

UAE BAKERY CONCEPT



INDUSTRIAL BAKERY FACTORY · UNITED ARAB EMIRATES

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PREPARED FOR

Internal Partners

TYPE

Business Proposal

00

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01

EXECUTIVE SUMMARY

7 DaysProduction schedule
per week**2.3M** AEDYear 1 revenue
target**10+**Priority supermarket
chain targets**4**Core B2B
customer channels

Business Concept

Build and operate an industrial bakery factory in the UAE - within an industrial zone, not necessarily Dubai - producing high-volume daily breads and premium foodservice bakery products inspired by Palestinian and Israeli baking traditions.

WE WILL SUPPLY

- Supermarkets and hypermarkets - retail-ready packs
- Hotels and catering companies - bulk cartons
- Restaurants, cafés, cloud kitchens - daily route supply
- Distributors and central kitchens - stable volume contracts

Operating Model

- 7 days per week production and dispatch
- Fresh daily output
- Route-based deliveries to priority B2B accounts
- Standardized specs, QA controls, and traceability from day one

Project Goal

Become the go-to supplier for Levantine flatbreads and hotel staples in the UAE by combining volume products that drive utilization, margin products that lock in HoReCa accounts, and reliable delivery that builds lasting trust.



Flatbread portfolio



Production floor

"Authentic products, manufactured with industrial consistency, delivered daily with service discipline."

BUSINESS MODEL

Why Now - The Opportunity

UAE hospitality and modern retail increasingly demand suppliers that can deliver consistent product sizing and quality, stable daily supply, food safety compliance and traceability, and on-time delivery and replacement discipline.

Revenue Streams

STREAM	DESCRIPTION
1. Recurring supply contracts	Hotels, restaurants, caterers, central kitchens - ongoing daily/weekly volumes
2. Supermarket supply	Direct chain listings and/or via distributor routes. Retail-ready packaging and coding.
3. Custom specifications	Key accounts requesting exact weights, sizes, or pack formats
4. Phase 2 (optional)	Wider packaged retail assortment. Grocery and quick-commerce channels.

Portfolio Logic

ROLE	PRODUCTS	WHY IT MATTERS
Volume drivers (utilization)	Pocket pita · Lafa · Iraqi pita	High daily throughput - keep factory utilization above break-even
Margin drivers (retention)	Buns · Rolls · Baguette · Challah · Taboon	Higher value per unit - lock in HoReCa accounts through quality and spec consistency

Commercial Strategy

- Pricing tiers by volume and pack format
- Fixed delivery windows and reorder cadence
- Replacement policy to protect buyer confidence

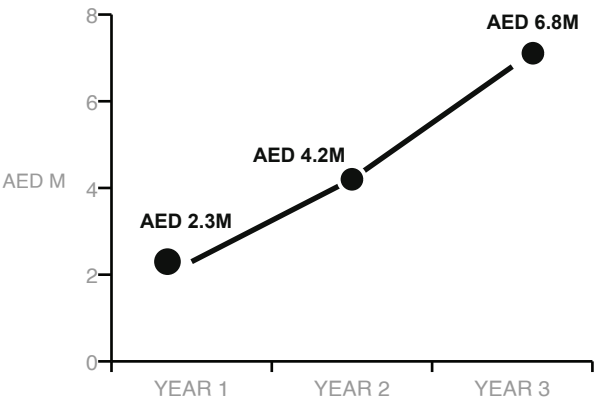
3-Year Revenue Projection

Indicative model — based on progressive channel penetration, route density build-out, and Phase 2 expansion from Year 2.

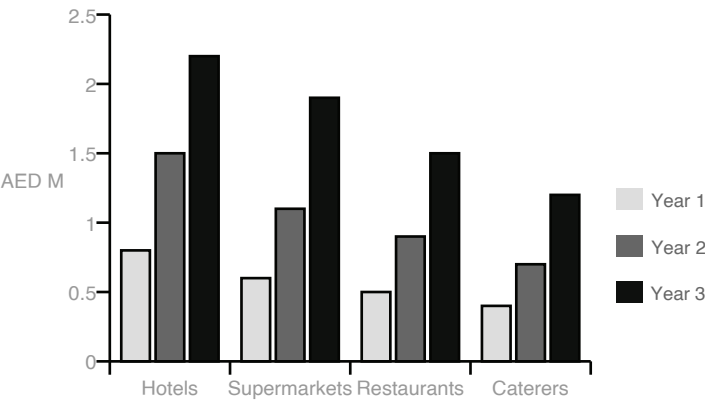
BUSINESS MODEL

3-Year Revenue Projection · Revenue by Channel

Indicative model — progressive channel penetration, route density build-out, and Phase 2 expansion from Year 2.



