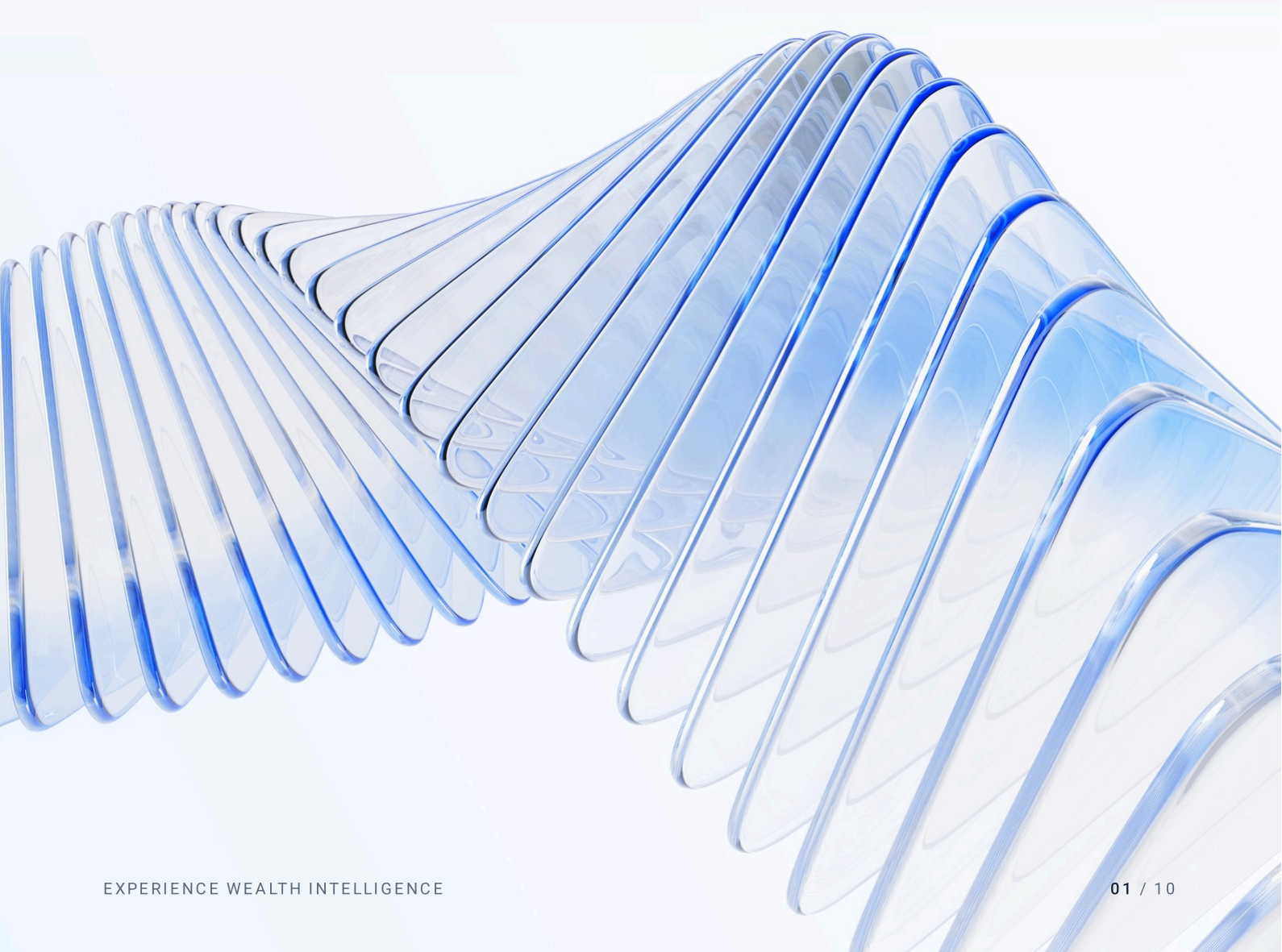
ETON SOLUTIONS | SOBHA EIGHT FAMILY OFFICE

CASE STUDY

How Sobha Eight Family Office Is Building an Institutional Operating Model on AtlasFive®

