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THEGULFMAGAZINE.COM

The Gulf

Business. People. Opportunity.

MAGAZINE

THE TALENT ISSUE

Hiring *for growth*

LIAM FITZGERALD

Co-founder

KinFitz & Co.

He started in sales. Now his firm finds the people who help companies grow.



320
Client team size, up from 15

$36M
Raised during that growth

3
Markets: UAE, KSA, US

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The deals *that matter*

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FROM THE EDITOR

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RECRUITMENT

Hiring *for growth.*

Liam Fitzgerald started as a salesperson. Now his firm, KinFitz & Co., helps companies find the people who drive growth.



FOUNDERS

Liam Fitzgerald

Co-founder

KinFitz & Co., Dubai

Liam Fitzgerald began his career in sales and ran commercial sales at Bayzat. Years of closing deals taught him what good hiring looks like.

In 2020 he set up KinFitz & Co. in Dubai to help companies find strong sales people. Today the firm also hires for marketing, finance, operations, HR and compliance roles across the UAE, Saudi Arabia and the US.

The firm lists five staff and says it only takes on roles it can fill well. It says it helped one client grow from 15 people to 320 during a $36 million raise.

Liam also co-hosts the Sales People Podcast. He hopes it will change how people see the sales job.

THE GULF VIEW

Hiring is a growth plan. Get the people right and the numbers follow.

2020
Year founded

15 to 320
A client team, grown

$36M
Raised during that growth

3
Markets: UAE, Saudi Arabia, US

1,500 km
Stated range of CROW

500 km/h
Claimed top speed

9
People on the team



AEROSPACE

A hydrogen *flying car.*

Ahmed Hamza's nine-person team in Abu Dhabi is designing CROW, a passenger craft that takes off straight up.

Ahmed Hamza
Founder and CEO
HPS Aviation, Abu Dhabi

Ahmed Hamza founded HPS Aviation in Abu Dhabi in 2025. His team of nine is designing a hydrogen-powered flying vehicle called CROW.

The key part is the Humming Propulsion System. It lifts a passenger craft straight up without tilting the rotors. The company says it runs at 65 dB and is 25% more efficient than standard propulsion units.

The targets are big: a range of 1,500 kilometres and a top speed of 500 kilometres an hour. These are the company's stated figures.

Hamza was a missile systems engineer in the Egyptian armed forces. His task now is to turn that experience into civilian aircraft, with prototypes that match the test claims.

THE GULF VIEW
In aviation, the prototype is the proof.

PERSONAL BRANDING

Brands for *leaders.*

Jude Al Saleh runs Shine MENA from Amman. She helps executives and experts show their work online.

Jude Al Saleh
Managing Partner
Shine MENA, Amman

Shine MENA was founded in 2025. It sells LinkedIn profile rewrites, ghostwriting and brand strategy to executives and experts. Coaches and creators can buy launch packs.

Jude Al Saleh is the managing partner. She reports coaching more than 100 professionals and says she has worked with clients in more than five countries.

Before Shine, she worked at Jeel Media, a digital agency, where she finished as head of growth.

The field is crowded. Views are easy to count. The real test is turning them into paying clients.

100+
Professionals coached, she reports

5+
Countries with clients

2025
Year founded



THE GULF VIEW
Being seen is the start. Winning clients is the result.



EDUCATION TECHNOLOGY

At the centre *of the story.*

Natalie Joubran builds Arabic children's books and technology classes, so Arab children can see themselves in the future.

Natalie Joubran
Founder and CEO
TaleToons.ai and Artech_edu

300+
Personalised books produced

2
Ventures: TaleToons.ai and Artech_edu

Gulf
Next: Arabic-speaking families across the region

Natalie Joubran grew up in Haifa as an Arab child in a minority community. She rarely saw herself in the stories around her. Today she runs two companies built to change that.

TaleToons.ai makes personalised Arabic children's books. A child's name, face and imagination go into the story. The books open conversations about feelings, confidence and boundaries. She has produced more than 300 books and works with a child psychologist. Kindergartens and summer programmes in her community use them.

Artech_edu teaches children AI, design and storytelling in Arabic, so they take part in technology instead of watching from the sidelines.

Next, she wants to bring both to Arabic-speaking families across the Middle East, including the Gulf, with educators and institutions as partners.

THE GULF VIEW
Children learn more when they see themselves in the story.

AUDIT AND ACCOUNTING

Two countries, *one profession.*

Mahmoud Hamouda runs his own CPA firm in Cairo and works as an audit senior manager in Riyadh.



Mahmoud Hamouda
Founder and Principal
Mahmoud Hamouda CPA Firm

8 years
Running his own CPA firm

3
Global firms in his career: EY, KPMG, Baker Tilly

2023
Year he completed his US CPA

Mahmoud Hamouda has run his own CPA firm in Cairo for eight years. He also works as an audit senior manager in Riyadh, so his work is split between Egypt and Saudi Arabia.

The firm sells audit and assurance, accounting advisory, IPO readiness and training. Its clients are companies and other audit firms in both countries. He also advises on quality management under the ISQM 1 and ISQM 2 standards.

