



ALNAQEEB & CO

Construction Law & Dispute Resolution

FIDIC | Claims | Arbitration | Expert Witness | Contract Governance



COMPANY PROFILE
2026



Executive Summary

Large-scale infrastructure and construction projects carry systemic commercial risks. Payment friction, scope variations, delay liabilities, and material cost escalation routinely threaten project margins and schedule certainty.

Alnaqeeb & Co advises project owners, government entities, and tier-one contractors throughout the project delivery lifecycle. We structure, negotiate, and enforce contractual frameworks that protect project investment, protect commercial entitlements, and maintain project momentum from procurement through to final closeout.

Core Capabilities

With 25 years of sector specialization, we manage high-value risk across complex regulatory and contractual environments:

Project Delivery & Structuring – Advising on risk allocation across EPC/EPCM contracts, the FIDIC suite, and complex Public-Private Partnerships (PPP).

Claims Management – Proactive handling of extension of time (EOT) applications, variations, and cost reconciliation to mitigate exposure before escalation.

Dispute Resolution – Protecting commercial interests in international arbitration, mediation, and adjudication.

Our Approach

We work alongside project stakeholders delivering commercial strategy, not just legal analysis. Our focus is on concrete contractual and operational solutions that protect project budgets, preserve schedule certainty, and safeguard our clients' long-term commercial relationships.

Sharif Alnaqeeb
Founder & Managing Director

Mission

Infrastructure and capital projects succeed or fail on the strength of their contractual foundations. Our mandate is to protect project asset value, secure commercial certainty, and drive execution through strategic legal and contractual counsel.

Project owners need contracts that protect their commercial position from inception. Government entities require procurement frameworks that withstand scrutiny. Contractors seek fair risk allocation and enforceable entitlements. Developers demand budget certainty and schedule protection.

Cross-Border Expertise & Local Enforcement

We apply internationally recognised standards — FIDIC and NEC — across every engagement. But standard forms rooted in common law do not always align with Egypt's civil law system, particularly under Law No. 182 of 2018.

We bridge this gap. We tailor international forms to comply with Egyptian legal requirements, addressing notice provisions, the Engineer's role, decennial liability, termination, subcontractor claims, and hardship. The result: frameworks that are globally compliant and locally enforceable.

Core Values

Client-First Alignment – We align every legal framework with your commercial objectives, supporting project execution and stakeholder confidence.

Uncompromising Integrity – We provide candid, independent assessments that rigorously protect your institutional interests.

Commercial Focus – We deliver concrete solutions that protect budgets, maintain momentum, and resolve exposure before it escalates.



Sharif Alnaqeeb.

Founder & Managing Director

Projects lawyer, arbitrator, and FIDIC contracts specialist with over 25 years' experience advising on landmark construction, infrastructure, real estate, transportation, and development projects across the MENA region. Recognised for strategic counsel on construction contracts, claims management, dispute avoidance, arbitration, and expert support for complex, high-value projects.

Sharif advises clients through the full project lifecycle, from procurement and contract formation to dispute resolution and arbitration

Admissions & Professional Memberships

- Egyptian Bar (Court of Cassation)
- Chartered Institute of Arbitrators (CIArb)
- International Chamber of Commerce (ICC) Court of Arbitration
- FIDIC and NEC Contracts Specialist
- World Commerce & Contracting (formerly IACCM)
- Egyptian Syndicate of International Arbitration Consultants

Areas of Focus

- Construction Law & Contract Advisory
- FIDIC and International Contract Frameworks
- Claims, Extensions of Time (EOT) & Contract Entitlements
- Dispute Avoidance, Arbitration & Dispute Resolution
- Expert Witness Support
- Project Delivery Models & Contract Strategy

Major Projects

- **Rua Al Madinah Program - under PIF** (SAR 140B): Programme-level FIDIC governance, procurement strategy, and DAAB readiness to strengthen risk management and schedule certainty.
- **Green Riyadh Program - under RCRC**. (SAR 71B): Delivery frameworks, early-warning controls, and risk-based Particular Conditions for a major citywide programme.
- **Safari Group** Portfolio (SAR 30B+): EPC risk allocation, O&M performance frameworks, and structured settlement strategies.
- **Abraj Al Bait – Saudi Binladin Group** Portfolio (SAR 150B): Contract, claims, and dispute advisory support for a landmark development portfolio.
- **Saudi Government Ministries**: PPP structures, procurement strategies, infrastructure and airport projects, contract reviews, and arbitration readiness.



Sectors Served

Each sector presents distinct contractual, regulatory, and commercial pressures. Our deep experience across heavy infrastructure, energy, utilities, and real estate development delivers targeted legal and commercial strategy aligned precisely with project risk profiles and institutional stakeholder expectations.

Capital Projects & Procurement:

Advising on risk allocation, contract formation, and dispute management across EPC/EPCM, design-build, and complex supply chain frameworks for engineering, design, and consultancy.

Infrastructure, PPPs & Project Finance:

Structuring and protecting interests in public-private partnerships, government concessions, and institutional financing for transport networks, public utilities, and digital infrastructure assets.

Energy, Natural Resources & Sustainability:

Navigating the regulatory, contractual, and contentious frameworks governing traditional energy assets, natural resource concessions, and emerging ESG compliance mandates.

Real Estate, Hospitality & Urban Development:

Advising developers, asset managers, and sovereign funds on the structuring, execution, and closeout of large-scale urban developments, mixed-use commercial projects, and high-end hospitality portfolios.

Services

Comprehensive Legal Support Across the EPC Lifecycle
Setting the foundation for project success.

