FANAR QATAR | فنار قطر

THE BEACON OF INNOVATION I WHERE IDEAS BECOME INDUSTRIES

FROM INNOVATION TO COMMERCIALIZATION



THE ARCHITECT'S JOURNEY

A Four-Month Strategic Mission to the Industrial Hearts of Türkiye & Malaysia

Sovereign industrial development is built on trust, presence, and documented commitment.

This chronicle captures a transformative journey across two nations, forging partnerships that will shape Qatar's industrial future.

PROLOGUE

The Departure



Mission Parameters

From the moment the aircraft lifted off from Hamad International Airport, this mission carried the weight of sovereign ambition. The destination: Türkiye's innovation valleys and Malaysia's semiconductor heartland. The objective: to build the infrastructure of trust, verify technical capabilities, and secure the human capital that would become the backbone of Qatar's industrial transformation.



A journey that began with a vision for Qatar's industrial future,

Every flight, every meeting, every handshake—monitored, measured, and mandated by those who understood the strategic importance of this mission.

Monitored. Measured. Mandated.

- Duration: 4 months of continuous engagement
- Geography: Istanbul, Ankara, Kuala Lumpur, Penang
- Deliverable: Locked advisory boards and verified SME pipeline
- Outcome: Turnkey industrial infrastructure for Qatar

VOLUME I

The Türkiye Mandate

Anatolia's Innovation Engine

The Genesis Dinner

Hosting the architects of Türkiye's technology valleys—the formation of a sovereign-grade advisory council

Every sovereign industrial mission begins with a moment of convergence—where vision, ambition, and capital meet the architects of national expertise. For Fanar Qatar, this moment was a dinner in Istanbul that transformed a proposition into a sovereign-grade advisory council..



From Left To Right

Kürşat Köz - Startep Founder, **İsa Uysal -** Orion Tekmer General Manager, **Tankut MÜLAYİMSİ -** İTÜ ARI TEKNOKENT Director, **Faruk İnan -** Founder INN Savunma, **Necla Gunay -** Invest Qatar Country Director, **Shahed Khan** – Fanar Qatar, Founder & CEO, **Hasan Turgut -** ODTÜ TELNOKENT Director, **Ali Cihan Kurt -** Synergia Global, Founder, **Emil Makedov -** INN Savunma Partner, **Mesut Numanoğlu -** Turkey Mobile Application Developers And Publishers Association (TMUG) Secretary General & Ecosystem Mentor.

These leaders were not chosen for titles, but for their operational reach and institutional access—the ability to open doors closed to conventional delegations.

By the evening's end, commitments were locked. **Fanar Qatar** had secured its Turkish brain trust: a living, activated board dedicated to executing technology transfer at scale.

This is Where It All Began

The Gatekeepers

Standing alongside **Dr. Hasan Turgut**, **Dr. Ali Kurt** and **Kürşat Köz**—the leaders who will control the flow of technology transfer between Turkish innovation and Qatari capital.

These partnerships represent more than business relationships; they are the institutional bridges that enable sovereign industrial development.



Dr. Ali Kurt - Right

Synergia leadership—architect of Turkish-Qatari technology partnerships and strategic advisor to Fanar Qatar's industrial initiatives.



Kürşat Köz - Right

Startup Venture pioneer—connecting Turkish IP with international capital markets and facilitating cross-border industrial collaboration.

Dr. Hasan Turgut - Middle

ODTÜ Teknokent leadership—architect of Ankara's deep-tech innovation ecosystem and strategic advisor to Fanar Qatar's industrial initiatives.



Isa Uysal & Tunkut Mülayimsi

Isa - Orion TEKMER leadership—architect of SME incubation readiness and strategic advisor to Fanar Qatar's industrial initiatives.

Tunkut - İTÜ ARI Teknokent leadership—architect of global ecosystem partnerships and strategic advisor to Fanar Qatar's industrial initiatives.

Documenting the bridge between Turkish IP and Qatari Capital.