He learned the work at large firms. He spent three and a half years as an assistant audit manager at EY and 11 months as an external auditor at KPMG Egypt. He completed his US CPA in September 2023.

Running a firm while holding a senior job is not easy. The next test is how much of the Cairo work can grow without him in the room.

THE GULF VIEW
Good audit work travels across borders.



BANKING TALENT

Hiring for *a Cairo bank.*

Noha Kamel leads hiring and employer branding at Crédit Agricole Egypt, a bank with 3,043 employees.

Noha Kamel
Head of Talent Acquisition and Employer Branding
Crédit Agricole Egypt, Cairo

3,043
Employees at the bank

2006
Year it began operating in Egypt

3
Client divisions: retail, SME and corporate

Crédit Agricole Egypt is a universal bank in Cairo. The French banking subsidiary began operating in Egypt in 2006 and serves three groups of clients: individuals, small and medium businesses, and companies.

Noha Kamel leads talent acquisition and employer branding. Her team runs hiring pipelines for financial analysts, retail branch staff and capital markets specialists.

Competition for talent is strong. Domestic and regional banks want the same trained people, so keeping good local teams matters as much as hiring new ones.

Her focus is to keep branch teams strong and to find specialists for corporate desks, using digital recruitment networks across Egypt.

THE GULF VIEW
In banking, the best hire is often the one you keep.

CREDIT AND COLLECTIONS

A new career *in a new market.*

Michael Danson moved from UK policing to credit insurance. Now he works in commercial debt collection across the Middle East, from Dubai.



Michael Danson
Sales Manager, Middle East
Atradius Collections, Dubai

42
Countries with an Atradius Collections presence

96%
Of countries worldwide covered

B2B
Unpaid invoices between businesses

Michael Danson started his career in the UK police. Then he moved into credit insurance. Now he works in commercial debt collection across the Middle East, from Dubai.

Atradius Collections helps businesses recover unpaid invoices from other businesses. It has a presence in 42 countries and covers 96% of countries worldwide. The aim is to recover what is owed and, where possible, keep the business relationship.

The moves were deliberate. After policing, he wanted a very different career. After credit insurance in the UK, he wanted a new market. Dubai gave him both.

He is building his network in the region one relationship at a time. For him, the story is about change and stepping outside your comfort zone.

THE GULF VIEW
Recovering money is easier when you protect the relationship.



AUTOMOTIVE SALES

The sale starts *on the phone.*

Noor Aljerbi leads the telesales team at Najeeb Auto in Jeddah. Her team turns phone calls into Suzuki sales.

Noor Aljerbi
Telesales Manager
Najeeb Auto, Jeddah

452
Najeeb Auto employees

2019
Year Najeeb Auto opened

10 years
Her experience in phone sales and service

Before buyers see a car, they often make a phone call. Noor Aljerbi runs the team that answers it. She is Telesales Manager at Najeeb Auto, the official Suzuki distributor in Saudi Arabia.

Her team in Jeddah turns questions into confirmed showroom visits. Customers can also complete the whole purchase by phone and have the car delivered, or visit once to collect a car that is ready for them.

She brings about ten years of phone experience: telesales at Procter & Gamble, customer service quality at Danube, and team leadership.

Najeeb Auto opened in 2019 and employs 452 people. It was among the first in Saudi Arabia to sell cars through telesales.

THE GULF VIEW
The showroom closes the sale. The phone call often wins it.

DIGITAL ADVERTISING

Selling from *Dublin.*

Basant Shenouda helps fast-growing Middle Eastern companies start advertising on Google.



Basant Shenouda
Senior New Business Account Manager
Google, Dublin

115%
Average target attainment in 2026, her figure

100+
Enterprise clients she handled at LinkedIn

64M+
Views of her career advice, she says

Basant Shenouda works for Google in Dublin. Her team sells Google Ads to fast-growing companies in the Middle East that are new to the platform, in retail, technology and real estate.

She was promoted to senior new business account manager six months ago, after almost two years in the role below. She reports average target attainment of 115% for 2026.

Before Google, she spent four years at LinkedIn working on enterprise onboarding, with more than 100 enterprise clients. She also co-founded Habibi, a group for Middle Eastern staff.

She also shares career advice online and says it has drawn more than 64 million views, alongside her day job.

THE GULF VIEW
Many Gulf companies are still new to digital ads. That is the opportunity.

A FIRST FOR THE ENERGY SECTOR

1st

Energy company to deploy OpenAI Frontier, running on G42's UAE-based infrastructure.



Partners: ADNOC, OpenAI and G42. Signed at ADIPEC, Abu Dhabi.

ENERGY AND AI

AI comes to *the oil field.*

ADNOC, OpenAI and G42 signed a multi-year partnership at ADIPEC on 2 November. ADNOC is the first energy company to deploy OpenAI Frontier.

BUSINESS NEWS

3
Partners: ADNOC, OpenAI, G42

1,000s
Wells covered by one field plan

100s
Facilities in the same plan

Hours
ADNOC's goal for a development plan, not months

ADNOC's own AI tools, including ENERGYai, already study reservoirs and assets. Frontier connects that knowledge, so operating, capital and commercial decisions that usually happen one after another can be made together. People stay in charge of the final decisions.