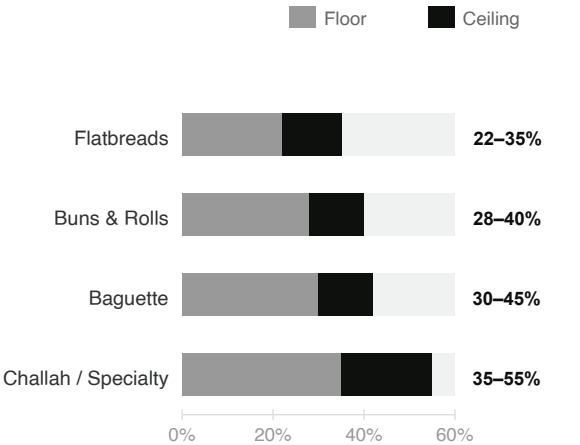
3-Year total revenue growth · AED 2.3M → AED 6.8M



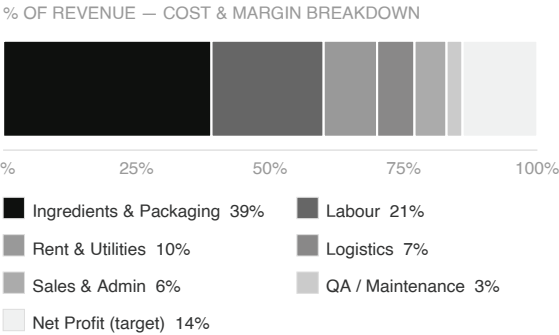
Revenue by channel · Year 1 / Year 2 / Year 3 (AED M) · Light = Y1, Dark = Y3

Gross Margin by Product Category · Cost & Margin Structure

Factory-level gross margin before overhead. Cost structure shown as % of revenue — steady-state target.



Gross margin range per category · Light bar = floor, dark = ceiling



Indicative cost breakdown as % of revenue · Net profit target band shown in white

PORTFOLIO

PRODUCTION & WHAT WE SELL

A - High-Volume Flatbreads (Daily Core)

PRODUCT	DESCRIPTION	PRIMARY USE
Pocket Pita (Israeli-style)	Primary volume driver — consistent pocket, soft texture	Sandwiches · retail packs · all channels
Iraqi Pita	Thicker, softer style — holds up well to heat and moisture	Grills · wraps · casual dining
Lafa	Large soft flatbread — suitable for full wraps	Shawarma · sandwiches · catering
Taboon Bread	Rustic oven-style rounds — premium positioning	Hotels · specialty retail

B — Hotel & Catering Staples (High-Repeat Demand)

PRODUCT	DESCRIPTION	PRIMARY USE
Buns	Burger and sandwich buns — seeded options available	Hotels · restaurants · QSR
Rolls	Dinner rolls, breakfast rolls, mini rolls for banqueting	Hotels · catering · events
Baguette	Standard and mini — consistent crust, buffet/banquet format	Hotels · restaurants · retail
Challah (Hallah)	Braided loaf — premium ingredient quality, distinctive finish	Hotel breakfast/brunch · specialty retail

C — Formats & Packaging

FORMAT	DESCRIPTION	CONTROLS
Retail family packs	Pack sizes customized by chain requirements. Daily replenishment. Retail-ready labelling.	Date/batch coding · allergen declaration (wheat/gluten, sesame) · pack integrity
HoReCa bulk cartons	Counts optimized for professional kitchens. Carton integrity for stacking and early-morning delivery.	Traceability · storage instructions · replacement policy



