

UAE Sovereign AI Campuses: Valuing Strategic Capacity beyond Commercial Rent

A Four-Ledger Framework for Contracted Cash Flow, Owner-Specific Value, National Resilience and Strategic Options

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Abstract

The United Arab Emirates is developing AI infrastructure at a scale that combines commercial data-centre economics with national objectives in compute access, data sovereignty, trusted technology, industrial capability and resilience. Public announcements include a 5 GW UAE-US AI campus and a 1 GW Stargate UAE cluster, with an initial 200 MW expected to become operational in 2026. These figures establish strategic context. They do not by themselves establish the value, cash flow, financing capacity or accounting treatment of a particular campus.

This paper develops a four-ledger valuation framework for sovereign AI campuses. The first ledger measures market-participant value from contracted, transferable cash flows. The second measures investment value to a specific owner, including integration benefits and operating synergies that another buyer may not possess. The third records national resilience and public-policy outcomes, including continuity of critical services, domestic compute access and ecosystem development. The fourth values strategic options such as phased expansion, technology substitution, new sovereign workloads and access to future accelerator generations. The ledgers are reconciled but are not automatically additive. This prevents strategic language from being converted into unsupported enterprise value or debt capacity.

The worked case is wholly hypothetical. It considers a 240 MW customer-usable campus delivered in three phases, with total development and initial compute cost of USD 9.6 billion. The assumed funding stack comprises USD 2.4 billion of senior secured debt, USD 1.8 billion of equipment leases and vendor finance, USD 4.6 billion of sponsor equity and USD 0.8 billion of contracted customer prepayments. The model assumes that 150 MW is supported by enforceable capacity and service commitments at financial close. It derives a market-participant enterprise value of USD 10.4 billion in the central case and a specific-owner investment value of USD 12.1 billion after separately evidenced operating and option benefits. The public-value ledger is reported through service, resilience, capability and ecosystem measures rather than being capitalised into enterprise value. All figures are scenario assumptions and do not describe an announced UAE project, investor, operator or financing.

The analysis concludes that sovereign AI capacity should be valued through traceable rights and measurable outcomes. Commercial lenders should rely on contracted cash, eligible assets, controlled accounts and enforceable support. Sponsors may consider owner-specific benefits when they identify the mechanism, beneficiary, timing, cost and probability of capture. Government decision-makers should compare public outcomes with fiscal cost, opportunity cost and delivery risk. Strategic option value should be probability-weighted, milestone-gated and refreshed as power, chips, export authorisations, customers and technology evolve.

JEL Classification: G12, G31, G32, H43, L86, O33

Keywords: UAE sovereign AI, AI campus valuation, strategic capacity, data-centre finance, compute infrastructure, real options, national resilience, contracted cash flow, export controls, public value

1. Define the valuation decision

The decision question is which decision the analysis must support: financing, acquisition, internal capital allocation, public investment, partnership or impairment review. The evidence file should begin with decision mandate, unit-of-account schedule, ownership map, financing perimeter, governing approvals and intended users. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [1][16]

The principal failure is that one blended value is presented to lenders, investors and policy makers even though each relies on different rights, cash flows and decision criteria. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to state the decision, valuation date, currency, perspective, unit of account and permitted uses before selecting a method. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