Two uses come first. Field master planning combines underground data, facilities and economics into one plan across thousands of wells. ADNOC expects plans in hours rather than months. The second use values crude before it is produced, forecasting supply, demand, prices and margins.

No terms or timetable were shared, and the gains are the partners' claims, not proven results. The thing to watch is when the first combined field plans reach operating teams.

THE GULF VIEW

The real test is the first field plan in the hands of operators.

AI INFRASTRUCTURE

Aramco buys *into AI.*

Aramco has closed its purchase of 49% of HUMAIN, the Saudi AI company. The Public Investment Fund keeps 51%.

WHO OWNS HUMAIN NOW

49%

Aramco's stake, closed one year after a non-binding term sheet signed on 28 October 2025.



$2.6B
Cash during 2026 (about SAR 9.9B), plus AI assets

3 GW
AI data centre capacity HUMAIN plans by 2030

$28.2B
Aramco free cash flow, third quarter

1 year
From term sheet to closing

Aramco pays with its own AI, computing and digital assets, plus about SAR 9.9 billion ($2.6 billion) in cash during 2026. The cash is small next to Aramco's $28.2 billion of free cash flow in the third quarter alone.

The bigger move is the structure. Aramco's AI assets now sit inside a company built to sell AI capacity, and Aramco is expected to use that capacity for industrial work. HUMAIN gains a likely in-house customer for the 3 gigawatts of data centre capacity it plans by 2030.

PIF keeps control, while Aramco brings the demand that makes the build easier to finance. The revenue benefits are the companies' own projections; HUMAIN publishes no revenue figures. Watch for the first capacity contracts between HUMAIN and Aramco.

THE GULF VIEW

Computing power is easier to finance when the first customer is already in the family.

THE TWO DEALS

$1.45B

XRG's base price for Shell's 16.67% of North West Shell LNG, plus a contingent payment. Expected to close in 2027.

1.6M tonnes

LNG that ADNOC Gas may supply to TotalEnergies over five years.

47M t/yr

Target of ADNOC's new global LNG platform beyond 2030.

GAS AND LNG

Two LNG moves *in one week.*

ADNOC's XRG agreed to buy into Australian LNG, and ADNOC Gas signed a five-year supply deal with TotalEnergies.



16.67%

Shell stake in North West Shell LNG



2027

Expected close of the XRG deal



60%

UAE sales gas supplied by ADNOC Gas



20+

Countries ADNOC Gas sells to

XRG is buying more than a stake. The deal covers upstream gas, pipelines, midstream infrastructure, project agreements and offtake. XRG also takes on all of Shell's decommissioning obligations. The LNG reaches Asia without passing the Strait of Hormuz.

The TotalEnergies deal deepens an existing tie: TotalEnergies owns part of ADNOC Gas and is a partner in Ruwais LNG. It also feeds ADNOC's plan to merge ADNOC Gas, XRG and ADNOC Trading into one global LNG platform.

Ruwais LNG has not started production, so these are cargoes promised against a plant still being built. Pricing was not shared. Next checkpoints: approvals for the XRG deal and first production at Ruwais.

THE GULF VIEW

Contracts signed today become the platform's base tomorrow.

PROPERTY AND CAPITAL MARKETS

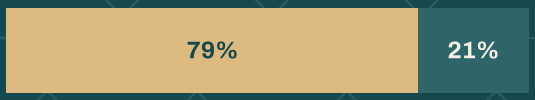
Two property *signals.*

Emaar plans to buy the rest of Emaar Development, and Arada sold the first UAE developer sukuk since the regional conflict began.

EMAAR'S OFFER

Dh15

Cash offer per share for Emaar Development. Emaar already owns 79.16%.



The offer values the whole company at Dh60 billion. Buying the remaining 21% would cost about Dh12.6 billion ($3.4 billion).

$400M
Arada five-year sukuk

$700M+
Orders for the Arada sukuk

8.875%
Arada's pricing, 0.5 points inside guidance

Dh6.7B
Emaar Development net profit, first half 2026

Emaar's premium is thin because the market moved first. Emaar Development's shares rose 10.7% when the plan was reported, then 4.9% more to Dh14.58. The offer is voluntary, needs board approval and still waits for a formal offer document.

The logic is cash. Emaar Development builds homes in Dubai Hills Estate, Arabian Ranches and Emaar South. It made Dh22.4 billion in sales and Dh6.7 billion in net profit in the first half of 2026.

Arada's sukuk is a pricing signal for UAE property debt. Most of the money refinances older debt: a tender of up to $180 million ahead of a $411.7 million maturity in June 2027.

ALSO WATCHING

Saudi energy MoUs. On 12 October Saudi Arabia signed energy agreements with Kuwait, Qatar and Egypt. None sets a project, price or timeline yet. Watch for the contracts that follow.

THE GULF VIEW

The price of credit tells you more than the headline.

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Nothing in this edition is investment advice.

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