

# Hayel Saeed Anam Group (HSA) – Comprehensive Profile

Hayel Saeed Anam (HSA) Group is a family-owned conglomerate headquartered in Yemen and one of the Middle East's largest private companies. The group's story spans nine decades, beginning with a single shop in the village of Al-Qubeh near Taiz in 1938 and growing into a multinational business that employs tens of thousands of people across the world <sup>1</sup>. This profile compiles verified facts from primary sources and cross-checked reports to give a transparent, evidence-based view of HSA's operations, finances, humanitarian role, controversies and future scenarios.

## 1. Origins and Growth

- **Founding and early years** – Four brothers (Hayel, Saeed, Mohamed and Abdulmagid Saeed Anam) opened a small shop in 1938. By the 1950s they had expanded into wholesale trade and established branches in several Yemeni cities <sup>1</sup>.
- **Industrial expansion** – The first shipping company and industrial venture were launched in 1962 and 1970 respectively <sup>1</sup>. Throughout the 1970s and 80s the group invested in manufacturing, producing wheat flour, edible oils, biscuits, dairy products, canned foods, mineral water and household goods <sup>2</sup>. This diversification laid the foundation for brands such as Luna (dairy), Crystal (edible oil) and Teashop (biscuits).
- **Regional and global footprint** – HSA established manufacturing facilities and partnerships in Saudi Arabia (biscuits in 1987), Malaysia (palm-oil refining in 1988), the U.K., Egypt and Indonesia <sup>2</sup>. More recently it invested in cement production (National Cement Co., 2003), palm oil operations in Ghana/Angola/Senegal (2019–2020) and renewable energy and IT solutions (2019–2020) <sup>3</sup> <sup>4</sup>. The group now exports to over 87 countries and operates in more than 40 markets across the Middle East, Africa, Asia and Europe <sup>5</sup>.

## 2. Scope and Structure

- **Employees and scale** – The World Economic Forum notes that HSA Group employs more than **35 000 people worldwide** and operates over **70 companies** <sup>6</sup>. Within Yemen, the International Finance Corporation (IFC) reports about **20 000 employees**, making HSA one of the country's largest private employers <sup>7</sup>. The financing partners (IFC/FMO) estimate that a \$75 million package helped safeguard the jobs of **over 5 000 workers** <sup>8</sup>.
- **Businesses and sectors** – HSA's core manufacturing lines include flour milling, sugar refining, vegetable oil refining, dairy processing, biscuits, canned foods, soap, cartons and packaging <sup>2</sup> <sup>9</sup>. The group also invests in banking (e.g. Tadhamon Islamic Bank), insurance, logistics and shipping, construction materials (cement), agriculture, livestock and real estate <sup>3</sup> <sup>5</sup>. Its industrial subsidiaries include the Yemen Company for Ghee & Soap Industry, Yemen Company for Industry & Commerce, National Dairy & Food Co., Yemen Company for Flour Mills & Silos (Aden & Al-Hodeidah), National Company for Sponge & Plastic Industry and Arwa Mineral Water <sup>10</sup>.

- **Food security role** – HSA is the **largest importer and distributor of wheat, flour, sugar and dairy in Yemen** <sup>7</sup> . The IFC notes that the group stores and processes imported grain and sugar in its milling and sugar refining plants and distributes the products across Yemen <sup>7</sup> . During war-time blockades it has resurfaced roads and rebuilt bridges to maintain supply chains and “feed millions” <sup>11</sup> . With 80 % of Yemen’s population requiring humanitarian assistance, the World Bank stresses that HSA’s continuous operation is vital to prevent famine <sup>12</sup> .
- **Geographic spread** – HSA’s main industrial facilities are located in Aden, Al-Hodeidah and Taiz, with additional sites in Mukalla and Sana’a. Outside Yemen, the group has processing plants in Saudi Arabia, Egypt, Malaysia, Indonesia and factories in Ghana, Angola and Senegal <sup>3</sup> <sup>4</sup> . Its shipping and logistics arms operate along Red Sea and Indian Ocean routes.

### 3. Financials and Development Finance

HSA is a private company and does not publish consolidated financial statements. However several sources provide insight into its revenues and financing:

- **Financing package (2020–2021)** – In December 2020 IFC and the Dutch development bank FMO committed a **US\$ 75 million financing package** to HSA. The package comprised a **US\$ 55 million IFC loan** and a **US\$ 20 million FMO loan**, de-risked by a first-loss guarantee (up to 50 % of losses) from the World Bank’s International Development Association Private Sector Window <sup>13</sup> . The funds were disbursed in July 2021 <sup>13</sup> . According to FMO, the package targeted HSA’s six food subsidiaries—including flour mills in Aden and Al-Hodeidah, the Yemen Sugar Refinery and the National Dairy & Food Co.—and aimed to sustain their operations despite the war <sup>14</sup> .
- **Purpose and impact** – The financing helped HSA maintain imports and distribution of food staples during the COVID-19 pandemic and supply chain disruptions from the Ukraine crisis <sup>15</sup> . IFC noted that HSA uses the financing to keep stocks of flour, wheat and sugar adequate and to process and distribute them nationwide <sup>7</sup> . The World Bank emphasised that the project would safeguard more than 5 000 jobs, maintain salaries and increase female employment by 24 % <sup>8</sup> <sup>12</sup> .
- **Private investments** – Beyond development finance, HSA reinvests profits into new ventures. It built a US\$ 400 million cement plant (National Cement Company) and invests in palm-oil refining, renewable energy and IT solutions <sup>3</sup> . Forbes lists the group among the top Arab family businesses and notes operations across real estate, banking, oil and gas, logistics and agriculture in 40+ markets <sup>5</sup> .

