

# Education Acquisition, Investment and Real Estate Advisory in KSA

- Sellers' Overview deck
- By Emkan

# Agenda

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# 1) Context

## Overview of the KSA education market

### The education market's Potential in KSA

The KSA education market offers significant scale potential. It is expected to **grow at a CAGR of 11% by 2030** due to (i) **population growth**, (ii) **increased enrollment in private schools**, and (iii) **privatization/government initiatives**. Above all there is a drive for improved quality.

### Challenge & opportunity

At the same time the Covid-19 pandemic has created pressure on existing school financials and fragmented operational strategies. **Existing school operators are exploring funding options and potential exit/consolidation.**

In this context Emkan have the opportunity to build on its reputation amongst private sector clients and its experience with the KSA public sector to **offer support in education acquisition/sales, investment and real estate.**

## 2) About Emkan

# About Emkan

Emkan is an **educational services company** with a diverse portfolio of education initiatives that has provided **3 distinct services** through its offices in **Jeddah, Riyadh, and Dubai**.



**1** 

**ADVISORY**

- Human capital development consultancy
- Market entry support for Education Institutions
- Bespoke content development & training
- Strategy development

**2** 

**SCHOOLS & PROGRAM ESTABLISHMENT & DEVELOPMENT**

- School establishment, audits & improvement
- Program, curriculum & content development

**3** 

**CAMBRIDGE**  
International Examination

- Associate schools' support
- Cambridge Professional development training



# Emkan has completed over forty five advisory projects with more than thirty-five regional clients and multiple partners