TARGET CUSTOMERS AND CHANNELS

SEGMENT	REPLENISHMENT	BUYING PRIORITIES	OUR OFFER
Supermarkets & Hypermarkets	Daily	Consistent supply · shelf availability · packaging compliance · on-time delivery windows · shelf-life stability	Fast-moving retail SKUs at launch · daily replenishment · returns/replacement policy · retail-ready packaging
Hotels & Resorts	Daily / Weekly	Early deliveries aligned with breakfast · consistent performance · custom specs · fast issue resolution	Hotel pack formats · fixed SLA delivery windows · custom specs for key properties · full portfolio from flatbreads to buns/baguette
Restaurants & Cloud Kitchens	Daily / Weekly	Daily supply · consistent sizing · easy ordering · performance in wraps and sandwich builds	Daily deliveries by route cluster · bulk packs · buns/rolls/baguette for western menus
Caterers, Distributors & Central Kitchens	Daily / Weekly / On-call	Bulk cartons · stable pricing · predictable production and delivery · volume tiers	Cartonized SKUs · forecasting support · route efficiency and monthly volume targets

Priority Supermarket Targets — Daily Delivery Commitment

Even if the factory is located in Sharjah or Ajman, daily delivery routes will serve these priority Dubai modern retail targets from day one.

CHAIN	CHAIN	CHAIN	CHAIN	CHAIN
Carrefour	Union Coop	Viva Supermarket	West Zone Fresh	Zoom
LuLu Hypermarket	Al Maya	Waitrose	Spinneys	Choithrams

Online Delivery Ecosystem

- **Phase 1 (core — indirect reach):** Consumer reach through restaurant partners active on Talabat, Deliveroo, Careem Food, Noon Food, Zomato, EatEasy, Smiles by Etisalat, and MyEatPal.
- **Phase 2 (optional expansion):** Packaged SKUs via InstaShop and Kibsons — subject to shelf-life, packaging, and platform margin requirements.

GO-TO-MARKET AND SALES PROCESS

Our commercial plan is built to secure recurring supply contracts first, then expand into modern retail. We start with sampling and a controlled trial to confirm product consistency and delivery performance. Once approved, we formalize specifications, delivery schedules, and service levels to lock in repeat orders.

Sales Process by Channel

CHANNEL	PROCESS STEPS
Hotels	Product sampling → 2-week trial supply → spec and format agreement → supply schedule + service level agreement (SLA)
Supermarkets	Requirements checklist → packaging and label approval → shelf-life validation → listing launch + replenishment plan
Restaurants & Cloud Kitchens	Product sampling → daily supply trial → pack format confirmation → route-based top-ups and reorder cadence
Distributors & Caterers	Carton format agreement → volume tier definition → monthly targets + forecasting → route efficiency for lower delivery cost

HoReCa Trial Process — Week by Week

WEEK 1–2	WEEK 2–4	WEEK 4–5	WEEK 5–6	ONGOING
Sampling	2-Week Trial	Spec Agreement	Supply Schedule + SLA	Routing & Service

Tools to Win Accounts

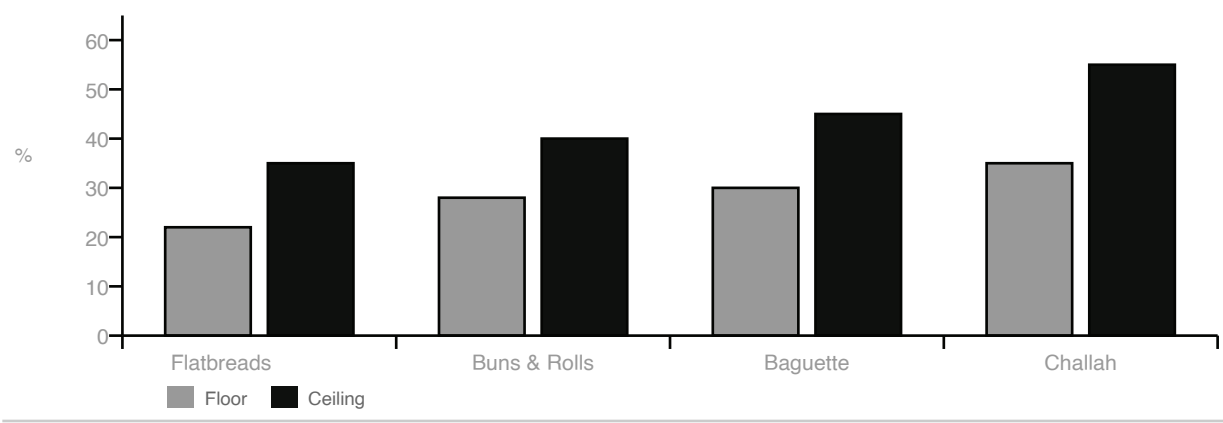
- Product spec sheets by SKU — weight, size, tolerance, pack format, storage and handling
- Sampling kits: flatbreads + buns + baguette delivered to purchasing decision-makers
- Fixed delivery windows and automated reorder routines
- Replacement policy and fast issue resolution — protects and builds buyer confidence