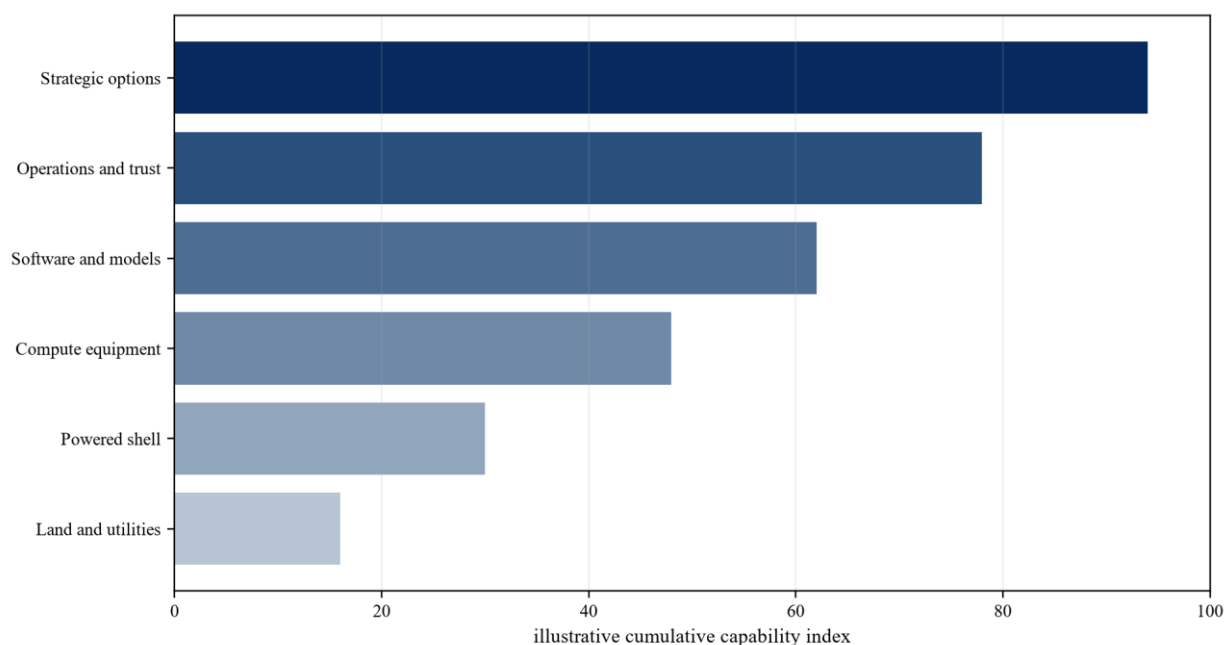
2. Map the sovereign AI campus stack

The decision question is which land, grid, generation, cooling, fibre, secure facilities, accelerators, software, models, data rights, people and operating capabilities create service. The evidence file should begin with site rights, designs, power studies, equipment schedules, network maps, licences, contracts, staffing plans and operating procedures. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [2][3]

The principal failure is that the campus is described as a single real-estate asset while most cost, risk and differentiation sit in equipment, energy, contracts and operating capability. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to value each layer through its legal owner, useful life, cash-flow role, transferability and replacement path. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Figure 1. Sovereign AI campus value stack



Analytical framework; layers overlap operationally but require separate evidence.

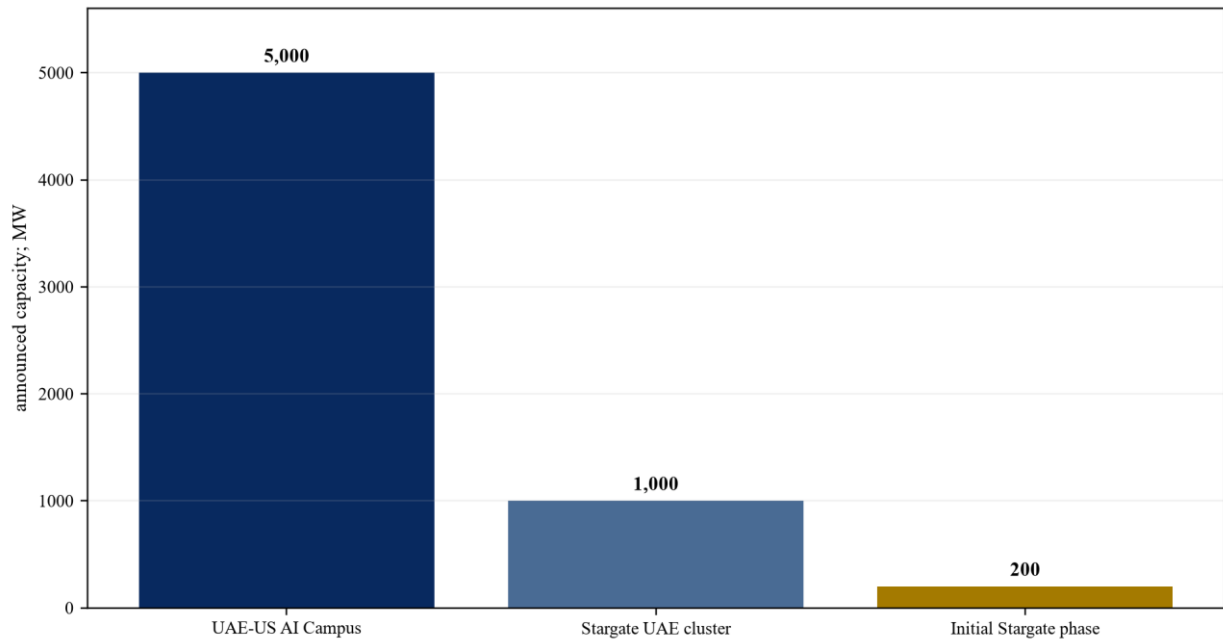
3. Separate public announcements from transaction evidence

The decision question is which announced capacity, investment and delivery milestones are confirmed and which remain prospective. The evidence file should begin with official releases, executed contracts, permits, export authorisations, board approvals, construction records and acceptance evidence. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [2][3][4]

The principal failure is that headline gigawatts and investment totals are treated as operating capacity or committed cash flow before the underlying conditions are met. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to maintain an evidence register that distinguishes announced, permitted, financed, ordered, installed, energised, accepted and revenue-producing capacity. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Figure 2. Publicly announced UAE AI campus capacity context



Official announcements; 5 GW campus, 1 GW Stargate UAE cluster and 200 MW initial phase expected in 2026.