## PUBLIC

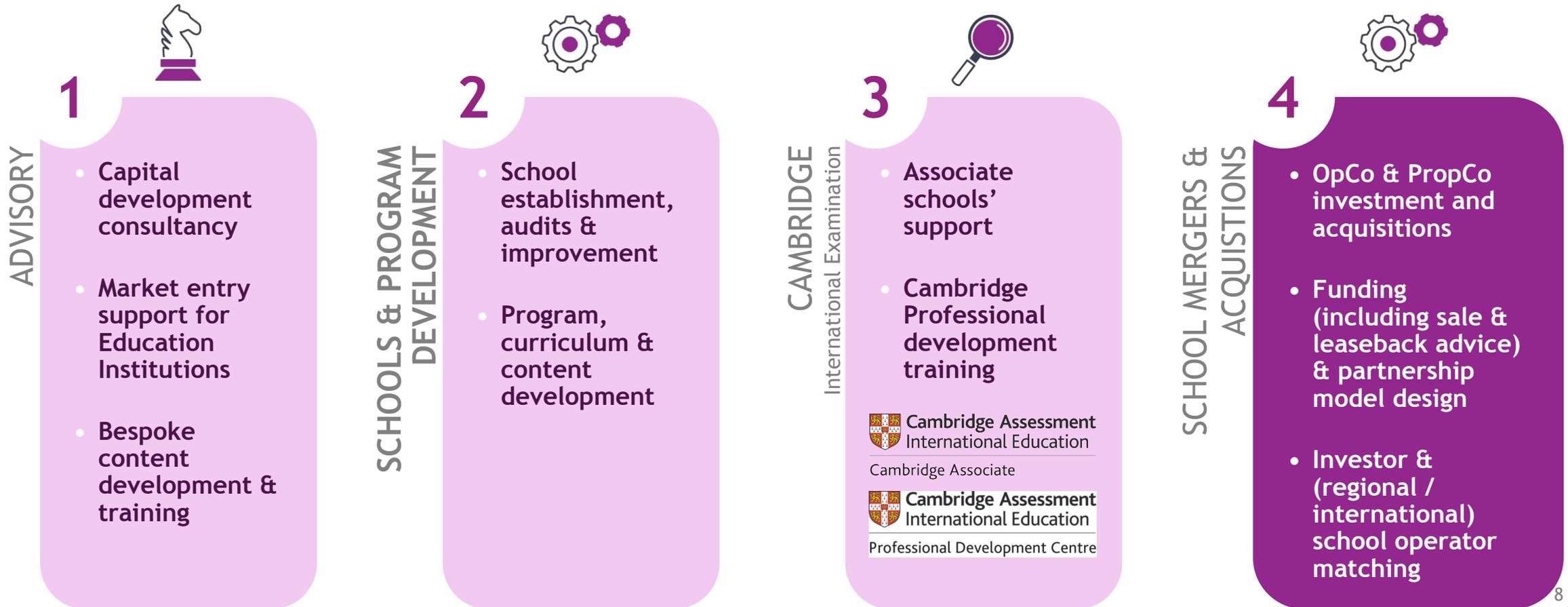
## PRIVATE

## THIRD SECTOR

Local entities

International entities


Emkan has established in 2021 a 4<sup>th</sup> service line to respond to the market opportunity



# Complementing its existing experience and reputation, Emkan has signed a strategic partnership with the Daymer Group based in the UAE

Daymer has 25+ years of **regional & international real estate experience** and has successfully worked on **establishing & delivering 20+ leading schools**

## Core services

- Advice for: nursery, K- 12 school and university operators, landowners, and build to suit developers and funders
- Designing & implementing school funding & partnership models
- Expansion strategies for international school operators (e.g. Cognita Education)
- Supporting school design and development

*... some key results ...*



## Establishment & delivery of 20+ schools internationally



**Dulwich College**  
(UAE, K-12 school)



**Al Najah Horizon**  
(UAE and Oman, K-12 schools)



**Kings ELY - add Brighton College and RGS Guildford**  
(UAE, K-12 school with 2,000 students)

## 3) Our Service Line and M&A Journey

# We are specialized in three different approaches regarding education market entry



## 1 M&A of existing education facilities

### Buying existing education businesses

- Investing in existing school brand (e.g. more capital for recruitment, marketing and building refurbishment, renovations & expansions)
- Transforming/rebranding existing school brand