Why Clients Engage Us

Contract Risk: Identifying and allocating contractual risk.

Project Delivery: Supporting successful project execution.

Claims Strategy: Managing entitlement and commercial recovery.

Dispute Resolution: Resolving complex project disputes through arbitration, litigation, and other formal proceedings.

We deliver these outcomes across the following contract lifecycle:

Pre-Contract (Strategy, Structuring, Risk Allocation)

- **Inception & Strategy:** Delivery model selection, regulatory scans, risk allocation, governance frameworks.
- **Strategic Risk & Opportunity Assessment:** Scenario modeling, risk workshops, early-warning systems.
- **Governance & Compliance Advisory:** Local and international regulatory alignment, ESG, anti-bribery, labor compliance.
- **Stakeholder Engagement Advice:** Government, insurers, consortium coordination.
- **Joint Ventures & Consortiums:** Structuring agreements, governance models, shareholder/inter-party agreements, dispute resolution clauses.
- **Procurement & Tendering Advisory:** Tender process, RFP/RFQ drafting, pre-bid risk workshops, bid strategy alignment, commercial optimization.
- **PPP & Concession Agreements:** Drafting, negotiation, risk allocation, revenue models, bankability assessment.
- **FIDIC Contracts:** Red, Yellow, White, and Silver Books, Particular Conditions, risk matrices.
- **International & Cross-Border Advisory:** Multi-jurisdictional reviews, regulatory alignment, export/import compliance.



Services

Contract Services

The contracts you sign define project success and the disputes you may face. We protect project value through strategic structuring, clear risk allocation, and rigorous contract management throughout the project lifecycle.

Contract Structuring & Risk Allocation

Strategic drafting, review, and negotiation of EPC, EPCM, FIDIC, and bespoke agreements. Commercially balanced risk allocation, robust protections, effective notice mechanisms, and regulatory compliance from inception.

Contract Administration & Lifecycle Management

Change-control, record-keeping, compliance monitoring, and early-warning processes to preserve contractual rights and maintain cost and schedule certainty.

Claims & Variation Management

Preparation, assessment, and resolution of EOT, disruption, prolongation, and variation claims. Quantum analysis, delay assessment, and expert coordination to establish entitlement and maximise recovery.

Dispute Avoidance & Adjudication (DAAB)

DAAB implementation and management, referral preparation, and structured mediation. Resolving commercial issues early, before escalation to arbitration or litigation.

Specialised Operational Capabilities

O&M & Residential Community Agreements

Structuring long-term O&M frameworks for residential compounds – including service level agreements, community management contracts, and performance monitoring to ensure effective execution throughout the operational lifecycle.

Project Advisory & Training

Executive briefings, claims workshops, and contract clinics to strengthen in-house contract management and commercial awareness.

Services

Post-Contract Services & Dispute Resolution

Disputes threaten project asset value. We protect your commercial position through strategic claims management, expert determination, and formal dispute resolution—restoring project momentum and securing entitlements in contentious environments.

Commercial & Claims Advisory:

Independent review of high-value construction claims, forensic damage quantification, and structural analysis to strengthen commercial positions and protect project margins.

Arbitration & ADR Representation:

Counsel in ICC, CRCICA, and international arbitration proceedings. We manage complex advocacy, evidentiary strategy, and parallel settlement frameworks to achieve definitive resolution.

Project Recovery & Turnaround:

Rapid deployment and strategic intervention for distressed, at-risk assets. We design early-settlement frameworks and coordinate technical experts to mitigate delays and escalating financial exposure.

Expert Determination & Independent Review :

Delivering independent contractual and risk assessments for executive boards, institutional lenders, and formal dispute proceedings.

Project Handover & Close-Out Support:

Managing contractual liabilities through the Defects Liability Period (DLP), final claims reconciliation, performance security release, and formal close-out of asset delivery.



Engagement Process

Engage With Our Team

- Confidential, initial discussion.
- Tailored proposal with clear deliverables and transparent fees.
- Senior counsel leadership from start to finish.

No junior associates. No surprises.

OUR APPROACH A Six-Step Framework for Project Success

1. Consultation & Needs Assessment:
Define objectives, challenges, priorities
2. Conflict Check & Compliance Review:
Regulatory, contractual, and ethical alignment
3. Engagement Letter & Fee Agreement: Scope, deliverables, pricing
4. Kick-Off & Strategic Planning:
Milestones, communication protocols, risk management approach
5. Ongoing Collaboration & Monitoring:
Transparency, adaptive strategies, progress tracking
6. Completion & Feedback:
Deliver outcomes, reconcile results, gather client insights.



Pricing Approach

- Flexible Fee Structures Designed Around Your Objectives

We offer transparent and commercially aligned fee models tailored to the complexity, duration, and risk profile of each engagement:

Fixed-Fee Engagements

Clear scope, defined deliverables, and cost certainty for each project stage, enabling accurate budgeting and financial predictability.

Capped-Fee Arrangements

A cost ceiling that provides budget protection while allowing flexibility for evolving project requirements. You pay no more than the agreed cap, regardless of complexity.

Retainer Models

Dedicated senior-level support for contract administration, DAAB, and proactive risk management, ensuring issues are identified and addressed before they escalate into disputes.

Project-Based Engagements

Bespoke fee arrangements for complex, one-off, or high-stakes engagements where a fixed or retainer model may not be the most efficient fit.

Our pricing approach is designed to provide cost predictability, minimize financial uncertainty, and align our incentives with your project's successful outcome





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