Dubai, UAE | Single-family office | AtlasFive®



At a glance

CLIENT
Sobha Eight Family Office

BASE
Dubai, UAE

ANNOUNCED
2026

FAMILY PRINCIPAL
Mr. PNC Menon, founder of the Sobha Group

SOBHA EIGHT FAMILY OFFICE AUM
$1 billion

FAMILY OFFICE TYPE
Single-family office

PLATFORM SELECTED
AtlasFive®

SCOPE
Investment reporting, accounting and the tax ledger consolidated onto one platform

The organisation

Sobha Eight Family Office is the Dubai-based single-family office established to manage the wealth, investments and related interests of the family of Mr. PNC Menon, founder of the Sobha Group. The Sobha Group's entrepreneurial journey began in the Middle East in 1976 and expanded into real estate, construction and adjacent businesses across multiple geographies. The family has since built a diversified international presence, with Dubai as its central base.

The family office oversees the wealth generated by that six-decade enterprise across multiple businesses, investment interests and jurisdictions.

Leadership

Mr. PNC Menon
FOUNDER, SOBHA GROUP

Founded the Sobha Group, beginning his journey in Oman in 1976 and establishing Sobha Developers in India in 1995.

Mr. Ravi Menon
CHAIRMAN, SOBHA GROUP

Oversees the Group's global strategy and operations. Joined in 2004 and has led its expansion across India and the UAE.

The journey

1976 — THE BEGINNING
PNC Menon starts his entrepreneurial journey in Oman with a small interior-decoration business.

1994 — PURPOSE TAKES ROOT
The Sri Kurumba Trust is established, marking an early commitment to social impact alongside business success.

1995 — SOBHA INDIA
The family enters India's real estate market and establishes Sobha Developers.

2006 — SCALE & EXPANSION
Sobha Limited goes public, as the business scales and strengthens its market leadership.

2013 – 2016 — GLOBAL FOOTPRINT
Expansion into Dubai with landmark developments such as Sobha Hartland, strengthening the family's presence in a global hub.

2016 — LEGACY MEETS PURPOSE
PNC Menon and Sobha Menon pledge 50% of their wealth to philanthropy, reinforcing a philosophy of wealth with purpose.

2020s — INSTITUTIONALISING WEALTH
The family evolves beyond operating businesses toward a diversified global investment platform.

TODAY — SOBHA EIGHT FAMILY OFFICE
A global investment platform focused on preserving and compounding family capital across public and private markets. Based in DIFC, Dubai.

2030 — THE NEXT CHAPTER
Ambition to scale to $10B AUM by 2030, with a broader international footprint including a Singapore hub and a US representative office.

The challenge

Family offices of this profile share a common operational pattern. Wealth generated by an operating business over decades is held across multiple entities in multiple jurisdictions. Investment interests span asset classes and reporting formats. Accounting, reporting and liquidity each sit on their own systems (or, in many cases, spreadsheets), and the family office spends significant staff time reconciling between them.



Two operational challenges result:

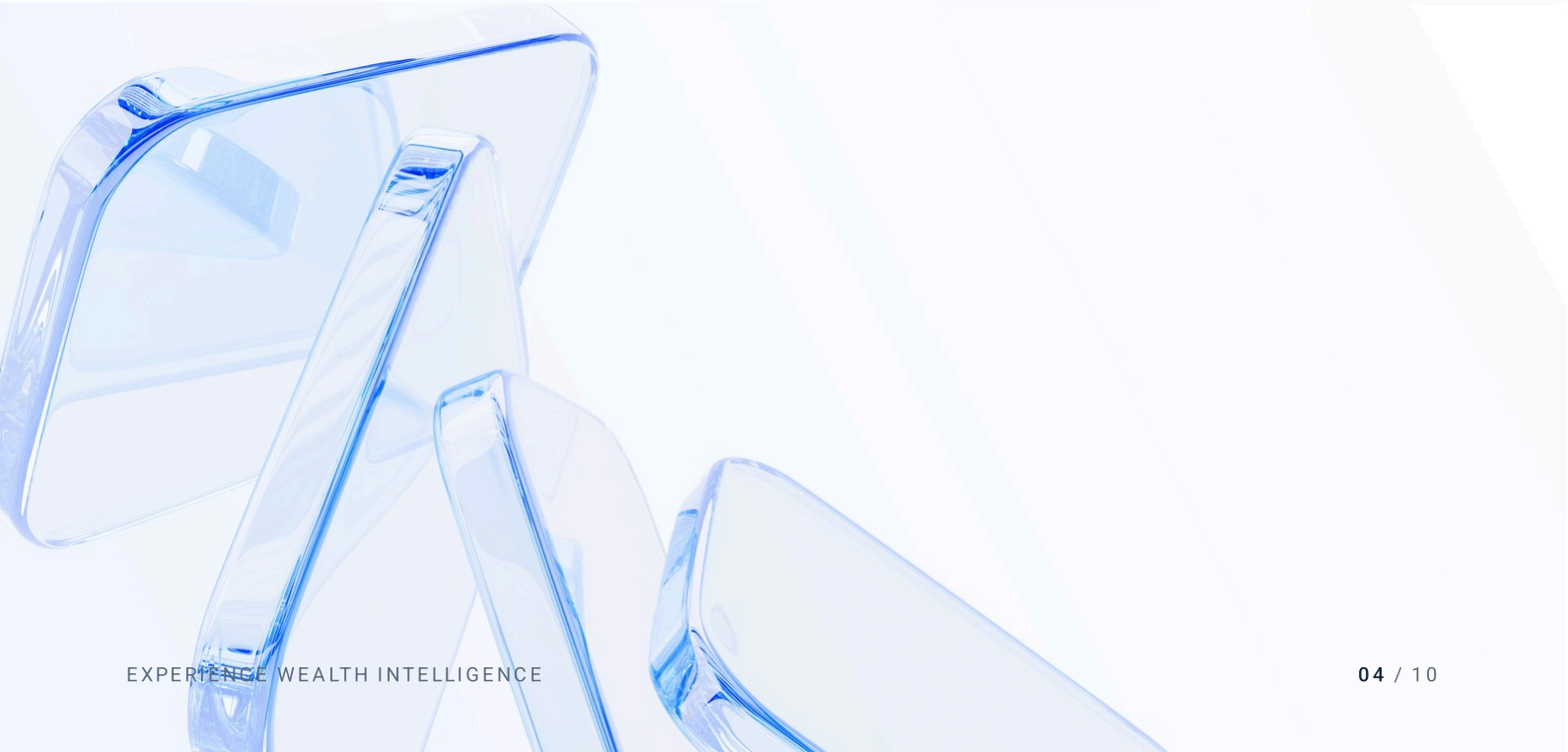
Fragmented visibility.

With data held across separate systems, a consolidated view of the family's investment position, liquidity and exposure takes manual assembly to produce.

Governance complexity.

Institutional decisions call for institutional data. A single, consistent data source gives the governance built on top of it a stronger foundation.

As a family enterprise grows, complexity compounds. At Sobha's scale, every succession, new jurisdiction and new asset class adds another layer to manage.



The decision

Sobha Eight Family Office selected AtlasFive® as the platform to consolidate investment reporting and accounting onto a single integrated foundation.

The stated evaluation criteria, in the words of Tushar Baya, Head of Finance at Sobha Eight Family Office:

> *"As our family office continues to grow, we needed a technology platform that could scale with us. We chose AtlasFive® because it brings investment reporting and accounting onto a single integrated platform, giving us greater transparency, stronger governance and a solid foundation for scalable, data-driven decision-making."*
>
> **Tushar Baya**
> Head of Finance, Sobha Eight Family Office

Three requirements are visible in that framing:

01

Scale headroom.