## 2 Building and land acquisition

### Acquisition of land and construction of building

- Built-to-Suit education building

### Acquisition of existing empty or struggling education facility

- Buying and renovating existing school building(s) for resale

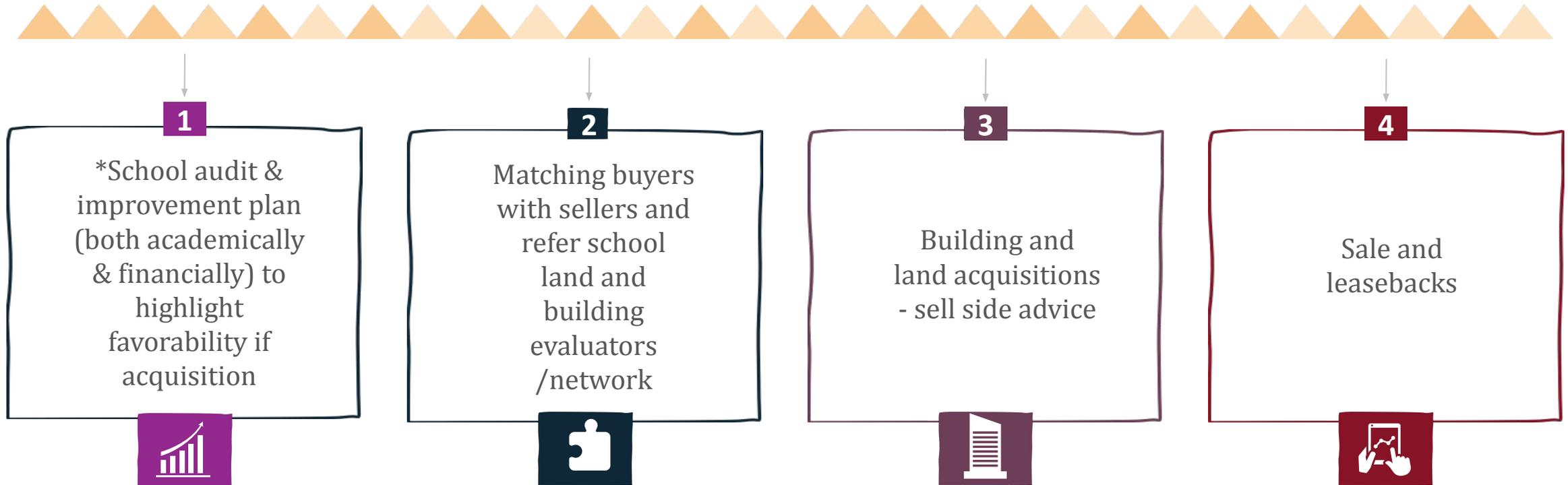


## 3 ISOs & Investors

### ISOs & Investors relationship

- Linking local and international school operators with investors to support in school operations

# We offer four services related to selling education facilities



Based on the seller needs, we select and customize one or a combination of our business services in a commercial proposal

\*Note that this is optional to showcase the value of the investment to the investor positioning the school before selling it

# Our partnership with your entity will be governed by trust and confidentiality

All services that we provide are largely contingent upon our joint ability to ensure transparency and effectively share information, as we endeavor to generate the most optimum opportunity for your venture.



NDA

Both parties sign an NDA (Emkan and seller) to ensure comfort and ease of sharing



Discussion

Initial discussions to detail all required data and documents based on seller needs



Dedicated Team

Allocate dedicated team from seller-side to ensure consistent and efficient support in accessing important data regarding the school



Two Way Sharing

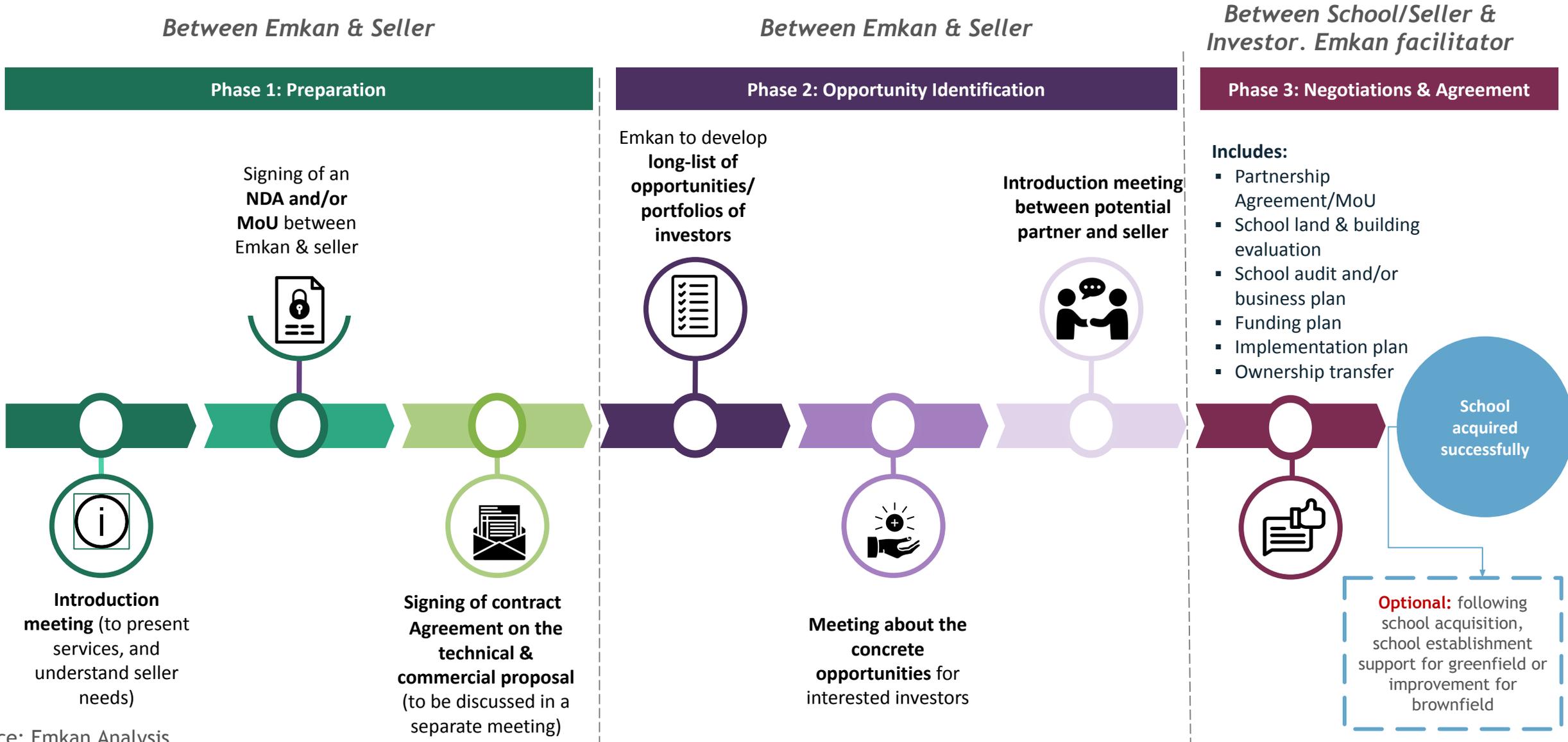
Emkan will also continuously share information and updates regarding seller interest and inclination