VOLUME I

The Türkiye Mandate

Anatolia's Innovation Engine

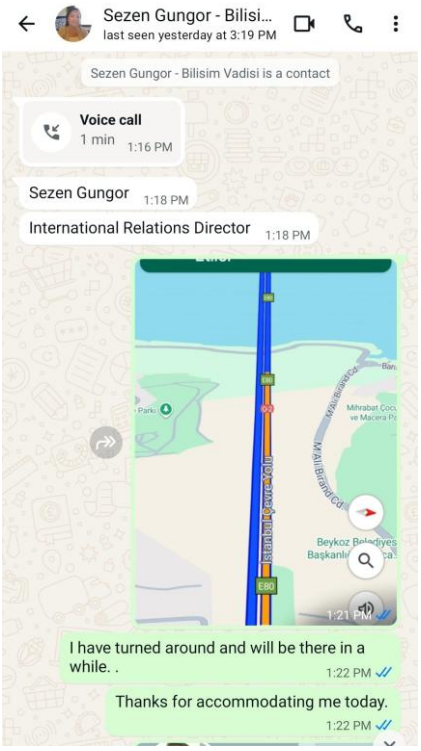
Bilişim Vadisi: *The epicenter of Türkiye's national technology sovereignty and the primary engine for large-scale industrial innovation.*

When security protocols met industrial determination at the gates of Turkey's premier tech hub . **I was turned away and Ms Sezen Gungor called me back when she found out about my visit.**

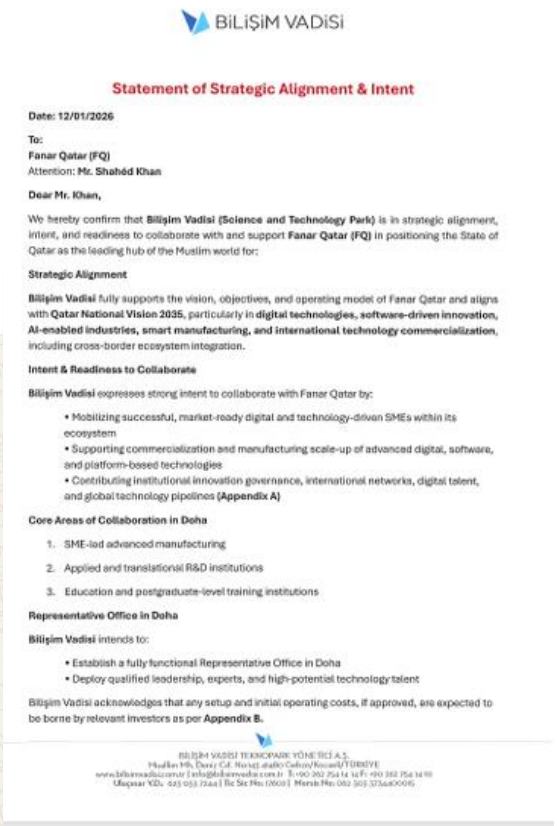


Sezen Güngör

Bilişim Vadisi leadership—architect of international innovation gateways and strategic advisor to Fanar Qatar's industrial initiatives.







BİLİŞİM VADİSİ

Statement of Strategic Alignment & Intent

Date: 12/01/2026

To:
Fanar Qatar (FQ)
Attention: **Mr. Shahed Khan**

Dear Mr. Khan,

We hereby confirm that **Bilişim Vadisi (Science and Technology Park)** is in strategic alignment, intent, and readiness to collaborate with and support **Fanar Qatar (FQ)** in positioning the State of Qatar as the leading hub of the Muslim world for:

Strategic Alignment

Bilişim Vadisi fully supports the vision, objectives, and operating model of Fanar Qatar and aligns with **Qatar National Vision 2035**, particularly in **digital technologies, software-driven innovation, AI-enabled industries, smart manufacturing, and international technology commercialization**, including cross-border ecosystem integration.

