

MARC HADDAD

Dubai, UAE | +971 55 608 2151 | marchaddad@pm.me | linkedin.com/in/marc-haddad-b41b2516
Lebanese National | www.marc-haddad.com | Open to Relocation Globally | Fluent: English · French · Arabic

GROUP CFO | TRANSFORMATION CFO | ENTERPRISE OPERATOR | MENA & GLOBAL

Finance and transformation executive with 20+ years of multi-market P&L ownership and Group CFO leadership across 17 markets in MENA, Europe, and Africa. Career built progressively from technical finance, audit, and Microsoft-certified technology foundations into regional CFO leadership — combining rigorous financial governance (FP&A, treasury, working capital management, forex, IFRS, SOX) with ERP implementation, shared services design, M&A integration, corporate governance, and board reporting. Brings a rare 360-degree CFO profile: technical finance depth, genuine technology expertise, and operational breadth that enables true business partnership with boards, founders, and PE-backed leadership teams. Available for Group CFO, Transformation CFO, Regional CFO, and Fractional CFO mandates across GCC, Europe, and APAC.

CORE COMPETENCIES

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|--|------------------------------------|------------------------------|
| ▪ Group CFO & Financial Strategy Management | ▪ FP&A & EBITDA Optimisation | ▪ Treasury & Working Capital |
| ▪ ERP Implementation & Transformation | | ▪ P&L Ownership & Budgeting |
| | ▪ M&A Integration & PMI | |
| ▪ Shared Services & CoE Design Relations | ▪ IFRS, SOX & Corporate Governance | ▪ Board Reporting & Investor |
| ▪ VAT & Corporate Tax Implementation Reduction | ▪ Restructuring & Turnaround | ▪ Cost Restructuring & OH |
| ▪ Commercial Finance & Negotiation Finance | ▪ PE-backed & Family Business CFO | ▪ Multi-Market Operational |

LANDMARK ACHIEVEMENTS

- Delivered the first successful ERP implementation (Navision) across 14 Publicis MENA offices after six years of failed attempts — consolidating 123 P&Ls with full automation, achieving best-ever internal audit results for 5 consecutive years
- Achieved Working Capital Management targets for the first time in Publicis MENA history (2017); maintained zero bad debt across the entire \$100M+ regional portfolio throughout tenure — a record never previously achieved
- Pioneered UAE VAT and Corporate Tax implementation (2018) — among the first in the GCC — and concurrent Lebanon tax framework, establishing the regional compliance benchmark
- Ranked among Publicis Media's most profitable global operations for 5 consecutive years across \$100M+ revenue, 17 markets, and 850 FTE; reduced regional overhead 13% YoY through restructuring and policy redesign
- Scaled Hallab 1881 e-commerce from near-zero to \$5M, delivered +10% EBITDA improvement, and launched UAE operations end-to-end in under 12 months on a \$3M+ investment — building PE-backed governance infrastructure targeting public listing
- Opened Iraq from zero to a signed \$40M Asiacell deal; negotiated Etihad Airways global agreement; executed full-cycle M&A integration including franchise acquisition and post-merger restructuring; grew franchise revenue from \$100K to \$1.5M
- Founded MENA/EMEA Shared Services Center of Excellence subsequently replicated across the Publicis global network; established North Africa affiliations across Morocco, Libya, and Tunisia

PROFESSIONAL EXPERIENCE

Fractional CFO

Beirut Bar Association (Lawyers Syndicate of Lebanon)

June 2026 – Present

Beirut, Lebanon

Leading full financial transformation mandate: IFRS implementation, ERP migration, financial controls design, governance framework, bylaws modernization, and team training.

Chief Financial Officer & Acting CEO — Middle East

Hallab 1881 Group Holding | Lebanon · UAE · KSA · Kuwait

Aug 2023 – Dec 2025

Dubai, UAE

Appointed Group CFO to professionalize and scale a \$50M+ revenue F&B manufacturing and retail group: 800 FTE, 17 branches across 5 countries, 9-storey production facility. Concurrently held CEO responsibilities to build corporate governance infrastructure targeting PE-backed investment and public listing.

- Financial Architecture & FP&A: Built budget cycles, FP&A framework, consolidated reporting, and 3-year forecasting from scratch; directed full P&L, treasury, working capital management, and multi-country financial governance
- EBITDA & Restructuring: Redesigned pricing strategy and COGS structure — delivered 10-percentage-point EBITDA improvement and positive working capital throughout; led operational restructuring across Lebanon and UAE
- UAE Market Entry (\$3M+): Led end-to-end UAE launch — entity setup, UAE Corporate Tax and VAT registration, banking, supply chain, ERP/POS, and Dubai Mall lease negotiation with Emaar — in under 12 months
- E-Commerce & Multi-Market Scaling: Scaled international e-commerce from near-zero to \$5M through European website launch and DHL global logistics partnership
- ERP Implementation: Deployed full Odoo ERP and POS from zero in UAE; corrected a failed legacy ERP in Lebanon, strengthening financial controls and audit readiness
- Brand & Commercial Growth: Repositioned Hallab Catering as upscale market leader; won Lycée Français institutional catering contract; launched Hallab Café premium concept
- M&A Integration & Expansion: Acquired underperforming franchisees (30%+ sales uplift post-merger integration); renegotiated fee agreements from \$100K to \$1.5M; negotiated Bahrain Duty Free entry; opened Batroun branch
- Corporate Governance & PE Readiness: Delivered board reporting framework, family constitution, and investor-grade financial reporting in preparation for PE-backed investment and public listing

