



EXECUTIVE BIOGRAPHY

Syed Kashif K. Haqqi

PRIVATISATION AND INFRASTRUCTURE FINANCE LEADER · FORMER CFO · BOARD ADVISER
FCA · FCCA · FRSM · FIOL · FRSA

A chartered accountant and two-time chief financial officer, now a privatisation and infrastructure finance leader, with 25 years of leading finance, strategy, and transformation across regulated infrastructure, healthcare, and private equity in the UK and the Gulf, translating board-level ambition into bankable, governable execution.

Syed Kashif K. Haqqi is a privatisation and infrastructure finance leader and former chief financial officer whose career spans the boardroom, the operating side of private equity, and the redesign of national systems. He turns state-owned health and water systems into bankable enterprises, having delivered more than \$1.2bn in exit and debt-financing transactions and an additional \$600mn in projects.

He is a privatisation adviser at the Saudi National Water Company, a Public Investment Fund utility with a \$40bn asset base serving more than 25mn people, leading the kingdom's water distribution concession programme from business case to financial close under the National Water Strategy 2030. He joined the company to lead its finance transformation, a \$160mn portfolio, co-authored \$200mn transformation and concession RFP scopes.

His board and committee record spans the regional corporate board of Aspen Healthcare, reporting to the US global board; the executive and strategy boards and the audit, nomination and remuneration, and investment committees at Risk Capital Partners; the PPP and steering committees at the Ministry of Health; the finance transformation committee and concession RFP technical committee at the National Water Company; and the \$500mn Quantum Leap oversight committee at The London Clinic.

Between 2017 and 2024, he served as a senior adviser, leading the national health finance transformation at Saudi Arabia's Ministry of Health as part of the Health Sector Transformation Programme under Vision 2030. He helped corporatise a \$32bn health system across 20 care delivery groups, spanning value-based care, payer-provider models, and the underlying capital and accounting architecture.

Previously, he held chief financial officer roles at Aspen Healthcare Group in London and at Fakeeh Healthcare Group in Jeddah, and served as an operating partner at Risk Capital Partners in private equity. Across these mandates, he delivered more than \$500mn in transaction value, a 25-year, \$300mn sale-leaseback, 43 per cent EBITDA growth, and a private equity exit at more than 2x cost.

He began at The London Clinic on Harley Street, where his financial planning work included the \$120mn Cancer Centre, taking it from feasibility study through to the royal inauguration.

He is a fellow of the Institute of Chartered Accountants in England and Wales, the Association of Chartered Certified Accountants, the Royal Society of Medicine, the Royal Society of Arts, Manufactures and Commerce, and the Institute of Leadership and Management. He is an assistant professor of health economics at Alfaisal University.

He writes for Forbes Middle East, Dawn, ACCA's Accounting and Business magazine, and MedEdge MEA, and edits The Executive Dispatch, his governance and reform briefing.

BEYOND THE BOARDROOM

Kashif's commitment to healthcare is personal: he lost his first wife and his father to cancer, experiences that shaped his mission to make health systems fairer and more sustainable. Of Indian and Pakistani heritage, he is the eldest of 11. He grew up in Saudi Arabia and moved to London at 19, funding his studies through part-time work.

He supports charitable causes, including an orphanage for widows and children in Lahore that helps disadvantaged women earn an independent income.
