



NEW VENTURES

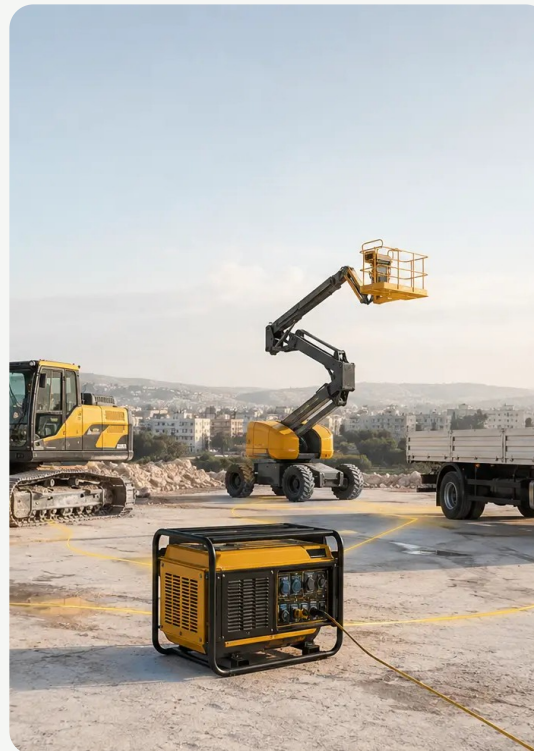
PORTFOLIO DECK • 2026

Eight ventures. One controlled decision system.

Separate economics. Shared execution
capabilities. Evidence before capital.



alfahome



01 · PORTFOLIO MAP

Eight cases. Eight separate approval gates.

01

B2B Warehousing

CONDITIONAL GO

02

Alfa Home

CONDITIONAL GO

03

Business Bay Offices

PRICE GATE

04

KLIGO

PILOT FIRST

05

Asphalt + Concrete

FEASIBILITY

06

Worker Accommodation

DEMAND FIRST

07

Aluminium + Facades

ASSET-LIGHT

08

Industrial Bakery

CONDITIONAL GO

02 · INITIAL COMMITMENT OR PLANNING BASIS

Capital is not comparable until the entry model is fixed.

01	B2B Warehousing	AED 46-73M	02	Alfa Home	AED 20-50M
03	Business Bay Offices	AED 27.37M	04	KLIGO	90-DAY PILOT
05	Asphalt + Concrete	~AED 47M / 5.188M	06	Worker Accommodation	AED 5.76M PILOT
07	Aluminium + Facades	AED 7.0M	08	Industrial Bakery	AED 4.0-4.5M

Figures are format-specific and must not be added into one portfolio requirement.

03 · REVENUE POTENTIAL

Use a market funnel only where the research supports one.

