

From a Legacy Holding Company to an Institutionally Investable Platform

How governance, capital allocation and execution transformed a five-year strategy into measurable shareholder value..

Context

A 40-year-old Saudi-listed holding company had approved an ambitious five-year portfolio strategy developed by a leading global strategy firm. The strategy was sound, but execution required further development of its priorities, governance, capital allocation, institutional capabilities and investment proposition.

Transformation Outcomes & Shareholder Value Creation

~1.4x

Market Capitalisation
Average market capitalisation increased during the transformation period.

43%

Revenue Growth
Revenue increased by 43% within three years.

>60%

Institutional Ownership
Up from 30% in 18 months, with foreign ownership increasing from 6% to 14%.

42.6% TSR

Total Shareholder Return
Delivered through disciplined capital allocation across acquisitions, share buybacks and dividends.

5

Strategic transactions 4 Acquisitions & 1 Merger Expanded the portfolio from 7 to 10 operating companies.

50%

Treasury Share Appreciation
Value created through an opportunistic share buyback program.

Delivered in Under Three Years

The execution gap

- Strategy had not yet been filtered for local feasibility, economics and execution capacity.
- Portfolio priorities and capital allocation required clearer sequencing.
- Governance, decision rights and portfolio ownership needed strengthening.
- M&A pipeline and transaction capabilities were limited.
- The company lacked a clear investment identity and compelling equity story for institutional investors.

What changed

Filter and prioritise

Approximately 30% of the strategy was reframed after testing initiatives against value creation, feasibility, capacity and board priorities.

Build the institution

Redesigned the operating model.
Strengthened governance, decision rights and oversight.
Built critical M&A, Investor Relations and portfolio management capabilities.

Mobilise execution

Established 10 execution teams and 6 specialist mandates, translating strategy into 422 execution tasks.
Implemented KPI dashboards, governance cadence and execution tracking.

Reposition the equity story

Repositioned the company from a passive holding company into an infrastructure investment holding company focused on end-to-end logistics.
Built a dedicated Investor Relations and corporate communications function to communicate the new investment proposition through rebranding, roadshows and ongoing market engagement.

What resulted

- Capital allocation became more disciplined and strategically sequenced across acquisitions, portfolio development and shareholder returns.
- The portfolio evolved from a collection of assets into a more integrated investment holding platform.
- A clearly articulated investment proposition repositioned the company as an institutionally investable platform, attracting significantly greater local and international institutional ownership.

Executive take away:

The strategy did not need to be replaced. It needed to be filtered, financially validated, governed, resourced and translated into accountable execution.