The platform must support the family office as it grows, not just as it operates today.

02

Integrated architecture.

Investment reporting and accounting must sit on the same foundation, not be reconciled between separate systems.

03

Decision-quality data.

Transparency, governance and data-driven decision-making require a single trusted data source, which is a property of the platform's architecture rather than a feature added to it.

Implementation scope

The scope of the initial AtlasFive® deployment at Sobha Eight Family Office covers three integrated domains:

Investment reporting.

Consolidated visibility of the family's investment positions across every entity, asset class and jurisdiction, with drill-down to underlying holdings.

Accounting.

Full general ledger accounting for the family office and its underlying entities, maintained on the same platform as the investment records to eliminate reconciliation cost.

Tax ledger.

A dedicated tax ledger held on the same platform as the accounting and investment records.

AtlasFive®
ONE PLATFORM

Consolidating these three domains onto one platform is what enables the transparency and governance objectives Tushar Baya named. It also positions the family office to add further capabilities on the same foundation as needs evolve: bill pay, document management, private asset data, liquidity forecasting, EtonAI™ automation and reporting for family principals.

- Bill pay
- Document management
- Private asset data
- Liquidity forecasting
- EtonAI™ automation
- Reporting for family principals

What Sobha expects from the platform

The strategic frame the family office has set is institutionalisation. Not the operational efficiency alone (though that is a first-order benefit), but the shift from a family enterprise operated by people carrying institutional knowledge in their heads, to a family enterprise operated on a system that captures institutional knowledge structurally and passes it forward across generations.

FROM

A family enterprise operated by people carrying institutional knowledge in their heads

→

TO

A family enterprise operated on a system that captures institutional knowledge structurally and passes it forward across generations

Satyen Patel, Executive Chairman of Eton Solutions, framed the fit:

> *We are pleased to partner with Sobha Eight Family Office as it continues to institutionalize and evolve its operating model. Families with complex operating and investment structures need more than disconnected systems and spreadsheets. Eton Solutions' AtlasFive® ERP platform brings the financial, investment and operational dimensions of the family office together, giving families greater control, transparency and intelligence across their wealth."*

Satyen Patel
Executive Chairman of Eton Solutions

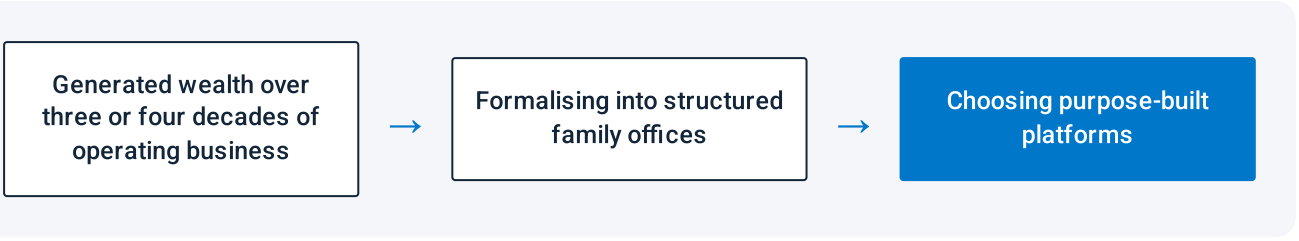


The critical word is together. Financial, investment and operational data brought onto one platform is the architectural precondition for every downstream capability the family office will want over the next decade, from consolidated reporting to AI-assisted insight.

The regional signal

Sobha's selection of AtlasFive® is part of a wider pattern across the Gulf and wider Middle East. Family enterprises that generated wealth over three or four decades of operating business are now formalising into structured family offices, and those offices are choosing purpose-built platforms rather than assembling point solutions or extending general-ledger tools designed for corporate use.