OPERATING CONDITIONS

CONDITION	DETAIL
Operating Model	7 days per week. Production and dispatch run daily to match hotel, retail, and foodservice demand. Keeps utilization high and supports fixed delivery windows.
End-to-End Production Flow	Receiving & Storage → Mixing → Proofing → Forming → Baking → Cooling → Packaging → Dispatch. Standard specs controlled at each step: weight, size, tolerance, and coding.
Quality & Food Safety	SOPs, hygiene zoning, allergen control (wheat/gluten, sesame), batch coding, and full traceability. Built to meet buyer expectations and reduce returns.
Delivery & Service Design	Route-based daily deliveries into Dubai and wider UAE with clear cut-off times. Replacement policy and escalation process protect account retention.
Key Operating KPIs	On-time delivery %, returns %, waste %, production yield %, customer complaints, equipment downtime. Monthly reporting for partner oversight and decision-making.

Gross Margin Targets by Product Category

Factory-level gross margin — before overhead allocation. Floor and ceiling reflect volume and channel mix.



PROCESS & LOCATION

SUGGESTED FACTORY PROCESS FLOW & INDUSTRIAL LOCATION OPTIONS

Equipment Sequence — 7 Days/Week Bread Factory

Flatbreads + hotel staples. Sequence optimised for clean flow, hygiene zoning, and daily dispatch readiness.

Receiving & Storage	Mixing	Proofing	Forming	Baking	Cooling & Packing	Finished Goods & Dispatch
Dock + loading bay Dry store (flour/packaging) Cold store (if required) Refrigerators / chillers	Industrial dough mixer Water/temperature control Ingredient weighing	Proofing room (controlled T/RH) Intermediate proofer (optional)	Sheeting/press (pita/lafa) Divider/rounder (buns/rolls) Moulder (baguette)	Arabic/pita oven line Buns/rolls oven Steam option for baguette	Pita cooling conveyor Cooling racks (buns/loaves) Bagging + label + date/batch coding	Bread holding/storage Picking by route (supermarkets/hotels/ restaurants) Loading to vans

Utilities & compliance built into design: ventilation/blower & exhaust for ovens and heat zones; floor drainage & wash area; pest control plan; hygiene zoning; QA checks and traceability records.

Industrial Location Options — Sharjah / Ajman / Dubai

Decision view: rent level, approvals practicality, and delivery access to Dubai customers. Rent ranges are indicative (Feb 2026) and vary by power load, insulation, and fit-out readiness. Based on live listing examples and market reviews (Knight Frank 2025/26; Property Finder / Bayut / dubizzle samples).

SHARJAH (Best value + close to Dubai)	AJMAN (Lowest cost option)	DUBAI (Higher rent, inside Dubai)
Indicative rent: AED 45–65 / sq ft / year Target areas: — Sharjah Industrial Areas — Al Sajaa Industrial — Hamriyah Free Zone (Food Park) Why it fits: Lower rents than Dubai and strong access for daily Dubai deliveries. Many warehouse sizes; good for scaling.	Indicative rent: AED 30–55 / sq ft / year Target areas: — Al Jurf Industrial — Ajman Industrial Areas — Ajman Free Zone warehouses Why it fits: Typically the cheapest rent. Suitable for a cost-led factory if your logistics plan supports daily routes into Dubai.	Indicative rent: AED 65–90 / sq ft / year Target areas: — Dubai Industrial City (DIC) — Dubai Investment Park (DIP) — Dubai South / Logistics zones Why it fits: Closer to many Dubai clients but often higher rent. Consider if retail listings require a Dubai address or if lead-time is critical.

FACILITY LAYOUT

SUGGESTED FACILITY LAYOUT — EXAMPLE: 12,000 SQ FT

Typical recommended start size: 10,000–15,000 sq ft (930–1,400 m²) for this product mix.