Representation

Emkan will provide representation on behalf of the school, Infront of other stakeholders

# Overall journey for the seller (can be customized based on seller needs)



# Our starting point for the identification of investment opportunities



Identify potential investors



A) Develop opportunity pitch deck & school profile for investors  
B) Verify interest of investors to invest in existing schools



Develop high-level investor profiles, and select a shortlist



Conduct introduction meetings

Once an opportunity is identified for an existing school, we can conduct a school audit (focused on academics & financials) of the school if the Investor is interested in that

1		Student learning and online learning capabilities	>	We will measure (by reviewing documentation and attending classes) <i>current student performance, student progress over time, learning skills, and students' behaviour and attitudes, and the school's capabilities to teach online</i>
2		Academic accreditation	>	Given the current academic accreditation (e.g. AdvancED, COBIS, BSME, IBO, NAISCA), is the <i>school operating in line of the requirements?</i> (e.g. governance, personnel, programs)
3		Leadership & management	>	We will review the <i>school strategy, leadership roles &amp; responsibilities, quality assurance mechanisms and staff performance management,</i>
4		Curriculum, teaching & student support	>	We will observe how teachers <i>teach the curriculum, how they design and deliver assessments, how they deal with gifted and SEN students, and the functioning of student affairs</i>
5		Students, teachers & parents' satisfaction	>	We will conduct online surveys, face-to-face interviews, and focus groups to indicate students, teachers & parents satisfaction about the school's operations & student progress
6		MoE regulatory compliance	>	We will investigate if the school operations are in line with regulations from MoE (e.g. class sizes, Saudization rate of teachers)
7		Financial audit	>	Analyzing financial metrics such as revenues, operational costs, EBIDTA, net profit, and cash balance over the past years

When possible, the school will be visited to inspect land & building and gather final data points

## Other areas Emkan can support your entity with

-  Partnership objectives & timelines through an MoU
-  Evaluation to establish value/investment of the education business/asset
-  Business plan will be prepared for the OpCo and Propco
-  Strategic & marketing plan will be prepared (may include platform building)
-  Funding options will be considered including shareholding consequences
-  An implementation plan will be agreed which will identify additional input (e.g. legal and valuations)
-  Facilitation of ownership transfer or partnership creation
-  Market positioning will be commenced to maximize the success of the transaction

Emkan can support in one or more of these eight items based on the seller & investor needs