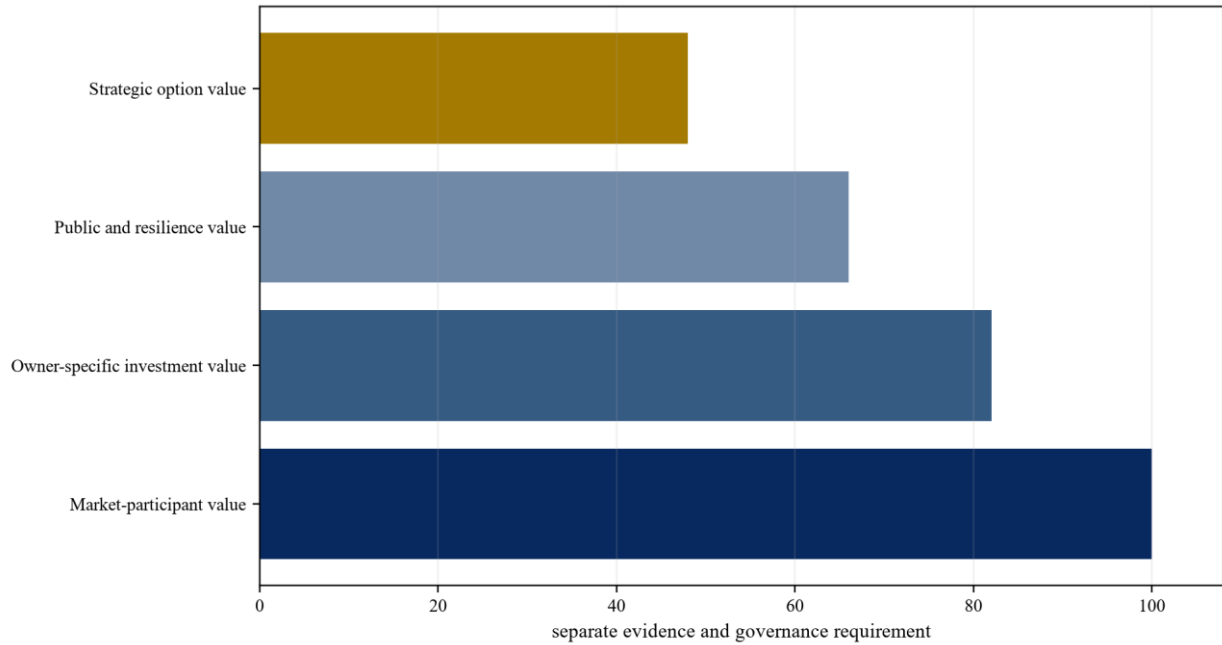
4. Establish the four valuation ledgers

The decision question is which components belong to market value, owner-specific investment value, public value and strategic option value. The evidence file should begin with market-participant assumptions, owner plans, public objectives, option triggers, probability evidence and governance records. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [16][21]

The principal failure is that strategic benefits are added to commercial enterprise value without checking overlap, transferability or who captures the benefit. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to calculate each ledger independently, reconcile overlaps and prohibit automatic summation. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Figure 3. Four-ledger valuation architecture



Proposed framework; ledgers are reconciled and are not automatically additive.

Table 1. Four-ledger valuation discipline

Ledger	Principal question	Permitted evidence	Output
market participant	what would an informed buyer pay	transferable cash, assets and market risk	enterprise or asset value
specific owner	what is the investment worth to this owner	incremental synergies and avoided cost	investment value
public value	what services and resilience justify public support	outcomes, counterfactual and fiscal cost	benefit and accountability record
strategic options	what future rights have decision value	exercisable rights, triggers and probabilities	option value range

Proposed framework; accounting, transaction and public-policy decisions remain distinct.

5. Build the contracted commercial cash-flow base

The decision question is which capacity, service, availability and price obligations create enforceable and transferable revenue. The evidence file should begin with executed capacity agreements, service schedules, acceptance tests, minimum payments, indexation, credit support, termination rights and collections. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [5][22]

The principal failure is that market demand, government ambition or customer discussions substitute for bankable contracts. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to model revenue only from executed obligations after acceptance, credits, curtailment, taxes, collection risk and renewal assumptions. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current

rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Table 2. Contracted-capacity evidence ladder

Evidence	Commercial treatment	Finance treatment
policy ambition	market context	none
customer pipeline	probability-weighted demand	none
reservation	conditional future demand	limited
prepayment	cash subject to refund and performance terms	restricted source
take-or-pay capacity	enforceable minimum payment	stressed contracted cash
supported payment	obligation plus valid credit support	enhanced within support limits

Proposed classification; executed terms determine treatment.