ZONE	AREA	FUNCTION
01 Receiving + Dry Store	~1,200 sq ft	Flour and ingredients arrive, are checked, then stored dry.
02 Cold Store + Utilities	~800 sq ft	Chillers for cold items + water, electrical, and gas rooms.
03 Mixing	~900 sq ft	Ingredients are weighed and dough is mixed.
04 Proofing Room	~1,100 sq ft	Dough rests in controlled temperature/humidity to rise evenly.
05 Forming / Sheeting	~900 sq ft	Dough is shaped — sheeted/pressed depending on the product.
06 Baking	~1,800 sq ft	Bread is baked in the ovens — pita line + buns/rolls line.
07 Cooling	~1,000 sq ft	Products cool before packing to prevent moisture in bags.
08 Packaging	~1,200 sq ft	Bagging, label + date/batch coding, carton sealing.
09 Finished Goods	~1,200 sq ft	Packed items staged by SKU, ready for dispatch.
10 Dispatch / Loading	~1,200 sq ft	Daily route loading and van dispatch.
11 QA + Staff	~2,000 sq ft	Quality checks, samples, basic staff support area.

Area Guidance

SIZE	SUITABILITY
6,000 – 9,000 sq ft	Small launch setup — tight for simultaneous supermarket and hotel supply at scale
10,000 – 15,000 sq ft	Recommended start — balanced production, packaging, and dispatch capacity
15,000 – 25,000 sq ft	Fast growth / multiple production lines — Phase 2 scale-up configuration

Tip: choose a unit with expansion option (adjacent bay) to allow Phase 2 scaling without relocation costs.

Suggested Facility Layout (Example: 12,000 sq ft)

Typical recommended start size: 10,000–15,000 sq ft (930–1,400 m²) for your product mix



Area Guidance

- 6,000–9,000 sq ft: small launch (tight for supermarkets + hotels)
- 10,000–15,000 sq ft: recommended start (balanced)
- 15,000–25,000 sq ft: fast growth / multiple lines
- Tip: choose a unit with expansion option (adjacent bay).

The factory follows the baked goods process flow to stay clean and fast.

- 1) RECEIVING + DRY STORE
Flour and ingredients arrive, are checked, then stored dry.

2) COLD STORE + UTILITIES
Chillers for cold items + water, electrical and gas rooms.

3) MIXING
Ingredients are weighed and dough is mixed.

4) PROOFING ROOM
Dough rests in controlled temperature/humidity to rise evenly.

5) FORMING / SHEETING
Dough is shaped (sheeted/pressed) depending on the product.

6) BAKING
Bread is baked in the ovens (pita line + buns/rolls line).
- 7) COOLING
Products cool before packing to prevent moisture in bags.

8) PACKAGING
Bagging, label + date/batch coding, carton sealing.

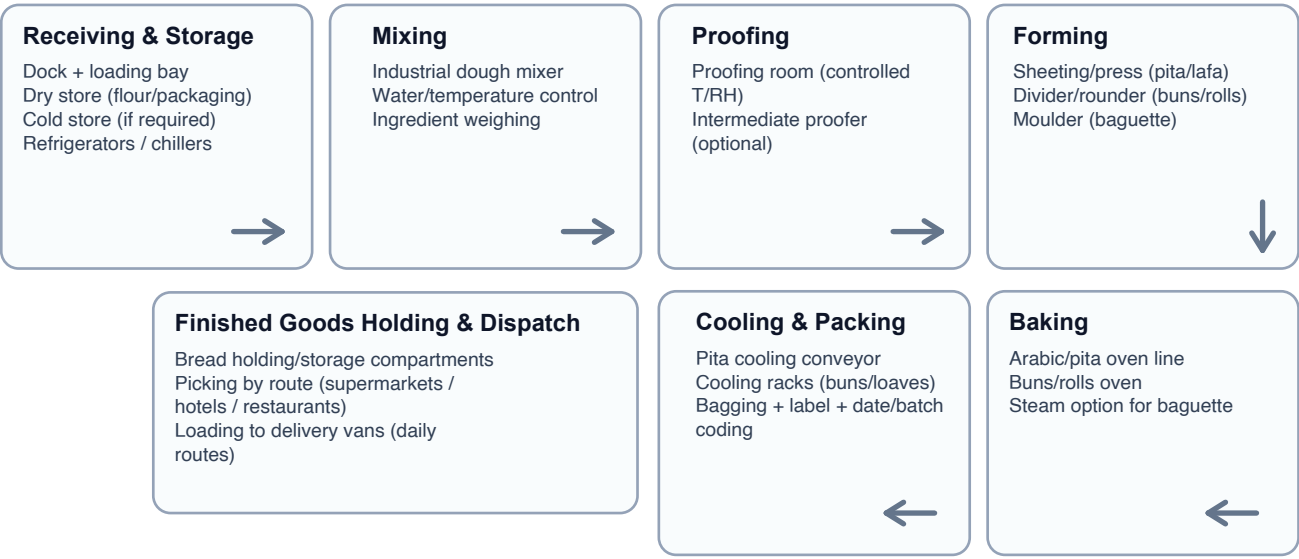
9) FINISHED GOODS
Packed items staged by SKU, ready for dispatch.