## 4) Next Steps

# Next steps

- 1 Emkan to share **NDA/MoU**, and Seller to sign it
- 2 Emkan to draft **technical & commercial proposal**
- 3 Seller & Emkan to **sign contract**
- 4 Emkan to present **high-level options for securing funding in a second meeting**
- 5 Seller to **confirm his interest** in one or more of the opportunities
- 6 Emkan to share **details of the Investor/opportunity** and arrange for an **introduction call between Investor and Seller**

## 5) The Team

# The team working with you

## Department Leadership



**Basma Bushnak**  
*Oversee project direction*



**Mark Ryder**  
*Oversee overall project with a focus on designing & implementing school funding & partnership models*

## Experts



**Anne Loose**  
*Oversee school evaluation and technical aspects of the school*

## Project Management



**Faouzi Hammouchi**  
*Lead day to day Project Management*

## Project Team



**TBD**  
*Execute day to day project*

# BASMA BUSHNAK



## Basma Bushnak

CEO at Emkan

### Function and Specialization

- Teacher & leadership training
- Cambridge Professional Development Qualifications

### Education, Licenses and Certifications

- Masters in Curriculum, Pedagogy and Assessment (Institute of Education, University of London, UK)
- Certified Program Leader for Cambridge PDQ
- Certified trainer for TVTC

### Background

Basma has experience in producing content and managing the **training programs for schools and in-house at Emkan in different areas of interest for teachers**. She is a **certified Program Leader for the Cambridge Professional Qualification Development certificate**, and a **certified Trainer for TVTC** since 2015.

She **leads the Cambridge Associate Program at Emkan**, where new schools are recruited under the Emkan network, and provided with the required Cambridge services e.g. Cambridge examinations, access to resources, teacher training, and school development services in line with Cambridge standards

### Select professional experience

- Leading a project with MiSK in which **300 public school KSA teachers (in 5 regions)** are **being trained** in the **Cambridge Certificate in Teaching with Digital Technologies**
- Led a national project with National Digitization Unit (MEP) in which **150 public school KSA teachers (in 3 regions)** were **trained** in the **Cambridge Certificate in Teaching with Digital Technologies**
- Trained over 50 teachers in private schools in Jeddah on different topics such as dealing with gifted students in the classroom, and Creative School Leadership
- Contributed in **training & leading content developers for Arab International Portal**
- Advised Aanaab Academy: portal for training Arab teachers
- Led **school establishment projects** for schools in Jeddah and Khobar
- Contributed to the development of **Saudi Arabian Teacher licensing project** with EEC
- Conducted **school audits for Cambridge schools** as part of Cambridge approval process

# ANNE LOOS



## Anne Loos

*International Education Expert at Emkan*

### Function and Specialization

- Government advisory & training
- Teacher standards & training
- National reform design & implementation
- International policy development

### Education, Licenses and Certifications

- Masters of Education (Melbourne University, AUS)
- Bachelor of Psychology & Education (James Cook Univ, AUS)

### Background

Anne has worked on an extensive range of national and international **education system policy development & evaluation, strategic reform initiatives** centered on teaching and leadership quality, improving education system and schooling performance, improvement centered regulatory design, inclusive education, and building local capacity for sustainable long-term improvements.

Anne's professional experiences span **Australia, Saudi Arabia & the UK**. She has worked in partnership on significant projects with international experts from an extensive **range of educational systems including the US, Singapore, Finland, Scotland, England, New Zealand, Canada, Estonia & the Philippines**.

She has led a range of **complex & significant portfolios undertaking strategic planning, needs analysis, innovative policy, program & project design, workforce training, and the application of research & evaluation to reform and program design**. Anne has presented extensively in international education forums, and authored and co-authored a broad range of reports and papers