Intent & Readiness to Collaborate

Bilişim Vadisi expresses strong intent to collaborate with Fanar Qatar by:

- Mobilizing successful, market-ready digital and technology-driven SMEs within its ecosystem
- Supporting commercialization and manufacturing scale-up of advanced digital, software, and platform-based technologies
- Contributing institutional innovation governance, international networks, digital talent, and global technology pipelines **(Appendix A)**

Core Areas of Collaboration in Doha

1. SME-led advanced manufacturing
2. Applied and translational R&D institutions
3. Education and postgraduate-level training institutions

Representative Office in Doha

Bilişim Vadisi intends to:

- Establish a fully functional Representative Office in Doha
- Deploy qualified leadership, experts, and high-potential technology talent

Bilişim Vadisi acknowledges that any setup and initial operating costs, if approved, are expected to be borne by relevant investors as per **Appendix B.**



BİLİŞİM VADİSİ

Legal & Funding Understanding

This statement reflects good-faith alignment only and does not constitute confirmation of investment or financial commitment.

Sincerely,

For **Bilişim Vadisi (Science and Technology Park)**

Signature

İsmail Erkam TÜZGEN
CEO of Bilişim Vadisi Science and Tecnology Park

VOLUME I

The Türkiye Mandate

Anatolia's Innovation Engine

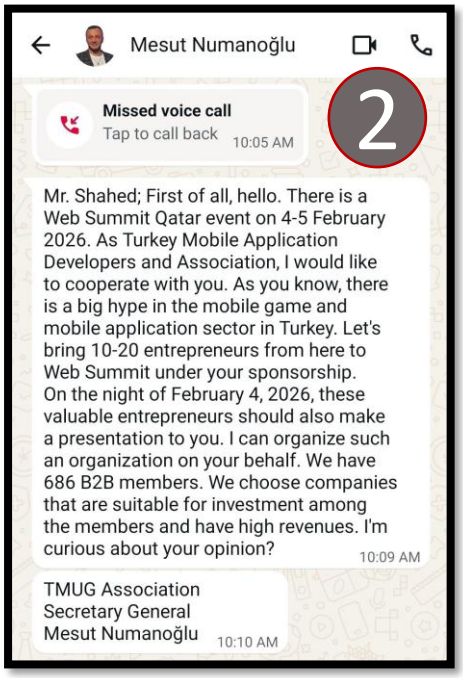
NEBULA DOHA: *THE ARCHITECTURE OF DIGITAL SOVEREIGNTY*

In Collaboration with Mesut Numanoğlu, Secretary General – TMUG

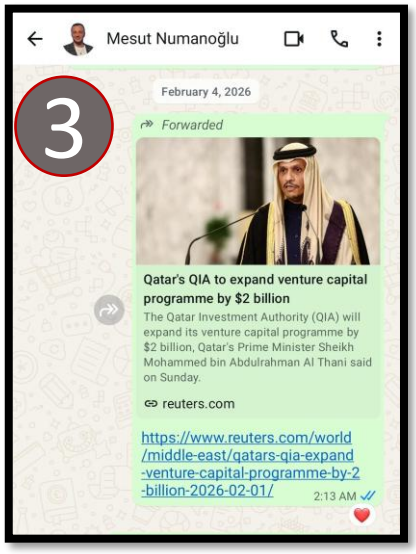


Mesut Numanoğlu

TMUG leadership—architect of digital talent ecosystems and strategic advisor to Fanar Qatar's industrial initiatives.







THE STRATEGIC INQUIRY
On January 12, 2026, a fundamental question was posed to the TMUG leadership: **"What more can you do for Qatar?"** This was the spark for a digital manufacturing revolution.

THE CLUSTER ACTIVATION
Mesut Numanoğlu responded by mobilizing **a 686-member B2B cluster.** This wasn't just a meeting; it was the birth of a Sovereign Digital Foundry designed to transition high-revenue Turkish IP into the Qatari ecosystem.

THE MARKET CONVERGENCE
As Qatar's QIA announced a **$2 Billion VC expansion**, Fanar Qatar was already on the ground, locking in the pipeline. **Nebula Doha** is the bridge between this national capital and the world's most vibrant digital entrepreneurs.