10) DISPATCH / LOADING
Daily route loading and van dispatch.

11) QA + STAFF
Quality checks, samples, basic staff support area.

Suggested Factory Process Flow

Equipment sequence for a 7-days/week bread factory (flatbreads + hotel staples)



Utilities & Compliance (built into design)

Ventilation/blower & exhaust for ovens and heat zones; floor drainage & wash area; pest control plan; hygiene zoning; QA checks and traceability records.

Industrial Location Options (Sharjah / Ajman / Dubai)

Decision view: rent level, approvals practicality, and delivery access to Dubai customers

Sharjah (best value + close to Dubai)	Ajman (lowest cost option)	Dubai (inside Dubai, higher rent)
Indicative rent: AED 45–65 / sq ft / year Target industrial areas: - Sharjah Industrial Areas - Al Sajaa Industrial - Hamriyah Free Zone (Food Park) Why it fits: Lower rents than Dubai and strong access to Dubai deliveries. Many warehouse sizes; good for scaling.	Indicative rent: AED 30–55 / sq ft / year Target industrial areas: - Al Jurf Industrial - Ajman Industrial Areas - Ajman Free Zone warehouses Why it fits: Typically cheaper rent; suitable for a cost-led factory if your logistics plan supports daily routes into Dubai.	Indicative rent: AED 65–90 / sq ft / year Target industrial areas: - Dubai Industrial City (DIC) - Dubai Investment Park (DIP) - Dubai South / Logistics zones Why it fits: Closer to many Dubai clients but often higher rent. Consider if retail listings require Dubai location or if lead-time is critical.

Rent ranges are indicative (Feb 2026) and vary by power load, insulation, and fit-out readiness. Based on live listing examples and market reviews (Knight Frank 2025/26; Property Finder/Bayut/dubizzle samples).

QUALITY, FOOD SAFETY & COMPLIANCE

SYSTEM	DESCRIPTION
Documented SOPs	Production and sanitation procedures documented from day one. All staff trained and signed off before operations begin.
Allergen Control	Wheat/gluten and sesame controls across all product lines. Dedicated allergen declaration on all packs and cartons.
Batch Coding & Traceability	Every batch coded from receiving through dispatch. Full recall readiness — product can be traced by batch in under 4 hours.
QA Checks	In-process checks at mixing, forming, and post-bake. Weight, size, color, and texture against spec sheet per SKU.
Complaint Handling & CAPA	Formal complaint intake, root cause analysis, corrective action, and closed-loop response to buyers. Reported monthly.
Staff Hygiene & Training	Personal hygiene controls, induction programme, and scheduled refresher training. Hygiene zoning enforced in layout.



LOGISTICS AND DISTRIBUTION

ROUTE TYPE	TIMING	CUSTOMERS
Early morning	Pre-7:00 AM	Hotels (breakfast service) · priority supermarkets
Morning route	7:00–11:00 AM	Restaurants · cafés · cloud kitchens
Midday route	11:00 AM–2:00 PM	Remaining supermarket stops · caterers
DC delivery	Per chain schedule	Supermarket distribution centers where required

PHASE	FLEET	KPIs TRACKED
Phase 1 Launch	3 delivery vans — owned or leased	On-time delivery % · returns % · re-deliveries
Overflow	Outsourced logistics partner	Ad-hoc — peak demand and new route coverage
Phase 2	Fleet expansion based on route density data	Full route analytics · cost-per-drop tracking