VENTURE

BROAD

SERVICEABLE

OBTAINABLE / PLAN

KLIGO

NIS 10.1B

NIS 1.5B

NIS 75-120M

GMV

Facades

AED 7.82B

AED 1.63-2.63B

AED 40-70M

REVENUE

Offices

AED 0.76-1.07B

AED 267-480M

AED 3.16M

REVENUE

Bakery

NOT LOCKED

AED 344-447M

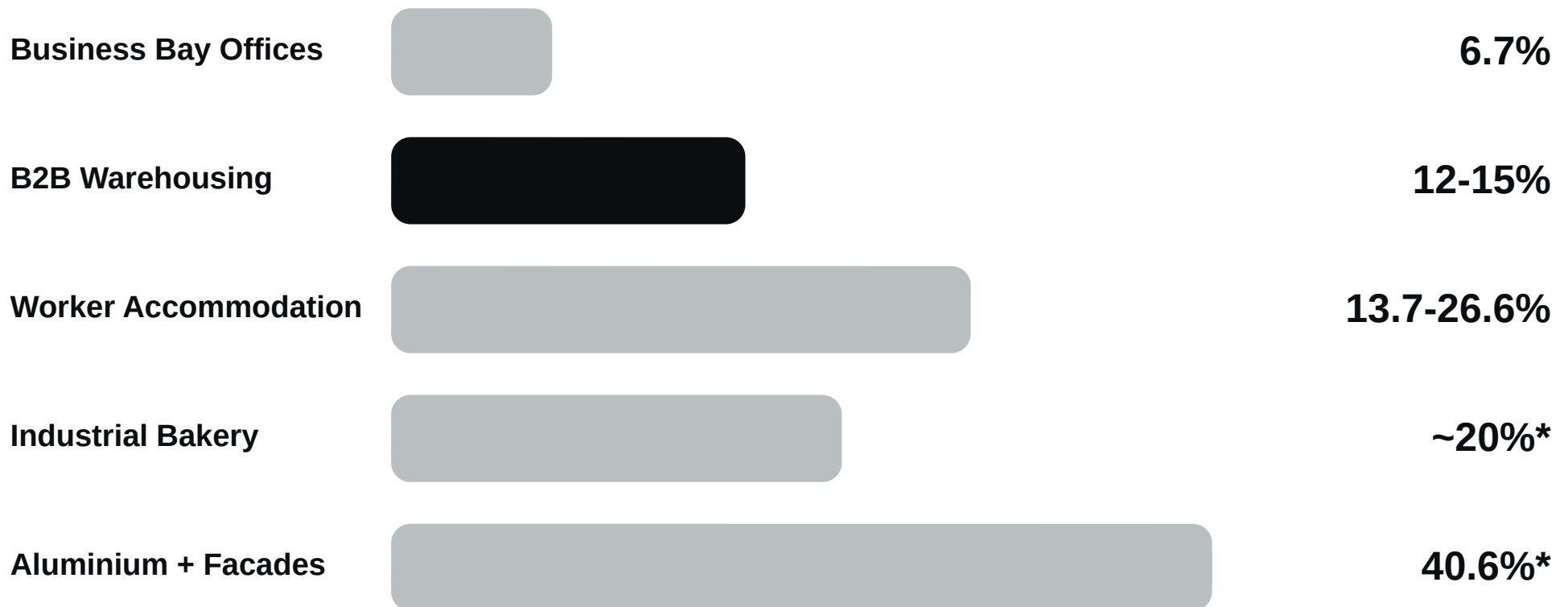
AED 6.8M

REVENUE PLAN

Warehousing, Alfa Home and Asphalt + Concrete retain explicit market-data gaps.

04 · MODELLED BASE CASES

Return profiles differ in quality, not only magnitude.



* Includes terminal value. Alfa Home, KLIGO and Asphalt + Concrete do not have an approved return case.

05 · NEXT DECISION

Every venture advances through a different proof point.

01	B2B Warehousing	Tenant + power + installed cost	02	Alfa Home	Property-level underwriting
03	Business Bay Offices	AED 1,510/sq ft ceiling	04	KLIGO	Liquidity metrics
05	Asphalt + Concrete	Quotes + offtake + reconciliation	06	Worker Accommodation	75% signed take-or-pay
07	Aluminium + Facades	AED 20M+ pipeline	08	Industrial Bakery	Buyer LOIs + trials

06 · CONTROL MAP

Risk concentrates where evidence is still missing.

VENTURE	RISK	PRIMARY EXPOSURE
01 B2B Warehousing	MEDIUM / MEDICAL HIGH	Tenant + power + installed cost
02 Alfa Home	MEDIUM-HIGH	Property-level underwriting
03 Business Bay Offices	HIGH	AED 1,510/sq ft ceiling
04 KLIGO	HIGH	Liquidity metrics
05 Asphalt + Concrete	HIGH	Quotes + offtake + reconciliation
06 Worker Accommodation	MEDIUM-HIGH	75% signed take-or-pay
07 Aluminium + Facades	HIGH	AED 20M+ pipeline
08 Industrial Bakery	HIGH	Buyer LOIs + trials

07 · PORTFOLIO ACTION

Sequence proof before scale.

01

PILOT

KLIGO
Accommodation

02

PRICE

Offices
Alfa Home

03

QUOTE

Warehousing
Asphalt +
Concrete

04

PIPELINE

Facades
Bakery

No venture advances on blended portfolio averages.

CONTROLLED PORTFOLIO