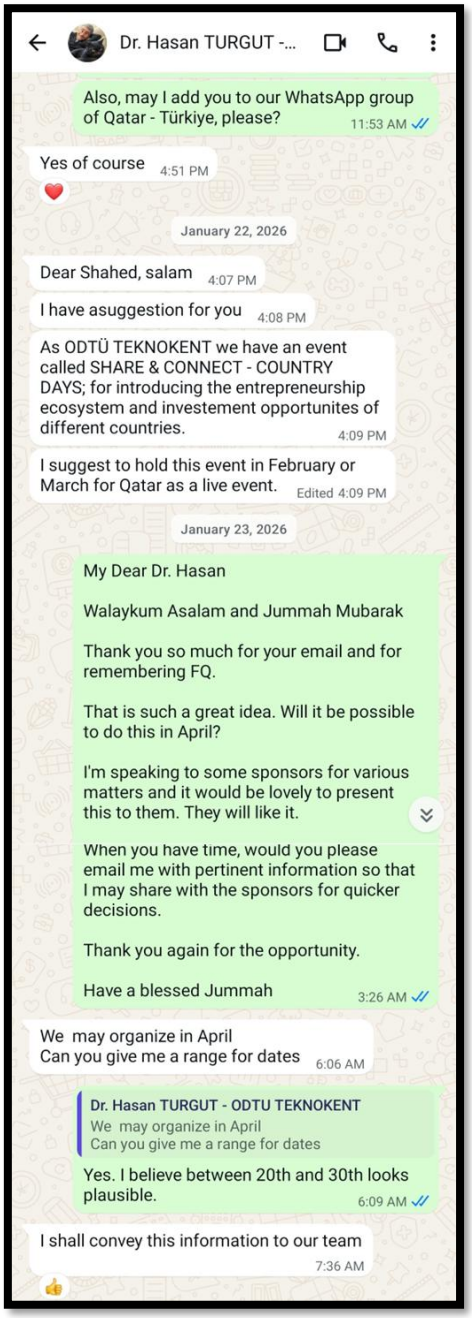
VOLUME I

The Türkiye Mandate

THE ANKARA MANDATE: SHARE & CONNECT – COUNTRY DAYS

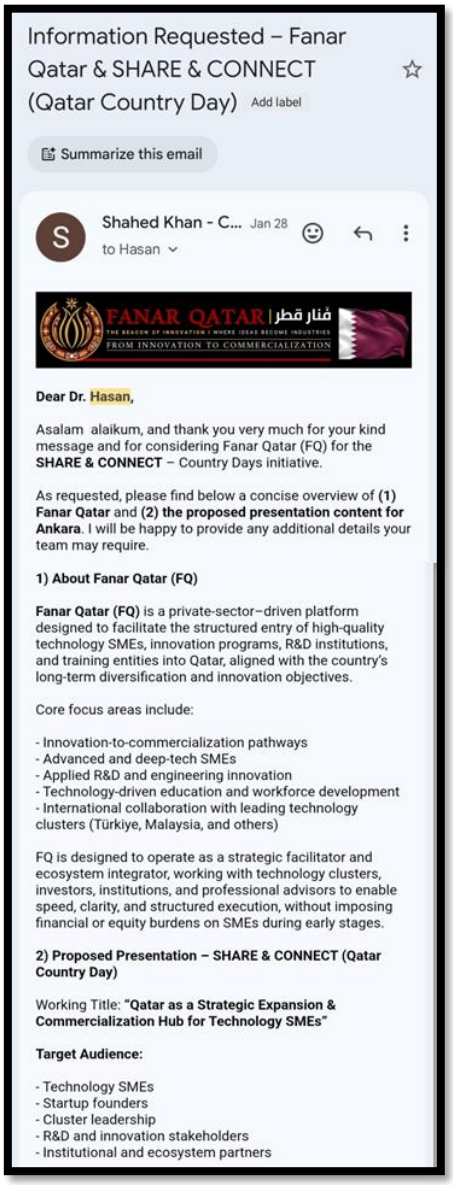
ODTÜ Teknokent Invitation

THE OFFICIAL SUMMONS - Dr. Hasan Turgut (Director, ODTÜ Teknokent) has formally invited Fanar Qatar to lead the "SHARE & CONNECT – COUNTRY DAYS" in Ankara (April 2026). This is a high-level institutional mandate to represent the Qatari industrial opportunity within Türkiye's flagship deep-tech cluster.