MANAGEMENT AND STAFFING

ROLE	RESPONSIBILITIES
Founder / General Manager	Overall business direction, investor relations, key account relationships, and strategic decisions
Production Manager	Factory operations, recipe adherence, production scheduling, equipment management — industrial baking experience required
QA / Food Safety Lead	Food safety system, documentation, inspections, batch traceability, complaint handling, and supplier QA
Sales Lead (HoReCa + Retail)	Account acquisition and management across hotels, supermarkets, restaurants, and distributors
Logistics / Route Supervisor	Fleet management, route planning, delivery KPI tracking, driver management, and customer issue resolution

Year 1 Staffing Plan

DEPARTMENT	HEADCOUNT	NOTES
Production	8	Bakers, dough operators, oven operators — rotating 7-day schedule
Packaging	4	Packing, labelling, carton sealing, and dispatch staging
Drivers	3	Route drivers — early morning starts
QA	2	QA checks, documentation, sample retention, and compliance
Admin / Finance	2	Orders, invoicing, supplier payments, and reporting
Total Year 1	19	Excluding founder / GM and sales lead

FINANCIAL SNAPSHOT

ASSUMPTIONS + MODEL INPUTS

Facility & Rent Assumptions

PARAMETER	ASSUMPTION	AED
Facility size	12,000 sq ft — Sharjah Industrial Area	—
Rent rate	AED 55 per sq ft per year	—
Annual rent	12,000 × 55	660,000
Monthly rent	660,000 ÷ 12	55,000
Fit-out & utilities	Ventilation, drainage, power upgrade, cold room install	300,000–450,000

3-Year Revenue Structure (Indicative)

CHANNEL	YEAR 1	YEAR 2	YEAR 3
Hotels & Catering	AED 800,000	AED 1,500,000	AED 2,200,000
Supermarkets	AED 600,000	AED 1,100,000	AED 1,900,000
Restaurants & Cloud Kitchens	AED 500,000	AED 900,000	AED 1,500,000
Caterers & Distributors	AED 400,000	AED 700,000	AED 1,200,000
Total	AED 2,300,000	AED 4,200,000	AED 6,800,000

Price Benchmarks — UAE Supermarket Shelf (Consumer Reference)

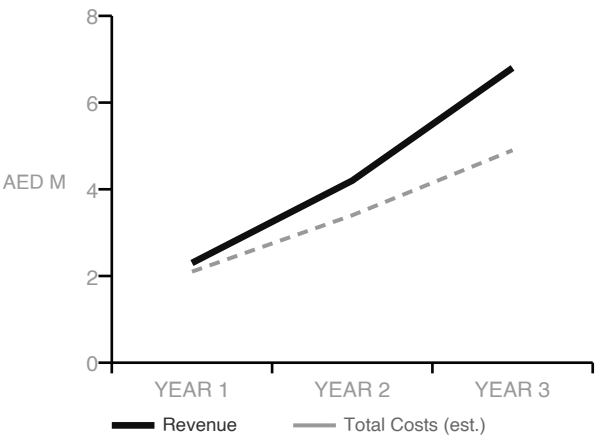
Factory sell-in is typically 55–70% of shelf price. These benchmarks are for planning only.

PRODUCT	SHELF PRICE	RETAILER	FACTORY SELL-IN (EST.)
Arabic bread large, 6 pcs	AED 3.65	Carrefour	AED 2.0–2.6
Pita bread 5 pcs / 460g	AED 5.00	LuLu (Al Quds)	AED 2.8–3.5
Burger buns 6 pcs	AED 3.25	LuLu	AED 1.8–2.3
Baguette 250g	AED 2.95	Carrefour	AED 1.7–2.1
Artisan baguette 260g	AED 7.50	Spinneys	AED 4.2–5.3

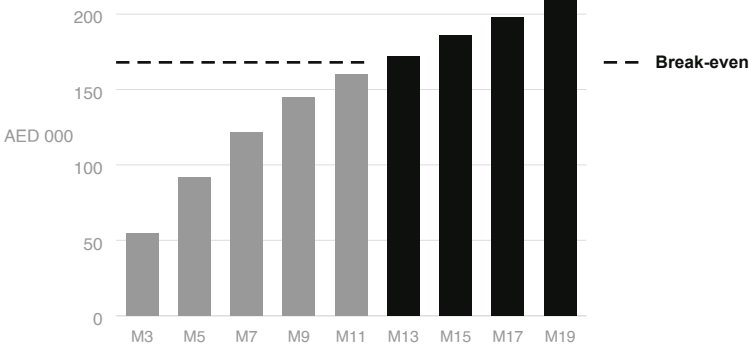
FINANCIAL DASHBOARD

Revenue vs. Total Costs · Monthly Revenue Build to Break-even

Revenue (solid line) vs. estimated total cost base (dashed). Break-even target at Month 14 — AED ~168K/month output.



