

Worker Accommodation

Contract employer demand before committing to beds or buildings.

CONDITIONAL GO · DEMAND FIRST
UAE



01 · WHAT THE BUSINESS DOES

One model. Four controlled steps.



01 Contract demand

Secure employer commitment before the head lease.

02 Pilot

Validate operations through a 1,200-bed case.

03 Acquire

Buy only properly priced compliant stock.

04 Develop

Build only with demand and operations proven.

02 · MARKET AND REVENUE POTENTIAL

Large physical demand. Contract quality controls the case.

~1.9M

Registered-beneficiary physical
TAM

GOVERNMENT DATA

135,898

Sdeira leased beds

COMPANY-REPORTED · Q2 2026

98%

Sdeira occupancy

COMPANY-REPORTED · Q2 2026

PUBLICATION RULE

**Modelled figures stay modelled. Missing market data stays
unverified.**

03 · EXECUTION MODEL

Where the group creates an edge.

- 01 **Imperial Alfa property sourcing**
- 02 **B2B employer contracting**
- 03 **Shared operating standards**
- 04 **Scalable master-lease to ownership path**



04 · COMMERCIAL MECHANICS

Money in. Revenue out.

AED 5.76M

1,200-bed master-lease pilot

AED 57.65M

Acquisition case capital

AED 56.0M

Development case capital

REVENUE STREAMS

01 Bed contracts**02 Catering****03 Laundry and transport**

05 · COST DRIVERS AND BOTTLENECKS

The operating model breaks here first.

COST DRIVERS

- 01 Head rent or debt service
- 02 Utilities and maintenance
- 03 Catering and transport
- 04 Compliance and security

OPERATING BOTTLENECKS

- 01 Employer pre-commitment
- 02 Credit and concentration
- 03 Compliance
- 04 Occupancy and collection

06 · RETURN PROFILE

Three entry models. Three different risk profiles.

RISK LEVEL

MEDIUM-HIGH

Master lease



26.6%

Acquisition



13.7%

Development



14.5%

MODELLLED BASE FIVE-YEAR IRR · NOT INTERCHANGEABLE

07 · DECISION GATE

Validate operations through contracted demand first; acquire or develop only after the pilot proves the case.

REQUIRED BEFORE COMMITMENT

01

75% signed take-or-pay

02

**Employer credit
approval**

03

Compliant target asset

CONDITIONAL GO · DEMAND FIRST