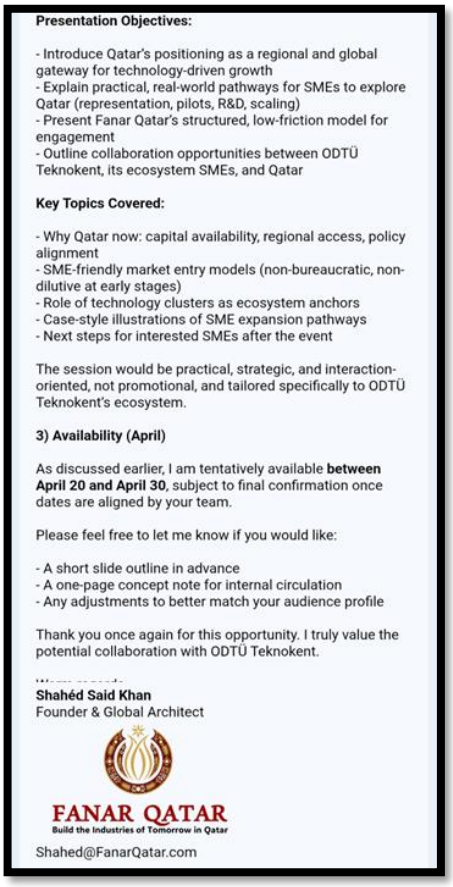
THE STRATEGIC RESPONSE

In response, a sovereign-grade submission package was delivered—detailing the Fanar-GT framework and the Tech-for-Equity model. This documented blueprint now serves as the official roadmap for the upcoming Ankara-Doha summit.



THE SIGNIFICANCE.

Anchoring a "Country Day" at the heart of Ankara's defense and engineering R&D positions Fanar Qatar as the authorized bridge between the two nations. The Ankara Mandate is locked, vetted, and ready for Grant Thornton's activation.



The Table of Trust

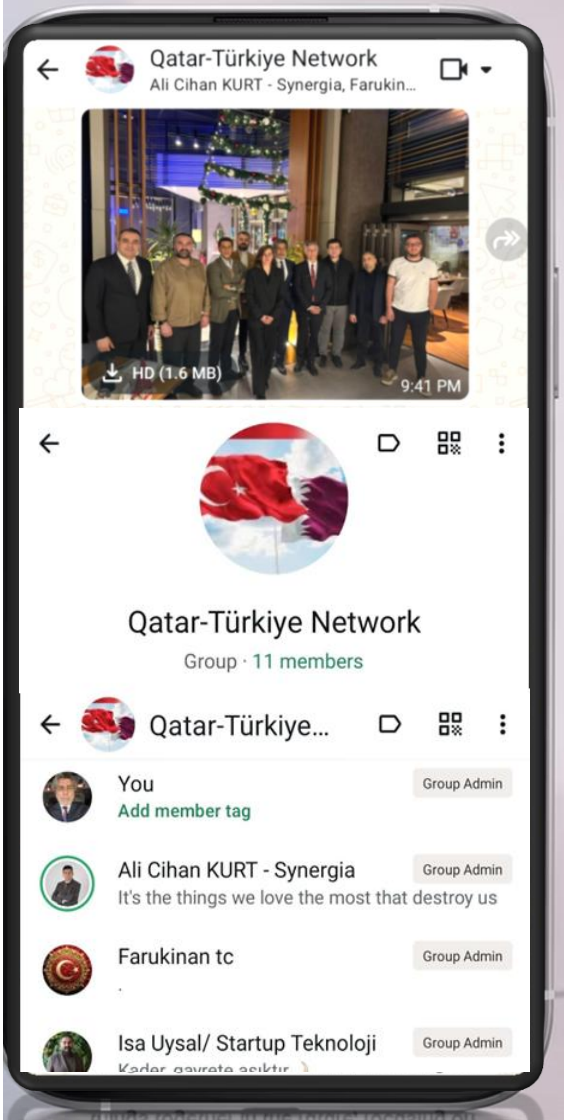
This evening transformed a high-level proposition into a living industrial intelligence network.