6. Underwrite sovereign and anchor demand

The decision question is which government, government-related, hyperscaler and enterprise workloads can support utilisation. The evidence file should begin with procurement approvals, framework agreements, service orders, budget authority, minimum-use terms, data classifications and payment history. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [1][21]

The principal failure is that a strategic relationship is treated as a guarantee of utilisation or payment. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to classify demand by legal commitment, appropriation risk, counterparty, term, workload portability and remedy. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

7. Value powered shell and utility infrastructure

The decision question is how land rights, substations, cooling systems, water systems, buildings and network entry points contribute to cash and recovery. The evidence file should begin with title, leases, permits, connection agreements, design capacity, replacement cost, depreciation, condition surveys and comparable transactions. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [9][18]

The principal failure is that installed nameplate capacity is valued without testing energisation, customer usability or remaining life. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining

them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to use eligible customer-usable capacity and reconcile cost, income and market evidence after physical and economic obsolescence. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

8. Value accelerator and compute equipment

The decision question is how chip generation, interconnect, memory, servers and storage convert capital cost into sellable compute. The evidence file should begin with purchase orders, export licences, delivery schedules, serialised assets, benchmarks, utilisation, warranty, maintenance and secondary-market evidence. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [6][19]

The principal failure is that invoice cost is assumed to equal enduring value despite performance-per-watt gains and rapid product cycles. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to forecast cash and recovery by equipment cohort with explicit useful life, refresh cost, residual value and substitution assumptions. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Table 3. Compute-equipment valuation file

Field	Evidence	Valuation use
generation and configuration	serialised asset register	performance cohort
delivery and licence	orders and authorisations	availability date
benchmark performance	repeatable workload tests	service capacity
utilisation and failure	telemetry and maintenance	cash and downtime
refresh path	supplier plan and capital approval	future cost
residual route	buyer, transfer rights and cost	recovery value

Proposed control by equipment cohort.

9. Value software, models and operating capability

The decision question is which orchestration, security, model access, optimisation and service capabilities are owned, licensed or partner-dependent. The evidence file should begin with licences, source rights, service agreements, model terms, technical documentation, staffing, performance data and transition rights. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [5][14]

The principal failure is that technology partnerships are treated as owned intangible assets without transfer or continuation rights. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to value only controllable benefits and deduct replacement, dependency and transition cost. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

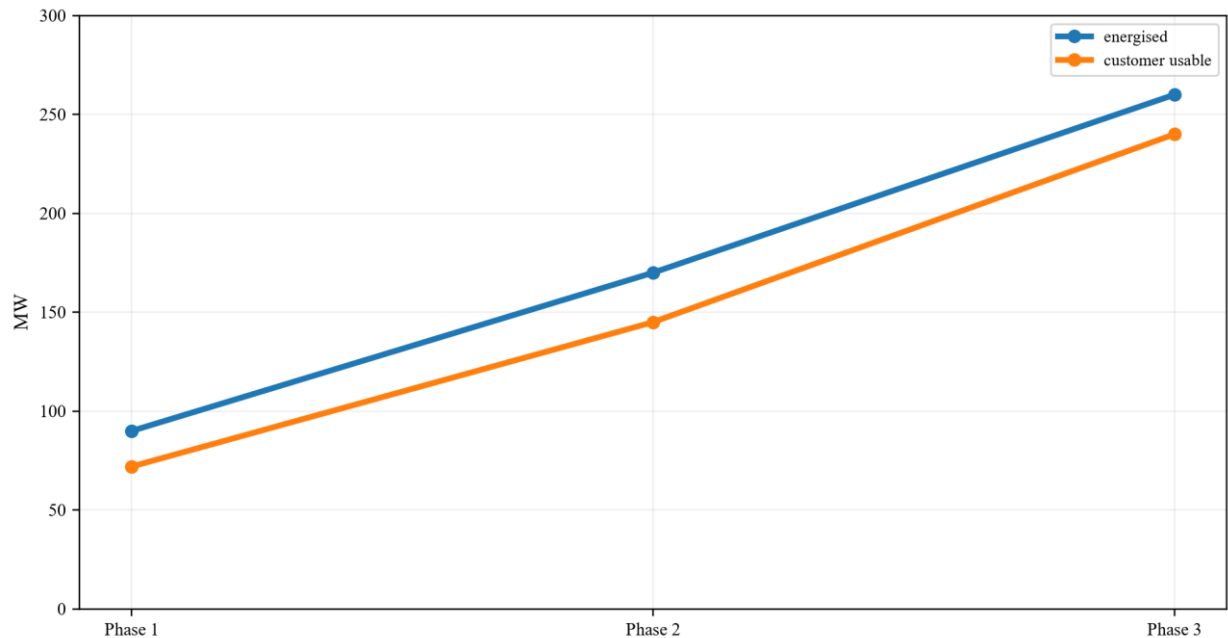
10. Prove power deliverability

The decision question is which grid, generation, storage, backup and flexibility resources can support the campus across phases. The evidence file should begin with connection agreements, system studies, energisation milestones, tariffs, generation contracts, fuel arrangements, telemetry and curtailment rules. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [9][12]

The principal failure is that a power allocation or memorandum is treated as firm, continuous and financeable electricity supply. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to measure deliverable power by date, reliability, price, carbon attributes and contractual remedy. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Figure 4. Hypothetical three-phase power and capacity path



Wholly hypothetical; customer-usable MW.