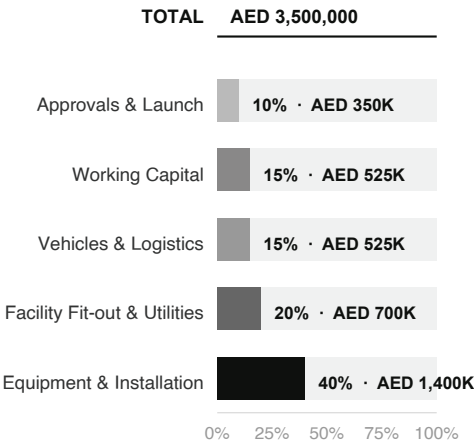
3-year revenue vs. total cost base · Gap = EBITDA contribution



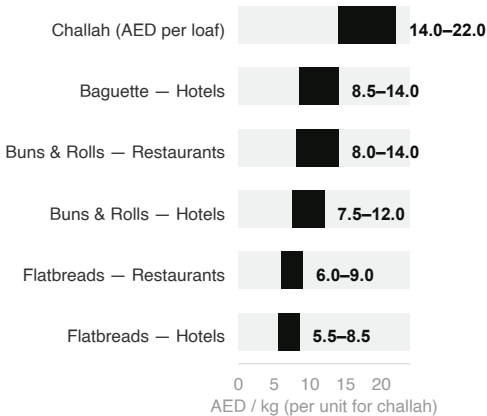
Monthly revenue ramp · Dark bars = above break-even · Dashed line = break-even threshold

Funding Allocation · B2B Selling Price Ranges by Product & Channel

Total raise: AED 3,500,000. B2B wholesale price ranges by product and channel (AED/kg unless noted).



Funding allocation by use · % and AED amount · Total raise: AED 3.5M



Factory sell-in price ranges by product and B2B channel

PARTNERSHIP PROPOSAL

WHAT WE WANT FROM PARTNERS

Total Raise: AED 3,500,000

USE OF FUNDS	ALLOCATION	ESTIMATED AED
Equipment & Installation	40%	1,400,000
Facility Fit-out & Utilities	20%	700,000
Vehicles & Logistics Setup	15%	525,000
Working Capital (Inventory + Payroll Runway)	15%	525,000
Approvals, QA Systems & Launch Costs	10%	350,000
Total	100%	3,500,000

Deal Structure Options

- Equity investment
- Convertible note
- Profit-share with structured buyback

Deal terms are open to discussion. Structure will be aligned with partner preferences and timeline requirements.

TIMELINE, MILESTONES & NEXT STEPS

PERIOD	MILESTONE
Month 1–2	Brand identity and packaging design · website build · Instagram and digital launch
Month 3	Professional product photography · content calendar launch · influencer shortlist · first sampling events
Month 4–6	Retail launch support (in-store sampling and promos) · hotel and restaurant chef kits · influencer activations across UAE
Month 6–12	Scale content production · build and optimize channel partnerships · analyse sell-through and reorder data · route density optimization
Year 2+	Phase 2 equipment additions · packaging automation · online grocery channel entry · account penetration and route expansion

RISKS AND MITIGATION

RISK	IMPACT	MITIGATION
Approval delays	Medium	Approval-first facility design; staged capital spend aligned to permit milestones
Retail margin pressure	Medium	Balance high-volume flatbreads with margin SKUs (buns, baguette, challah, taboon)
Returns & shelf-life	Medium	Packaging discipline, daily replenishment model, optimised route timing
Customer concentration	High	Diversify across hotels, supermarkets, restaurants, and distributors from day one
Operational downtime	High	Planned preventive maintenance programme integrated into weekly schedule
Cost inflation (ingredients/fuel)	Medium	Forward contracts where possible; blend of margin SKUs to absorb cost pressure

"Authentic products, manufactured with industrial consistency, delivered daily with service discipline."