Around this table, the architects of Türkiye's technology valleys committed to the Fanar Qatar mission, establishing a 24/7 cross-border connectivity channel.

This is the backbone of our platform—a real-time advisory board of Türkiye's top industrial minds, activated and ready.

Key Outcomes

- Formation of advisory council
- Establishment of WhatsApp governance group
- Direct access to Turkish tech ecosystem
- Foundation for Fanar Qatar operations



Qatar-Turkiye Network

01

Advisory Board Formation

Establishing direct communication channels with Türkiye's industrial leadership

02

Real-Time Governance

24/7 connectivity enabling rapid decision-making and strategic coordination

03

International Coordination

Managing delegations and localizing Nebula Qatar project from Istanbul to Doha

04

ODTÜ Teknokent Invitation

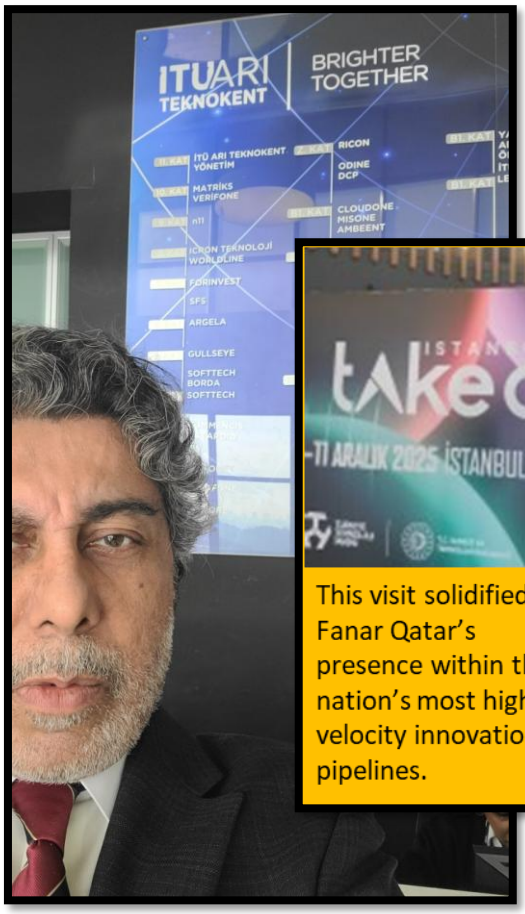
Official invitation to represent Qatar at Ankara's premier deep-tech ecosystem

The Digital Pulse

Our advisory board operates as a 24/7 intelligence engine, facilitating seamless technology transfer and high-level institutional access.

From mobilizing international delegations to securing the mandate at ODTÜ Teknokent, this digital infrastructure provides the real-time connectivity required for sovereign-grade industrial development.

