V08 / CONSOLIDATED DEEP RESEARCH

Industrial Bakery

B2B FOOD PRODUCTION

A wholesale production platform; buyer volume and route economics come before equipment.

Geographic scope: UAE; Sharjah base case
Data cut-off: 31 August 2026
Decision: CONDITIONAL GO
Risk level: High
Controlling source: ALFA New Ventures Master Data Register v1.0

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

AED 344-447M	AED 3.5M	AED 4.0-4.5M	12000
Retail-linked SAM	Initial deployment	Recommended committed capital	Base facility

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 bakery is a B2B wholesale production platform, not a retail cafe. Buyer commitments, product trials, shelf life, route economics and working capital must be proven before equipment is commissioned.

AED 344-447M	AED 3.5M	AED 4.0-4.5M	12000
Retail-linked SAM	Initial deployment	Recommended committed capital	Base facility

DECISION ITEM	LOCKED POSITION
Decision	CONDITIONAL GO
Preferred model	Commission a staged wholesale bakery only after product trials and buyer commitments validate price, volume, shelf life and route economics.
Gate before commitment	Buyer LOIs, equipment/facility quotes, working-capital headroom and a reconciled monthly financial model are required.
Source status	Standalone deep research completed; formal consolidated document pending.

Principal advantages

- A wholesale production platform; buyer volume and route economics come before equipment.
- Sharjah is the base planning case. The facility decision must follow buyer geography, delivery routes, utilities, approvals and total occupation cost.
- The selected entry model is: Commission a staged wholesale bakery only after product trials and buyer commitments validate price, volume, shelf life and route economics.

Principal weaknesses

- Equipment before buyer demand
- Low gross contribution after route costs
- Waste, returns and shelf-life loss
- Working-capital pressure and delayed customer payment

Research scope and business model

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

Customer groups

- Supermarkets
- Hotels and restaurants
- Caterers
- Food distributors

Products or operating segments

- Levantine flatbreads
- Pita, lafa and taboon
- Buns, rolls, baguettes and challah
- Private-label or contract production where validated

Revenue model

- Wholesale product sales
- Distributor contracts
- Hospitality and catering supply
- Private-label production where contracted

Preferred entry model

Commission a staged wholesale bakery only after product trials and buyer commitments validate price, volume, shelf life and route economics.

Location logic

Sharjah is the base planning case. The facility decision must follow buyer geography, delivery routes, utilities, approvals and total occupation cost.

Market and demand

Conservative retail-linked manufacturer-revenue SAM: approximately AED344-447M.

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
Initial deployment	AED 3.5M	AED	Internal plan	MODELLED ASSUMPTION	S12/S13
Recommended committed capital	AED 4.0-4.5M	AED	2026 recommendation	MODELLED ASSUMPTION	S12
Base facility	12000	sq ft	Internal plan	MODELLED ASSUMPTION	S12/S13
Initial operating team	19	employees	Internal plan	MODELLED ASSUMPTION	S12/S13
Revenue Years 1-3	AED 2.3M / 4.2M / 6.8M	AED/year	Years 1-3	MODELLED ASSUMPTION	S12/S13
Annual revenue threshold	AED 3.1-3.5M	AED/year	Mature base model	CALCULATED FROM PUBLISHED DATA	S12
Month-14 target	Plausible, not validated	timing	Internal plan	MODELLED ASSUMPTION	S12
Five-year IRR - downside/base/upside	approximately -4% / 20% / 34%	%	Five-year model	CALCULATED FROM PUBLISHED DATA	S12
Operating cash payback	More than five years	years	Base model	CALCULATED FROM PUBLISHED DATA	S12

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

Revenue drivers

- Internal revenue plan: AED2.3M, AED4.2M and AED6.8M in Years 1-3.
- Modelled operating break-even: approximately AED3.1-3.5M annual revenue.

Cost and return limitations

- Excludes foodservice and is not factory revenue already captured.
- Possible but tight.
- Provides working-capital headroom while initial deployment may remain approximately AED3.5M.
- Live property quotation required.
- Employment quotations required.
- Not commercial results.
- Monthly phasing required.