Eton Solutions operates in the region through Eton Solutions Tech Middle East Limited, based in DIFC Dubai. Sobha Eight Family Office joins a growing list of GCC-based principals and family offices operating on AtlasFive®.



Outcome

With AtlasFive® now powering its investment reporting and accounting, Sobha Eight Family Office has created a more unified foundation for managing family wealth - bringing greater visibility, consistency and control across its operations. The decision marks more than a technology choice. It reflects the evolution of one of the region's most established family enterprises as it builds the infrastructure to manage its wealth and investments for the next decade and beyond.

Frequently asked questions

Who is Sobha Eight Family Office?

Sobha Eight Family Office is the Dubai-based single-family office of Mr. PNC Menon, founder of the Sobha Group. It manages the family's wealth, investments and related interests across a diversified international footprint.

What is the Sobha Group?

The Sobha Group is a diversified international business founded by Mr. PNC Menon. His entrepreneurial journey began in the Middle East in 1976 and expanded into real estate, construction and related businesses, with Dubai as the family's central base.

Why did Sobha Eight Family Office choose AtlasFive®?

Three requirements, in the words of Tushar Baya, Head of Finance: scale headroom for continued growth, integrated architecture bringing investment reporting and accounting onto one platform, and a foundation for scalable, data-driven decision-making. Underlying these is the objective of institutionalising the operating model, which requires a single trusted data source rather than reconciled data across separate systems.

What is the scope of the AtlasFive® deployment at Sobha?

The initial deployment consolidates three domains onto one platform: investment reporting, accounting and the tax ledger. The consolidated foundation supports adding further capabilities over time as the family office's needs evolve.

What does "institutionalising a family office" mean in practice?

The shift from operations that depend on institutional knowledge held in the heads of individual staff, to operations that capture that knowledge structurally in the platform and pass it forward across staff transitions and generational transitions. It is the same discipline applied to running the family office as would be applied to running an operating business at the same scale.

How does Eton Solutions serve the Middle East region?

Through Eton Solutions Tech Middle East Limited, based in DIFC Dubai. The regional entity supports GCC-based principals and family offices operating on AtlasFive® and the wider Eton Solutions platform set, including EtonAI, EtonAlpha and EtonAxis.

What is AtlasFive®?

AtlasFive® is Eton Solutions' integrated wealth management platform for family offices. It provides a single system of record for investment reporting, accounting, bill pay, document management, private asset data, liquidity and consolidated reporting across every entity a family holds. The platform serves 1,173+ families across 15 countries.



About Sobha Eight Family Office

Sobha Eight Family Office is a Dubai-based single-family office established to manage and oversee the family's wealth, investments and related interests. Its legacy was founded by Mr. PNC Menon, founder of the Sobha Group, whose entrepreneurial journey began in the Middle East in 1976 and expanded into real estate, construction and related businesses. The family has since built a diversified international presence, with Dubai as its central base.

About Eton Solutions

1,173+
families

15
countries

$1.59 trillion
of assets on platform

Eton Solutions, L.P. is a global leader in cloud-based technology for family offices, private equity firms and wealth management institutions. Its platforms (AtlasFive®, EtonAI™, EtonAlpha™ and EtonAxis™) support single family offices, multi-family offices, registered investment advisors, business managers, and private equity, real estate and fund-of-funds firms. The platform serves 1,173+ families across 15 countries with $1.59 trillion of assets on platform. Eton Solutions holds ISO 42001 certification for AI Management Systems, SOC 1 Type II, SOC 2 Type II, ISO 27001 and ISO 27701. Legal entities: Eton Solutions, L.P. (US), Eton Solutions and Technologies India LLP, Eton Solutions International, Pte. Ltd. (Singapore), Eton Solutions Tech Middle East Limited (DIFC, Dubai).

ISO 42001 | SOC 1 Type II | SOC 2 Type II | ISO 27001 | ISO 27701