Financial & Operational Consultant

Independent Advisory Practice

Jan 2020 – Jul 2023

Dubai, UAE

Operated an advisory practice serving multinational and regional clients during a period of significant regional economic disruption — including Lebanon's financial crisis, the global pandemic, and regional currency volatility. Delivered CFO-level financial restructuring, ERP implementation, and operational transformation while many permanent executive mandates across the Levant and Gulf were paused. Advisory work led directly to the Hallab 1881 CEO/CFO appointment in August 2023.

- Crayon (Norwegian Multinational, Dubai): Led full managerial and operational restructuring — streamlined revenue streams, renegotiated key agreements, delivered ERP implementation, and enhanced board reporting in collaboration with the Global CFO
- Hallab 1881 (Lebanon): Corrected failed ERP implementation, rebuilt financial controls and FP&A processes, developed the strategic growth roadmap that led directly to the CEO/CFO appointment in 2023

Chief Financial Officer — Middle East & North Africa

Publicis Media Group (Starcom · Mediavest|Spark · Zenith · Resultrix · Performics · AOD)Dubai, UAE

Jan 2016 – Dec 2019

Directed Group CFO responsibilities for \$100M+ regional revenue across 6 agency brands, 17 markets, 14 offices, and 850 FTE. Provided board reporting and strategic advisory to the Chairman and regional CEOs across all 17 markets.

- ERP Implementation: Delivered the first successful Navision ERP across 14 offices after six years of failed attempts automating consolidation of 123 P&Ls; achieved best internal audit results for 5 consecutive years
- Profitability & Restructuring: Ranked among Publicis Media's most profitable global operations for 5 consecutive years; reduced overhead 13% YoY through restructuring, policy redesign, and benefits rationalisation

- Working Capital & Treasury: Achieved Working Capital Management targets for the first time in Publicis MENA history (2017); maintained zero bad debt; converted Egyptian Pound crash exposure (2016) into a net FX gain
- Corporate Governance & Compliance: Implemented UAE VAT framework (2018) among the first in GCC; established SOX-standard internal controls; delivered board reporting to regional Chairman and global leadership
- M&A Integration & Commercial: Directed full-cycle M&A including target identification and post-merger integration; negotiated Etihad Airways global agreement; grew franchise revenue from \$100K to \$1.5M
- Multi-Market Expansion: Established North Africa affiliations (Morocco, Libya, Tunisia); founded MENA/EMEA Shared Services Center of Excellence replicated globally
- Euronext Paris / listed-company reporting standard

CFO MENA (Mar 2014 – Jan 2016) & Finance Director — Levant (Apr 2006 – Mar 2014) *Apr 2006 – Jan 2016*

Starcom Mediavest Group & Zenith Media (Publicis Group)

Dubai, UAE

- Iraq Market Entry: Opened Iraq from zero — entity setup, operational launch, \$40M Asiacell deal signed; replicated Vivaki model across MENA
- Shared Services: Founded regional SSC and MENA/EMEA Center of Excellence — replicated globally across the Publicis network
- SOX & Board Reporting: Initiated Sarbanes-Oxley internal controls — earned highest regional audit score; delivered board-level reporting to global leadership; led Maconomy & HFM (Hyperion) implementation across 12 offices in 9 markets

Administration & Financial Manager

Jul 2005 – Jun 2006

Creation Alexandre Miya Paris

Dubai, UAE

- Full finance and P&L management across four profit centers; Dubai–Cyprus operational coordination

Audit & Budgeting Manager

Sep 2003 – Oct 2004

Great Brands Nigeria Ltd (British American Tobacco)

Lagos, Nigeria

- Delivered the company's first budget; trained regional finance teams across Africa; achieved 30% cost reduction; supported Navision ERP implementation

EDUCATION & CREDENTIALS

AI Fluency: Framework & Foundations | Anthropic | May 2026 | Applied AI literacy for executive decision-making and enterprise transformation

Bachelor of Arts in Finance | Holy Spirit University, Kaslik, Lebanon | 2003

Certificate in Leadership | George Washington University & Holy Spirit University | 2012

IFRS Training | Association of Certified Chartered Accountants | 2010

Executive Development Program | Publicis Group, Paris | 2017

Microsoft Certified Systems Engineer (MCSE) · MCDBA · MCP | 2001–2002 | Technical foundation underpinning ERP implementation and digital transformation leadership

ERP Systems | Odoo · Navision · Maconomy · Hyperion (HFM)