Operating requirements

- Facility, equipment and commissioning
- Food-safety and quality systems
- Production planning and packaging
- Seven-day route-to-market and returns control

Regulation and licensing

Food establishment, municipality, product, labelling, food-safety and staff requirements must be confirmed for the selected emirate and facility.

Risk register

ID	RISK	CURRENT LEVEL	CONTROL
R01	Equipment before buyer demand	High until evidenced	Hold commitment until the decision gate is evidenced.
R02	Low gross contribution after route costs	High until evidenced	Use separate models and approval thresholds.
R03	Waste, returns and shelf-life loss	High until evidenced	Obtain written quotations, contracts and technical review.
R04	Working-capital pressure and delayed customer payment	High until evidenced	Run legal, operating and counterparty diligence before scale.

Recommendation

CONDITIONAL GO

Commission a staged wholesale bakery only after product trials and buyer commitments validate price, volume, shelf life and route economics.

Condition before commitment: Buyer LOIs, equipment/facility quotes, working-capital headroom and a reconciled monthly financial model are required.

Missing information and due diligence

DOCUMENT	STATUS	LAYER	REQUIRED ACTION
Standalone Deep Research	Research output available	Phase 2	Create formal DOCX/PDF
Buyer Trial, Quotation and Monthly Model Pack	Requires commercial evidence	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
Funding	AED3.5M total funding treated as sufficient	AED3.5M initial deployment; AED4.0-4.5M committed capital recommended	Update deck and site with both figures and their distinct meanings.
Break-even	Month 14 presented as a firm target	Plausible only at approximately AED270k+ monthly revenue with controlled contribution	Qualify Month 14 and show the AED3.1-3.5M annual break-even threshold.

Material claim register

CLAIM	METRIC	VALUE	PERIOD	EVIDENCE	SOURCE / LIMITATION
V08-C01	Retail-linked SAM	AED 344-447M AED/year	2026 research model	MODELLED ASSUMPTION	S12. Excludes foodservice and is not factory revenue already captured.
V08-C02	Initial deployment	AED 3.5M AED	Internal plan	MODELLED ASSUMPTION	S12/S13. Possible but tight.
V08-C03	Recommended committed capital	AED 4.0-4.5M AED	2026 recommendation	MODELLED ASSUMPTION	S12. Provides working-capital headroom while initial deployment may remain approximately AED3.5M.
V08-C04	Base facility	12000 sq ft	Internal plan	MODELLED ASSUMPTION	S12/S13. Live property quotation required.
V08-C05	Initial operating team	19 employees	Internal plan	MODELLED ASSUMPTION	S12/S13. Employment quotations required.
V08-C06	Revenue Years 1-3	AED 2.3M / 4.2M / 6.8M AED/year	Years 1-3	MODELLED ASSUMPTION	S12/S13. Not commercial results.
V08-C07	Annual revenue threshold	AED 3.1-3.5M AED/year	Mature base model	CALCULATED FROM PUBLISHED DATA	S12. Equivalent to approximately AED260k-290k monthly sales.
V08-C08	Month-14 target	Plausible, not validated timing	Internal plan	MODELLED ASSUMPTION	S12. Monthly phasing required.
V08-C09	Five-year IRR - downside/base/upside	approximately -4% / 20% / 34% %	Five-year model	CALCULATED FROM PUBLISHED DATA	S12. Includes a 3.0x Year-5 EBITDA terminal value.
V08-C10	Operating cash payback	More than five years years	Base model	CALCULATED FROM PUBLISHED DATA	S12. The approximately 20% IRR depends on terminal value.

Source register

[S12] UAE B2B Industrial Bakery Investment Case

Organisation / type: Completed Deep Research

Date: 2026-08-31

File: Pasted markdown (2).md

Supports: Market sizing, buyer strategy, capital, break-even, five-year scenarios and operating gates.

https://agriculture.canada.ca/en/international-trade/reports-and-guides/sector-trend-analysis-bread-and-bakery-products-united-arab-emirates

[S13] Industrial Bakery Proposal and Business Canvas

Organisation / type: Company proposal

Date: 2026

File: Industrial-Bakery-Proposal.pdf; Industrial-Bakery-Business-Canvas.pdf

Supports: Facility, staffing, fleet and Years 1-3 internal revenue plan.

Original external URL is not recorded in the controlling register.

END OF REPORT