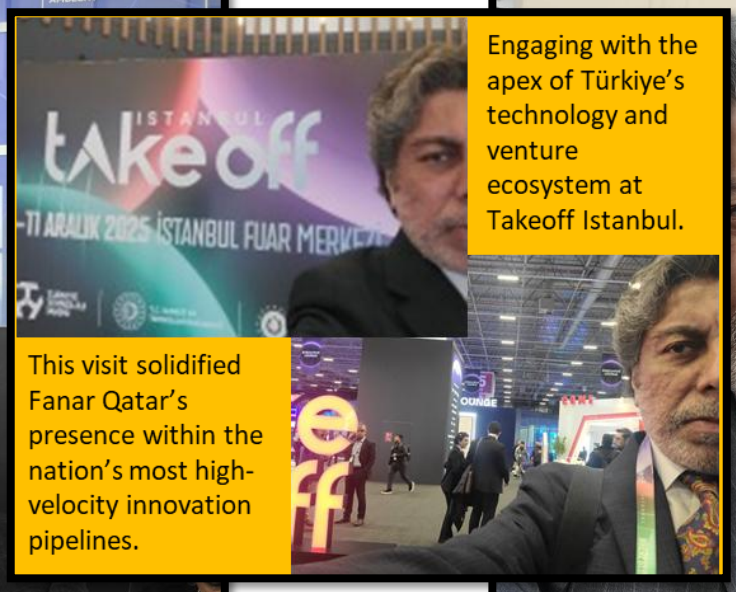
The Türkiye Mandate



Ituari Technokent - Tech Park HQ



Istanbul Chamber of Industries



Engaging with the apex of Türkiye's technology and venture ecosystem at Takeoff Istanbul.

This visit solidified Fanar Qatar's presence within the nation's most high-velocity innovation pipelines.



Yildiz Technology Cluster



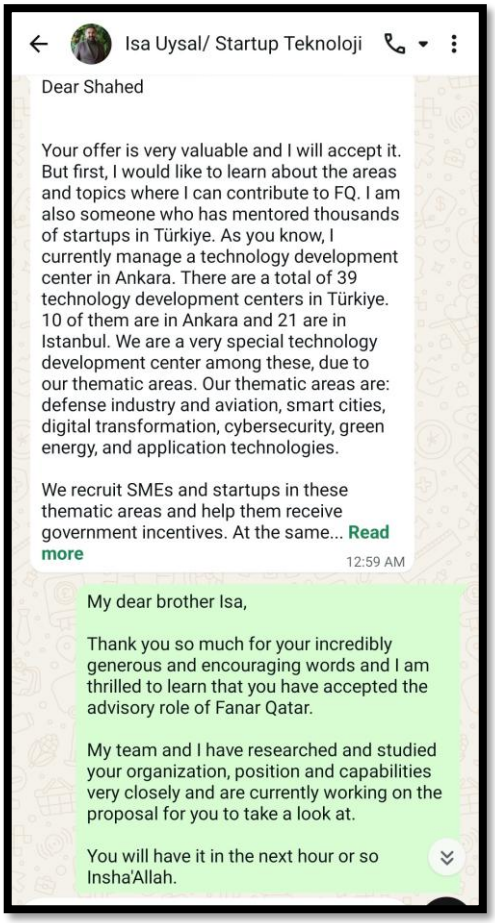
On my way to Ankara To Visit
Dr. Hasan at **ODTÜ Teknokent**