11. Integrate energy and carbon economics

The decision question is how electricity cost, clean-energy procurement, efficiency and carbon constraints affect competitiveness and value. The evidence file should begin with tariffs, PPAs, renewable certificates, PUE data, hourly load, cooling profile, storage dispatch, grid factors and policy targets. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [9][12]

The principal failure is that annual renewable matching conceals hourly reliability, marginal cost and physical supply constraints. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to model delivered energy cost and emissions by hour or representative period and disclose contractual versus physical attributes. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

12. Underwrite water and thermal constraints

The decision question is which cooling technology, climate conditions, water sources and heat-rejection limits determine usable capacity. The evidence file should begin with design basis, weather files, water rights, consumption data, discharge permits, maintenance records and stress tests. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [9][13]

The principal failure is that desert-climate cooling is assumed to scale linearly without water, temperature or equipment derating. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to test extreme-temperature performance, water scarcity, alternative cooling and associated capital and operating costs. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

13. Treat export control as a value condition

The decision question is which accelerators, software and technical services can be lawfully delivered, operated, refreshed and transferred. The evidence file should begin with current regulations, licences, approved-consignee status, end-use controls, compliance systems, expiry dates and supplier confirmations. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [6][24]

The principal failure is that current access to advanced chips is capitalised through the full forecast without renewal, expiry or policy-change risk. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to scenario-test authorisation, quantity, timing, reporting and renewal conditions and link them to draw and valuation milestones. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Table 4. Export-control and technology-access matrix

Condition	Evidence	Valuation response
eligible consignee	official approval and entity match	permit delivery assumption
authorised quantity	licence terms and supplier allocation	cap equipment case
end-use controls	compliance design and audit	operating cost and risk
expiry or renewal	stated date and process	probability-weight refresh
retransfer limits	legal advice and buyer eligibility	residual-value haircut
policy change	scenario and alternatives	liquidity and option response

Proposed diligence; current law and authorisations govern.

14. Price trust, cybersecurity and assurance

The decision question is which controls protect models, data, workloads, equipment and cross-border partnerships. The evidence file should begin with security architecture, certifications, assurance agreements, audit reports, incident response, access logs and independent testing. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [5][14][15]

The principal failure is that trusted-infrastructure language is treated as value without measurable control performance or contractual consequence. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to translate trust requirements into operating cost, customer eligibility, downtime risk, insurance and contract retention. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

15. Define data sovereignty and workload eligibility

The decision question is which data classes and workloads may use the campus under applicable law and customer policy. The evidence file should begin with data maps, localisation rules, sector regulations, cloud classifications, encryption controls, contractual restrictions and audit rights. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger

it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [1][22]

The principal failure is that domestic location is assumed to make every workload sovereign, compliant and portable. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to assess sovereignty across ownership, control, legal jurisdiction, operations, encryption keys, support access and continuity. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

16. Measure capacity effectiveness

The decision question is how installed compute becomes available, allocated and productively used capacity. The evidence file should begin with energised racks, accelerator hours, utilisation, job queues, failure rates, model throughput, customer acceptance and billing records. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [10][23]

The principal failure is that gigawatts or accelerator counts are treated as output without measuring usable compute and service quality. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to track availability, allocation, useful utilisation, throughput, customer outcomes and revenue per constrained resource. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

17. Apply market-participant fair value

The decision question is what an informed market participant would pay for the asset or business under current conditions. The evidence file should begin with transferable contracts, current operating data, market yields, comparable transactions, replacement cost, risk and market-participant assumptions. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [8][16]

The principal failure is that entity-specific strategic intent is embedded in fair value even when another buyer could not capture it. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to apply IFRS 13 market-participant logic and disclose significant unobservable inputs and sensitivities. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

18. Calculate owner-specific investment value

The decision question is which synergies, avoided costs, integration benefits and strategic access accrue to the actual owner. The evidence file should begin with approved operating plan, existing workloads, alternative costs, integration requirements, governance rights and accountable benefit owners. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [17][20]

The principal failure is that all sponsor aspirations are valued as synergies without incremental cash, cost, timing or execution evidence. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to include only incremental owner-capturable benefits net of implementation cost, tax, risk and overlap with the commercial case. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