### Select professional experience

- Led international consultation **with Emkan** working on a range of projects such as:
  - **National Centre for Educational Professional Development** (NCEPD) (VRO, MoE, Learning First)
  - **2030 Vision digitizing education** - Teaching with Digital Technologies (MoE, NDU, TETCO, MiSK, Cambridge)
  - **Cambridge Professional Development Qualifications** (Cambridge & range of Saudi partners)
  - Aanaab **Micro-credentials framework** design
  - Madarisna - reporting on innovation in **data-driven decision making** in education in KSA
  - **Parent Engagement in Future Gate** - program & impact evaluation (TETCO, MoE)
  - Emkan School Assessment & Improvement Framework - design & implementation
  - School transformation program design & implementation (range of KSA private schools)

# Mark Ryder



## Mark Ryder

*Real-estate & educational expert*

### Function and Specialization

- Developing school international expansion strategies
- Restructuring and investment
- OpCo & PropCo strategy creation and implementation
- Operational viability assessment
- Real estate including sale & leasebacks

### Qualifications

*Bachelors of Arts - BA Upper 2nd, Masters in in planning, Law conversion, Solicitor*

### Background

Mark Ryder is part of the Emkan team and is also the Managing Director of the Daymer Group which he established in the UAE in May 2015 to advise nursery and K- 12 school and university operators, landowners, build to suit developers and funders across the Middle East. **Mark has over 25 years of business experience working as a town and country planner, solicitor, investment manager, chief executive, developer, in house property director and self-employed consultant.**

The following is a summary of Mark's career:

- General Manager, Daymer Group - education consultancy, Dubai
- Group Director of Global Real Estate & Development, GEMS Education, Dubai
- Development & Regeneration Consultant, MJR Regeneration, UK
- Sports City Director, Manchester City Council, UK
- Chief Executive, ISIS Waterside Regeneration, UK
- Director, London & Amsterdam/ING Real Estate, UK

### Select professional experience

- NBK Capital, ENBD Real Estate Fund and Emirates REIT - sale & leaseback advice
- GEMS Education - **school and land acquisition, business development and identification of market influences including facilities, unique selling points and futureproofing of sites**
- Dulwich College International, Kings Ely UK, Bloom Education (Brighton College and Dwight), Shattuck St Mary's US - **school international expansion strategies**
- Global Indian International School/Global Schools Foundation - school acquisition
- Dubai College - **shariah compliant funding**
- Cognita Education - retained as their Middle East representative for 3.5 years

# Faouzi Hammouchi



**Faouzi Hammouchi**  
*Manager at Emkan*

## Function and Specialization

- Project Management
- Strategic Management
- Program Design
- Operational Management
- School M&A

## Qualifications

- Masters in Strategic Management (Erasmus University Rotterdam, Netherlands)
- Bachelor in Business Administration (Erasmus University Rotterdam, Netherlands)

## Background

Faouzi Hammouchi is a Manager at Emkan. He holds a Bachelor's Degree in Business Administration and a Masters Degree in Strategic Management which are both obtained from the Erasmus University Rotterdam. He also followed a minor Strategy Consulting.

He joined Emkan in 2015. Faouzi has gained extensive experience in Strategic Management by working closely together with our clients on **different large-scale projects in both the public and private sector. He worked as a Project Leader on organizational improvement projects, the development of nation-wide programs to improve KSA's human capital, complex financial modeling for school operators and investors, (acquisition) strategies, and implementation plans.**

## Select professional experience

- Led **2 large-scale projects of school investors that asked support in identifying potential school acquisitions, investigating willingness to sell, collecting school data and conduct initial due diligence**
- Developed a **strategic plan, financial plan and implementation plan to establish a new chain of Kindergarten schools in Saudi**
- Led the launch and **implementation of a national teacher internship trainee program**
- Worked on a **career-education program to increase employability skills of Saudi nationals**. Part of his work was to develop the strategy and operating model
- Designed and managed a **national initiative to upskill Saudi's in advanced digital skills**
- Worked on an **organizational improvement project for a private K-12 school**. The project include a school evaluation, benchmarks, strategy formulation and a implementation plan
- Conducted a **feasibility study and strategic plan for a new Special Education school**
- Designed and managed the a **feasibility study and improvement plan for a Continuous Education Deanship of a public University**



امكان  
EMKAN

# Thank You



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