail concepts, tenant mix strategies, zoning plans, and experiential retail frameworks aligned with target demographics.

Brand Sourcing & Portfolio Development

Identify, curate, and onboard regional and international brands through The Brands Hub (TBH) platform to enhance retail diversity and commercial performance.

Leasing & Commercial Advisory

Support leasing strategies, commercial terms structuring, line-shop and anchor negotiations, and alignment of lease models with mall objectives.



4.6 Retail & Malls Advisory

(Delivered under The Brands Hub – TBH Platform)

Retail Financial & Performance Advisory

Advise on retail economics, sales performance benchmarks, revenue optimization, and financial feasibility for retail and mixed-use developments.

Operational & Governance Advisory

Support retail operators and mall management with operating models, governance structures, policies, and performance management frameworks.

Cross-Border Retail Expansion Support

Facilitate cross-border expansion for brands entering the GCC through TBH, including regulatory coordination, structuring, and local partner alignment.

Stakeholder Engagement & Partnerships

Act as a strategic interface between mall owners, retailers, developers, and investors to enable mutually beneficial partnerships.

Ongoing Advisory & Growth Support

Provide continuous advisory support under the TBH platform to support retail growth, portfolio optimization, and long-term sustainability.



4.7 Training & Orientation

Induction & Orientation Programs

Design and deliver structured onboarding and orientation programs to familiarize employees with organizational values, policies, governance frameworks, and operating procedures.

Functional & Technical Training

Develop and deliver role-based and function-specific training across finance, governance, compliance, risk, operations, systems, and management functions.

Policy & Procedure Awareness

Conduct targeted training sessions to ensure understanding and consistent application of corporate policies, procedures, and internal controls.

Regulatory & Compliance Training

Deliver training on applicable laws, regulations, and standards to support compliance and risk awareness across the organization.

Systems & Digital Training

Provide training on ERP, LMS, and other enterprise systems to support effective system adoption and user competence.



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4.7 Training & Orientation

Leadership & Management Development

Support development of leadership and management capabilities through tailored workshops and executive-level sessions.

Customized Training Content

Design bespoke training materials, manuals, and toolkits aligned with organizational needs and maturity levels.

Training Delivery & Facilitation

Deliver training through workshops, seminars, virtual sessions, and blended learning approaches.

Evaluation & Continuous Improvement

Assess training effectiveness through feedback, assessments, and performance indicators to support continuous improvement.

Ongoing Support & Knowledge Transfer

Provide post-training support, refresher sessions, and advisory assistance to ensure sustainable knowledge transfer and application.



5. Major Clients



شركة داون تاون
السعودية
Downtown Company

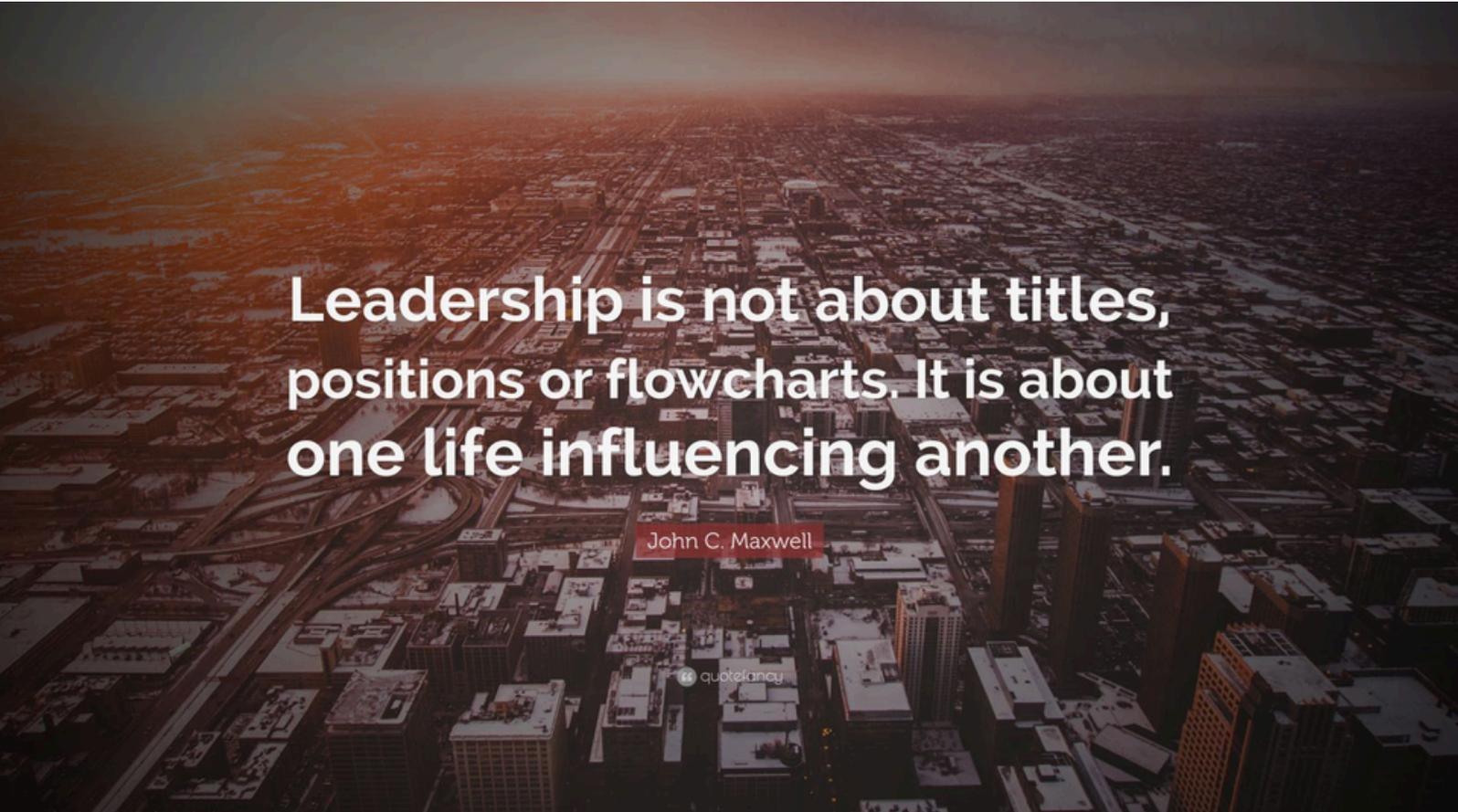


شركة جبل عمر للتطوير
JABAL OMAR DEVELOPMENT CO.



الراجحي
القابضة
ALRAJHI HOLDING



An aerial photograph of a city at sunset, with a warm orange glow over the buildings and streets. The quote is centered over the image.

**Leadership is not about titles,
positions or flowcharts. It is about
one life influencing another.**

John C. Maxwell

quotezancy



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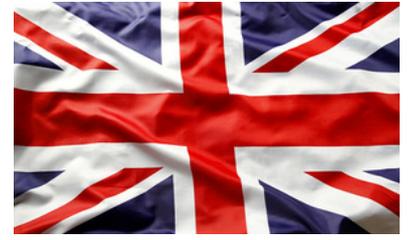
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"COMING TOGETHER IS A
BEGINNING. KEEPING
TOGETHER IS PROGRESS.
WORKING TOGETHER IS
SUCCESS."

- Henry Ford



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