19. Value phased expansion options

The decision question is which rights allow the owner to expand, pause, redesign, substitute equipment or admit new partners. The evidence file should begin with land and utility reservations, modular designs, supplier options, customer pipeline, permits, capital approvals and trigger milestones. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [2][7]

The principal failure is that undeveloped capacity is valued as completed capacity or as a generic growth premium. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to value each option from the right, exercise cost, expiry, trigger evidence, uncertainty and probability of execution. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

20. Record national resilience value

The decision question is which critical services gain continuity, recovery, domestic control or reduced external dependency. The evidence file should begin with critical-service maps, outage scenarios, alternative capacity, recovery objectives, security requirements and tested continuity plans. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [14][21]

The principal failure is that resilience is expressed as an unlimited premium without defining the protected service or avoided loss. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to measure service coverage, recovery improvement, substitution cost and residual risk in a public-value ledger. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

21. Measure ecosystem and capability outcomes

The decision question is which skills, research, suppliers, applications, investment and productivity outcomes the campus is expected to enable. The evidence file should begin with workforce baselines, training completions, research access, supplier spend, start-up usage, patents, adoption and productivity measures. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [1][7][23]

The principal failure is that jobs and ecosystem effects are claimed from gross construction spend without attribution, additionality or displacement analysis. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to set baselines, target beneficiaries, time horizons, counterfactuals and independent measurement rules. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

22. Allocate common and enabling costs

The decision question is how grid works, security, network, software, workforce, compliance and programme management are shared across phases and services. The evidence file should begin with cost centres, asset registers, service agreements, allocation drivers, budgets and utilisation. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [18][20]

The principal failure is that phase or tenant economics omit central costs and public enabling investment. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to allocate cost by causal driver and show commercial, owner and public ledgers before and after shared cost. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

23. Design the financeable perimeter

The decision question is which cash flows and assets support senior debt, leases, vendor finance and sponsor capital. The evidence file should begin with legal structure, contracts, accounts, security, equipment title, insurance, cash waterfall, reserves and enforcement opinions. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [16][19]

The principal failure is that lenders receive an enterprise narrative while repayment depends on narrower contracted cash and assets. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to cap debt at the lower of stressed cash-flow capacity, eligible asset value and executable recovery. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Table 5. Financeable perimeter and capital source

Exposure	Primary capital	Repayment or return basis
contracted powered shell	senior project debt	contracted service cash
accelerators	lease or asset finance	equipment cash and residual
development and expansion	sponsor equity	future contracted value
strategic redundancy	sponsor or public capital	resilience outcome
training and ecosystem	programme funding	measured capability outcomes
uncontracted option land	equity	future exercise decision

Proposed allocation; transaction documents determine final treatment.

24. Apply the hypothetical campus case

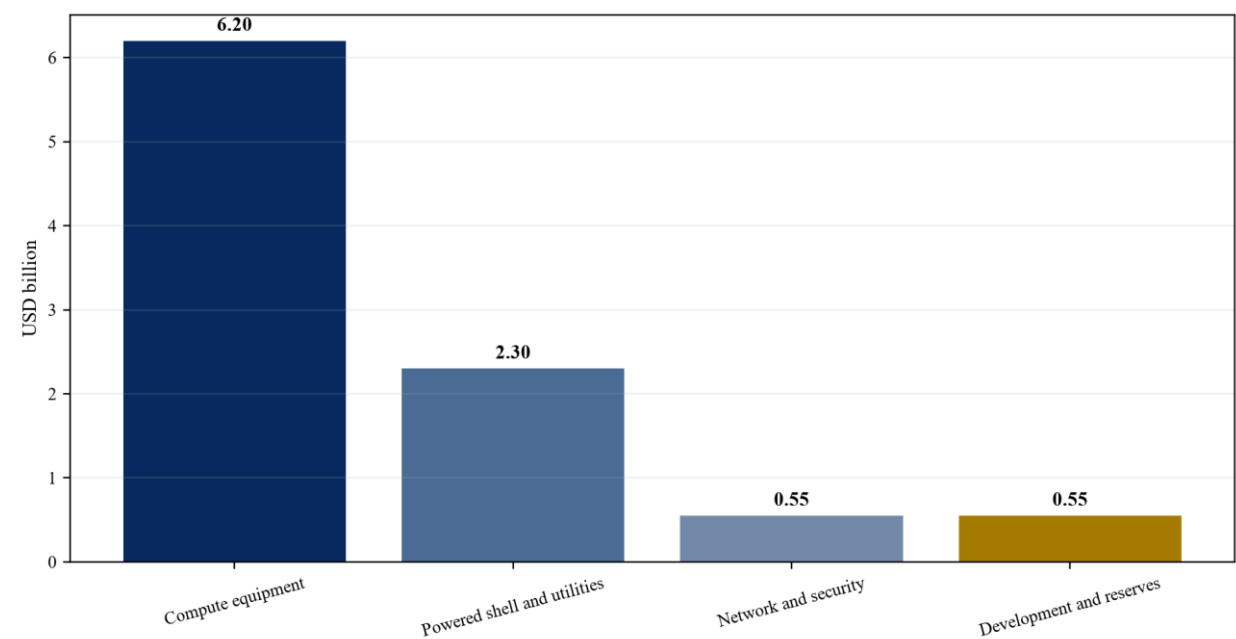
The decision question is how a 240 MW three-phase campus with USD 9.6 billion of uses produces distinct valuation and financing outcomes. The evidence file should begin with the stated hypothetical cost, phasing, contracts, funding, utilisation, refresh and option assumptions. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it

affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [9][16]

The principal failure is that commercial, owner-specific and public outcomes are combined into one unsupported headline value. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to show each ledger, funding source, conversion test and sensitivity separately. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Figure 5. Hypothetical campus sources and uses



Wholly hypothetical; USD billion.

Table 6. Hypothetical 240 MW campus case

Metric	Central assumption	Downside or gate
customer-usable capacity	240 MW	190 MW
capacity contracted at close	150 MW	minimum 130 MW
total initial uses	USD 9.6bn	USD 10.6bn cap
senior secured debt	USD 2.4bn	cash-flow cap applies
equipment lease and vendor finance	USD 1.8bn	cohort eligibility
sponsor equity	USD 4.6bn	plus committed cures
customer prepayments	USD 0.8bn	net of refund exposure
central market-participant EV	USD 10.4bn	USD 7.8bn downside
specific-owner investment value	USD 12.1bn	separately evidenced

Wholly hypothetical; figures do not describe an announced project.

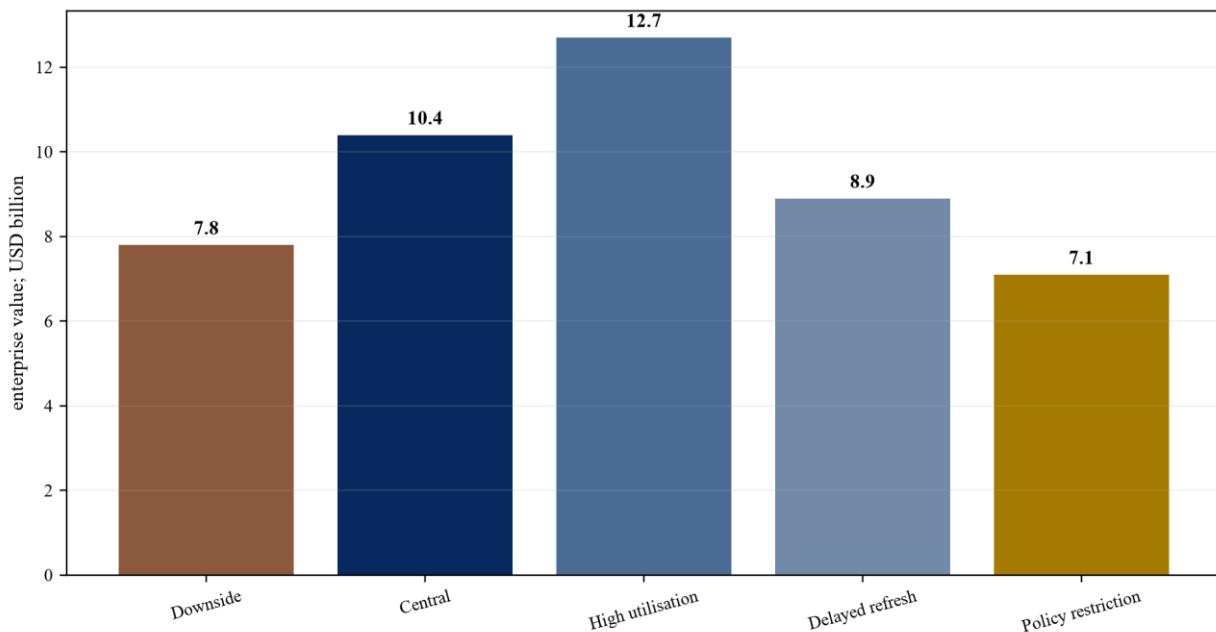
25. Stress technology and demand pathways

The decision question is how model efficiency, accelerator generations, inference economics, customer concentration and demand timing alter value. The evidence file should begin with equipment roadmap, benchmark trends, contract terms, utilisation, customer pipeline, power cost and refresh plan. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [8][10]

The principal failure is that only a high-growth AI demand case is used while unit compute costs and workload architectures evolve. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to run coordinated downside, central and upside pathways with explicit refresh and reconfiguration actions. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Figure 6. Hypothetical market-participant enterprise value sensitivity



Wholly hypothetical; USD billion; strategic and public ledgers excluded.

