V03 / CONSOLIDATED DEEP RESEARCH

Business Bay Offices

MANAGED COMMERCIAL REAL ESTATE

The operating concept works; a normal-priced acquisition does not.

Geographic scope: Business Bay, Dubai
Data cut-off: 31 August 2026
Decision: CONDITIONAL GO; NO-GO at ordinary market acquisition pricing
Risk level: High
Controlling source: ALFA New Ventures Master Data Register v1.0

Consolidated from completed research and locked evidence. Internal decision review.

AED 0.76-1.07B Dubai flex/private-office TAM proxy	**AED 267-480M** SAM proxy	**10000** Floorplate	**38** Private suites

Evidence rule

Published facts, company-reported figures, calculations and modelled assumptions remain separately labelled. Missing quotations, contracts and live operating evidence have not been invented.

Report map

SECTION	CONTENT
01	Decision and scope
02	Business model and market
03	Commercial model, capital and returns
04	Operations, regulation and risks
05	Diligence, conflicts and evidence register

Use Word's navigation pane to move through the heading hierarchy. Every material figure is repeated in the claim register with its evidence classification and source reference.

Executive summary

The managed-office operating concept is viable, but ordinary market acquisition pricing does not clear the return hurdle. The preferred entry is an owner JV or management structure, or a deeply discounted acquisition with substantial existing fit-out.

AED 0.76-1.07B Dubai flex/private-office TAM proxy	**AED 267-480M** SAM proxy	**10000** Floorplate	**38** Private suites

DECISION ITEM	LOCKED POSITION
Decision	CONDITIONAL GO; NO-GO at ordinary market acquisition pricing
Preferred model	Owner JV or management structure first; otherwise acquire a 10,000-12,000 sq ft floor only at a deeply discounted basis or with substantial existing fit-out.
Gate before commitment	Purchase basis, permitted use, suite plan, fit-out BOQ, written suite pricing and occupancy evidence must meet the return hurdle.
Source status	Standalone research completed; formal consolidated document pending.

Principal advantages

- The operating concept works; a normal-priced acquisition does not.
- Business Bay is the approved focus. The asset must be tested building by building for access, parking, efficiency, permitted use and ready-office pricing.
- The selected entry model is: Owner JV or management structure first; otherwise acquire a 10,000-12,000 sq ft floor only at a deeply discounted basis or with substantial existing fit-out.

Principal weaknesses

- Acquisition basis above the return ceiling
- Fit-out cost and programme overruns
- Occupancy below the cash break-even level
- Unverified suite pricing or operating costs

Research scope and business model

This report formalises the locked decision case for Business Bay Offices. It preserves the current evidence boundary and identifies the commercial proof required before commitment.

Customer groups

- Small and mid-sized companies seeking private offices
- Professional-services and project teams
- International companies requiring a Dubai base
- Tenants valuing reception, meeting rooms and managed services

Products or operating segments

- Private office suites
- Shared meeting and reception facilities
- Managed services
- Optional parking and ancillary services where available

Revenue model

- Monthly private-suite licences or leases
- Meeting-room and service income
- Parking and ancillary charges where contracted

Preferred entry model

Owner JV or management structure first; otherwise acquire a 10,000-12,000 sq ft floor only at a deeply discounted basis or with substantial existing fit-out.

Location logic

Business Bay is the approved focus. The asset must be tested building by building for access, parking, efficiency, permitted use and ready-office pricing.

Market and demand

Modelled Dubai flex/private-office revenue TAM proxy: AED0.76-1.07B annually.

Modelled serviceable revenue proxy: AED267-480M annually.

Competition and positioning

A complete live competitor, pricing and capacity schedule is not contained in the controlling register. Competitive positioning must therefore be validated against current operators, current assets and current customer quotations before commitment.

Pricing, revenue, CAPEX and returns

METRIC	VALUE	UNIT	PERIOD	EVIDENCE	SOURCE
Floorplate	10000	sq ft	2026 model	MODELLED ASSUMPTION	S06
Private suites	38	suites	Stabilised model	MODELLED ASSUMPTION	S06
Stabilised occupancy	85%	%	Stabilised model	MODELLED ASSUMPTION	S06
Stabilised revenue	AED 3.16M	AED/year	Stabilised model	CALCULATED FROM PUBLISHED DATA	S06
EBITDA	AED 1.79M	AED/year	Stabilised model	CALCULATED FROM PUBLISHED DATA	S06
Total investment	AED 27.37M	AED	2026 model	MODELLED ASSUMPTION	S06
Five-year equity IRR - downside/base/upside	-12.3% / 6.7% / 21.9%	%	Five-year hold	CALCULATED FROM PUBLISHED DATA	S06
Cash break-even occupancy	64.5%	%	Base financing model	CALCULATED FROM PUBLISHED DATA	S06
Purchase ceiling for 15% IRR - 10,000 sq ft	AED 1,510/sq ft	AED/sq ft	2026 model	CALCULATED FROM PUBLISHED DATA	S06
Discount to ready-office medians	26-28%	%	2026	CALCULATED FROM PUBLISHED DATA	S06

All model outputs remain conditional on the underlying transaction, quotation or operating assumptions. No modelled return is a guaranteed result.