### 4. Humanitarian and Social Impact

- **Partnerships and CSR** – HSA partners with UN agencies and NGOs to deliver emergency food baskets and humanitarian assistance. The WEF notes that the group contributes to social development and humanitarian programmes and works with the UN to support populations in need <sup>6</sup> . The IFC describes HSA as a family business that seeks to “do well by doing good” <sup>11</sup> .
- **Community projects** – In addition to food distribution, HSA has rehabilitated roads and bridges to ensure humanitarian corridors remain open <sup>11</sup> . Its subsidiaries operate health clinics and educational programs in Taiz and Hodeidah.
- **Philanthropic foundations** – The group’s founders established the Al-Saed Charity Foundation and the Hayel Saeed Anam Charity Foundation, which provide scholarships, microgrants and health services. Forbes observes that HSA’s charitable initiatives include emergency food baskets for vulnerable households <sup>5</sup> .

## 5. Controversies and Governance

- **Panel of Experts allegation** – In 2020 the UN Panel of Experts on Yemen alleged that HSA and other big importers benefited disproportionately from Saudi deposits used to finance imports by receiving preferential exchange rates. The panel reported that HSA received 48 % of the FX allocations and labelled this “elite capture”. A Sana’a Center critique of the report argues that the panel misread data, noting that HSA is Yemen’s largest food importer and thus naturally received a large share of foreign currency allocations; the analysis emphasises that the panel failed to account for market share or to differentiate between merchants and banks <sup>16</sup> <sup>17</sup> .
- **Transparency challenges** – Because HSA is private, financial transparency is limited. Most quantitative data on revenues and profits comes from development finance due diligence rather than audited statements. However, its subsidiaries such as Tadamon Bank publish audited accounts. Investigative journalists have raised concerns about informal monopolies and relationships with political elites.
- **Response to allegations** – HSA publicly rejects corruption allegations, emphasising its compliance with CBY import regulations and the need for fair FX allocation to ensure food security. Independent economists highlight that import volumes can be cross-checked against customs data and price trends to assess fairness.

## 6. Key Metrics (Triangulated)

Metric	Value & Sources	Notes
<b>Global employees</b>	>35 000 employees worldwide <sup>6</sup> (WEF); 35 000 employees <sup>5</sup> (Forbes)	Figures from WEF/Forbes; HSA states similar numbers but does not publish details.
<b>Employees in Yemen</b>	~20 000 employees in Yemen <sup>7</sup> <sup>14</sup>	IFC/FMO data from financing due diligence.
<b>Number of companies</b>	70+ companies <sup>6</sup> ; 50+ companies <sup>14</sup>	Variation due to whether affiliated companies outside Yemen are counted.
<b>Food subsidiaries</b>	Six major food companies <sup>14</sup>	Yemen Company for Flour Mills & Silos (Aden & Al-Hodeidah), Yemen Sugar Refinery, National Dairy & Food Co., etc.
<b>Financing package</b>	US\$75 million (IFC US\$55 m + FMO US\$20 m) with IDA guarantee <sup>13</sup> <sup>18</sup>	Provided in 2020–21 to sustain operations and safeguard 5 000 jobs <sup>8</sup> .
<b>Export markets</b>	Operations in 40+ markets and exports to >87 countries <sup>5</sup>	Shows global reach beyond Yemen.
<b>Humanitarian context</b>	80 % of Yemenis need humanitarian assistance <sup>12</sup>	Highlights the importance of HSA’s food supply operations.

## 7. Conceptual Dashboards and Tools for HSA Page

An interactive HSA page should not only display narratives but allow stakeholders—policymakers, donors, regulators, investors and citizens—to explore data and test scenarios. Suggested modules:

1. **Food-Supply Contribution Dashboard** – Show HSA's share of Yemen's wheat, flour, sugar and dairy imports over time compared with total national import volumes and domestic prices. Plot shipments, processed volumes and distribution by governorate. Data sources: customs/import data, WFP market price bulletins, HSA production figures.
2. **Employment & Households Impact Map** – Chart the number of employees and estimated dependent households by governorate. Link to unemployment rates and poverty levels. Users can assess how operations in Al-Hodeidah or Taiz support local economies.
3. **Financial Stress & FX Exposure Chart** – Illustrate how exchange-rate fluctuations, CBY policies and sanctions affect HSA's import costs and pricing. Use the platform's monetary policy simulator to model scenarios where the Aden/Sana'a rate diverges further or deposit schemes change.
4. **Humanitarian & CSR Tracker** – Provide counts of donated food baskets, kilometres of roads rehabilitated and funds contributed to health and education projects. Connect to UN/NGO project databases and HSA's charity foundations to verify claims.
5. **Controversy & Compliance Timeline** – Present events relating to sanctions, import allocation disputes and regulatory changes. Each event should link to primary documents (UN Panel of Experts reports, Sana'a Center analyses) and provide contextual commentary and alternative perspectives. Include a compliance checklist summarising anti-corruption, AML/CTF and corporate governance policies.
6. **Scenario Explorer** – Allow users to adjust variables such as wheat import price, CBY exchange allocation mechanism, or humanitarian financing volume and see projected impacts on HSA's operations, consumer prices and employment. The engine would rely on elasticity estimates and historical co-movements of exchange rates and commodity prices from the Yemeni context.

## 8. Data Sources and Triangulation Notes

To ensure credibility and neutrality, data on HSA should be drawn from:

- **Primary sources** – HSA corporate publications, audited financials of its subsidiaries (e.g. Tadamon Bank), official statements, customs data, CBY bulletins, and documents filed with regulators.
- **Development finance reports** – IFC, FMO and World Bank project documents provide vetted information on financing structures, employment figures and impact targets <sup>13</sup> <sup>18</sup> .
- **Independent analyses** – Reports by the Sana'a Center for Strategic Studies, ACAPS, UN Panel of Experts and academic studies present critical perspectives and highlight controversies <sup>16</sup> .
- **International business indices** – WEF and Forbes provide general statistics on size, employee numbers and global presence <sup>6</sup> <sup>5</sup> .
- **Media and investigative journalism** – In-depth articles from reputable news outlets (Reuters, AP, Financial Times) complement the picture but should be verified against primary sources due to potential corporate secrecy.

By integrating data from these sources and exposing confidence scores and ranges when numbers differ (e.g., employees or number of companies), the HSA page can uphold transparency and accountability.

## 9. Interpretation and Future Directions

Hayel Saeed Anam Group is both a pillar of Yemen's private sector and a lightning rod for debates about economic power and accountability. Its ability to import and distribute food has prevented famine, yet its dominance raises questions about market concentration and transparency. Donors and regulators should work with HSA to improve disclosure while recognising its essential role. Analytical tools like scenario simulators and impact trackers can help stakeholders understand the trade-offs involved in policies such as FX allocations, sanctions or subsidies.

## Notes on the Data Landscape

- The lack of consolidated audited financial statements for the group is a major gap. The platform should invite HSA to publish more detailed accounts or at least segmented revenue and cost information.
- Because much of HSA's value chain operates abroad, data on its overseas subsidiaries may be difficult to obtain; cross-referencing with customs statistics and corporate registries is critical.
- Regular updates are necessary: the 2020–21 financing package may have been repaid or refinanced; new subsidiaries may have been created; market shares and employee numbers may change. The platform's data ingestion pipelines should therefore monitor HSA's communications, donor reports and official sources.

---

*This profile uses verified information from primary sources and reputable reports to deliver a comprehensive picture of Hayel Saeed Anam Group. It is intended for inclusion in the Yemen Economic Compass and can serve as a template for other stakeholder pages.*

---

### 1 3 4 Our History

<https://www.hsagroup.com/about-hsa/our-history.aspx>

### 2 9 hsagroup.com

<https://www.hsagroup.com/explore-hsa-business/our-brands/hsa-brands.aspx>

### 5 Hayel Saeed Anam Group (HSA Group) - The Top 100 Arab Family Businesses - Forbes Lists

<https://www.forbesmiddleeast.com/lists/the-top-100-arab-family-businesses/hayel-saeed-anam-group-hsa-group/>

### 6 HSA Group (Hayel Saeed Anam Group) | World Economic Forum

<https://www.weforum.org/organizations/hayel-saeed-anam-group-of-companies-hsa-group/>

### 7 11 15 Yemeni Company Feeds Millions Despite Relentless Challenges

<https://www.ifc.org/en/stories/2022/yemeni-company-feeds-millions-despite-relentless-challenges>

### 8 12 13 Blended Concessional Finance is Helping to Address Critical Food Security Challenges in Yemen

<https://www.worldbank.org/en/news/feature/2021/11/23/blended-concessional-finance-helping-to-address-critical-food-security-challenges-in-yemen>

### 10 Industrial Companies

<https://www.hsagroup.com/explore-hsa-business/our-companies/industrial-companies.aspx>

14 18 news - IFC and FMO Partner with HSA Group to Bolster Food Security in Yemen - FMO

<https://www.fmo.nl/news-detail/94e0fa72-d4c7-44d4-82f3-31ea10262fd2/ifc-and-fmo-partner-with-hsa-group-to-bolster-food-security-in-yemen>

16 17 The Panel of Experts Err on Yemen - Sana'a Center For Strategic Studies

<https://sanaacenter.org/publications/analysis/13455>