26. Stress policy and partnership continuity

The decision question is how export authorisation, technology partnerships, security requirements and cross-border policy affect operations. The evidence file should begin with licences, assurance agreements, partner contracts, termination rights, compliance evidence and alternative suppliers. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [5][6][24]

The principal failure is that a strategic partnership is assumed to continue on unchanged terms through the valuation horizon. A sovereign AI campus contains infrastructure, equipment, contracts, operational

capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to model expiry, renewal, restriction, termination and transition cost and preserve liquidity for the response. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

27. Create milestone-based governance

The decision question is which board, lender and public-authority decisions release capital and recognise value as evidence matures. The evidence file should begin with stage-gate plan, approval matrix, independent reports, value ledger, risk register, benefit owners and audit trail. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [4][14]

The principal failure is that full strategic value is recognised at announcement and is not revisited after cost, schedule or policy changes. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to release capital and update ledgers only when defined power, equipment, contract, acceptance and capability milestones are passed. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

28. Reach the valuation and capital decision

The decision question is whether contracted economics, owner benefits, public outcomes and options justify the proposed capital and risk. The evidence file should begin with four reconciled ledgers, sources and uses, downside model, financing capacity, milestones, controls and alternatives. Every item should identify its source, date, legal owner, responsible reviewer, expiry or refresh date and the valuation ledger it affects. Public strategy and announced projects establish context. They do not establish the cash flow, transferability, financing capacity or value of the subject asset. [16][26]

The principal failure is that strategic importance substitutes for a disciplined comparison of value, cost, risk and alternative uses of capital. A sovereign AI campus contains infrastructure, equipment, contracts, operational capabilities and policy objectives with different useful lives and beneficiaries. Combining them prematurely can count the same benefit twice, capitalise outcomes that cannot be sold and expose senior debt to risks that sponsors or public authorities intended to retain.

The recommended response is to approve the commercial exposure, owner-specific investment and public commitment through separate accountable decisions. Scenario assumptions should be identified with their valuation date, probability, evidence and decision owner. The central case should use current rights, enforceable commitments and achievable operating performance. Downside analysis should combine power, technology, demand, policy, partnership, security, liquidity and recovery effects rather than treating each risk as independent.

Table 7. Valuation and capital decision record

Decision	Minimum evidence	Possible action
commercial investment	contracts, power, cost and operations	approve, resize or defer
senior debt	stressed cash, assets and security	lend, condition or decline
owner synergy	incremental cash and accountable plan	include or exclude
public support	measured outcome and fiscal counterfactual	fund, contract or reject
strategic option	right, trigger, cost and probability	preserve, exercise or lapse
impairment or exit	current cash, market evidence and recovery	retain, restructure or sell

Proposed governance; each decision requires its own authority.

Frequently asked questions

Q: Why should sovereign AI campus value be separated into four ledgers? A: Market value, owner-specific value, public value and strategic option value answer different questions and accrue to different beneficiaries. Separate ledgers reduce double counting and make the evidence, funding source and decision authority explicit.

Q: Can national strategic importance support senior debt? A: Strategic importance supports senior debt only when it is converted into enforceable payment obligations, guarantees, availability payments or other bankable support. Policy ambition alone is not a repayment source.

Q: Should announced gigawatts be valued as operating capacity? A: No. Capacity should progress through defined stages such as announced, permitted, connected, financed, ordered, installed, energised, customer-usable, accepted and revenue-producing. Each stage has different value and risk.

Q: How should advanced accelerators be valued? A: Each equipment cohort should be assessed using lawful access, delivery timing, benchmark performance, utilisation, failure data, remaining useful life, refresh cost, transfer rights and evidenced residual demand.

Q: What is owner-specific investment value? A: It is the value to a particular owner from benefits that the owner can capture, such as integration, avoided external compute cost or accelerated product delivery. These benefits require incremental cash or cost evidence and may not transfer to another buyer.

Q: How should resilience be reflected? A: Resilience should identify the protected service, baseline outage or dependency, improvement in recovery or substitution, implementation cost and residual risk. The result belongs in a public or owner decision ledger unless an enforceable customer payment converts it into commercial cash flow.

Q: How do export controls affect value? A: They affect equipment availability, timing, configuration, operating conditions, transferability, refresh and residual value. The model should reflect current authorisations, expiry or renewal conditions and credible alternative pathways.

Q: What is the key governance safeguard? A: Capital and value recognition should follow independently verified milestones for power, equipment access, contracts, acceptance, security, operations and measured public outcomes. Every ledger should have an accountable owner and refresh date.

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