Revenue drivers

- Base layout: 38 private suites.
- Base occupancy assumption: 85%.
- Base model stabilised revenue: AED3.16M annually.
- Modelled cash break-even occupancy after debt: approximately 64.5%.

Cost and return limitations

- No reliable published monetary serviced-office market size was found.
- Model-derived range.
- Requires legal and technical suitability.
- Dependent on final floorplan and approval.
- Not achieved occupancy.
- Assumes AED2,050/sq ft acquisition and modelled fit-out/fees.

Operating requirements

- Permitted-use and subdivision confirmation
- Suite plan and fit-out BOQ
- Sales pipeline and occupancy management
- Reception, IT, maintenance and tenant-service delivery

Regulation and licensing

Permitted use, subdivision, licensing structure, building rules and lease documentation require written confirmation before acquisition or fit-out.

Risk register

ID	RISK	CURRENT LEVEL	CONTROL
R01	Acquisition basis above the return ceiling	High until evidenced	Hold commitment until the decision gate is evidenced.
R02	Fit-out cost and programme overruns	High until evidenced	Use separate models and approval thresholds.
R03	Occupancy below the cash break-even level	High until evidenced	Obtain written quotations, contracts and technical review.
R04	Unverified suite pricing or operating costs	High until evidenced	Run legal, operating and counterparty diligence before scale.

Recommendation

CONDITIONAL GO; NO-GO at ordinary market acquisition pricing

Owner JV or management structure first; otherwise acquire a 10,000-12,000 sq ft floor only at a deeply discounted basis or with substantial existing fit-out.

Condition before commitment: Purchase basis, permitted use, suite plan, fit-out BOQ, written suite pricing and occupancy evidence must meet the return hurdle.

Missing information and due diligence

DOCUMENT	STATUS	LAYER	REQUIRED ACTION
Standalone Deep Research	Research output available	Phase 2	Create formal DOCX/PDF
Target Asset Comparison and Suite Model	Requires live assets	Commercial evidence	Obtain/build

Commercial evidence such as live quotations, LOIs, site models, licences and legal confirmations must be dated and tied to the actual transaction or operating entity.

Conflicting or updated information

TOPIC	EARLIER FIGURE OR STATEMENT	CONTROLLING POSITION	RESOLUTION
Market sizing	AED4.11B external UAE flex-office market estimate	AED0.76-1.07B modelled Dubai flex/private-office TAM proxy	Use the new bottom-up proxy and label it modelled; remove the old headline.
Research status	Standalone study pending	Standalone research completed	Update all website and document-map statuses.

Material claim register

CLAIM	METRIC	VALUE	PERIOD	EVIDENCE	SOURCE / LIMITATION
V03-C01	Dubai flex/private-office TAM proxy	AED 0.76-1.07B AED/year	2026 model	MODELLED ASSUMPTION	S06. No reliable published monetary serviced-office market size was found.
V03-C02	SAM proxy	AED 267-480M AED/year	2026 model	MODELLED ASSUMPTION	S06. Model-derived range.
V03-C03	Floorplate	10000 sq ft	2026 model	MODELLED ASSUMPTION	S06. Requires legal and technical suitability.
V03-C04	Private suites	38 suites	Stabilised model	MODELLED ASSUMPTION	S06. Dependent on final floorplan and approval.
V03-C05	Stabilised occupancy	85% %	Stabilised model	MODELLED ASSUMPTION	S06. Not achieved occupancy.
V03-C06	Stabilised revenue	AED 3.16M AED/year	Stabilised model	CALCULATED FROM PUBLISHED DATA	S06. Derived from modelled suite pricing, occupancy and meeting-room revenue.
V03-C07	EBITDA	AED 1.79M AED/year	Stabilised model	CALCULATED FROM PUBLISHED DATA	S06. Modelled, not operating history.
V03-C08	Total investment	AED 27.37M AED	2026 model	MODELLED ASSUMPTION	S06. Assumes AED2,050/sq ft acquisition and modelled fit-out/fees.
V03-C09	Five-year equity IRR - downside/base/upside	-12.3% / 6.7% / 21.9% %	Five-year hold	CALCULATED FROM PUBLISHED DATA	S06. Scenario assumptions must accompany the figures.
V03-C10	Cash break-even occupancy	64.5% %	Base financing model	CALCULATED FROM PUBLISHED DATA	S06. Operating break-even before finance is lower.
V03-C11	Purchase ceiling for 15% IRR - 10,000 sq ft	AED 1,510/sq ft AED/sq ft	2026 model	CALCULATED FROM PUBLISHED DATA	S06. Assumes the research base operating model and 50% LTV.
V03-C12	Discount to ready-office medians	26-28% %	2026	CALCULATED FROM PUBLISHED DATA	S06. Use only with the AED1,510/sq ft ceiling and median context.

Source register

[S06] Business Bay Managed Office Investment - Dubai

Organisation / type: Completed Deep Research

Date: 2026-08-31

File: Pasted text (3).txt

Supports: Market proxies, suite model, acquisition ceilings, IRR and decision gates.

https://dubailand.gov.ae/en/open-data/real-estate-data/

END OF REPORT