The Türkiye Mandate

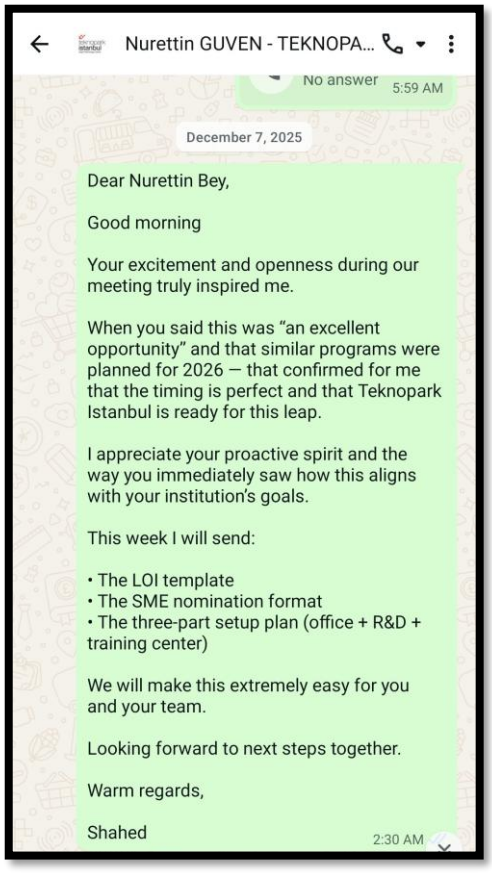


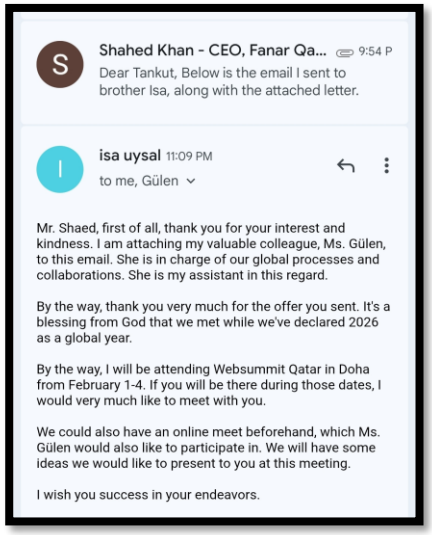
The Türkiye Mandate

Just a Few Advisory Board Member confirmations













VOLUME II

The Malaysia Mandate

The Kuala Lumpur & Penang Gateways

Seven weeks of relentless engagement in Malaysia's industrial heartland.
From the corridors of national institutions in Kuala Lumpur to the factory floors of Penang's semiconductor cluster, every day brought new partnerships and verified opportunities.

7	*500 +*	*5*
Weeks on Ground	*SME Pipeline*	*National Institutions*
Continuous presence in Malaysia's industrial ecosystem	Verified companies in Penang's technology cluster	MRANTI, MDEC, MIGHT, KEDAH and NCIA Relationships secured

Establishing a permanent base in Kuala Lumpur and Penang enabled systematic engagement with Malaysia's national technology institutions.

From this foundation, relationships were built with MRANTI, MDEC, MIGHT, and ultimately the NCIA in Penang—each interaction bringing Qatar closer to accessing Malaysia's advanced manufacturing capabilities.

1. *MRANTI* — National technology agency alignment secured
2. *MDEC* — Digital economy partnership established
3. *MIGHT* — Industrial technology collaboration initiated
4. *NCIA Penang* — Direct access to 1000+ SME ecosystem

VOLUME II

THE MALAYSIA MANDATE

The Kuala Lumpur Gateway



The Base of Operations

Consistency in the Trenches. Five weeks of relentless engagement from a single command center. Cititel Mid Valley became more than accommodation—it was operational headquarters.

The Institutional Thumbs-Up

National Alignment Secured. MRANTI, MDEC, MIGHT—Malaysia's apex technology and research authorities provided institutional validation.

These weren't courtesy visits; they were vetting sessions that confirmed the mission's alignment with Malaysia's national industrial strategy.









The Penang Deep Dive

Where Global Semiconductor Supply Chains Converge

12

The NCIA Presentation

A four-hour intensive session hosted by the Northern Corridor Implementation Authority.

This was a platform demonstration, not a pitch. Each SME was forensically evaluated one-on-one to ensure their capabilities align perfectly with Qatar's industrial requirements and the **Fanar-GT Holding** framework.





SME Registry

Top Penang-based manufacturers verified and documented

4hrs

Deep Vetting

Intensive capability assessment session

Dear Sir / Madam,

We are pleased to invite **NCER-based SMEs** to an exclusive engagement session on **expanding into the Middle East market**, with **Doha, Qatar as a strategic gateway**, facilitated by **Fanar Qatar (FQ)**.

Fanar Qatar is a Doha-based platform supporting SMEs in **commercialisation, investment access, and global market entry**, working closely with investors and strategic partners across the Gulf region.

This session is intended for **SMEs ready to scale beyond Malaysia** and is **not a pitching session**, but a curated discussion on readiness, fit, and potential pathways.

Session Details
Date: Tuesday, 3 February 2026
Time: 10.00 am – 12.00 noon
Venue: NCER Technology Innovation Centre (NTIC), Bayan Lepas, Penang

The session will be led by **Mr. Shahéd Khan, Founder of Fanar Qatar**, who will be visiting from Doha to engage directly with interested SMEs.

Kindly **confirm your attendance** by accepting this calendar invitation.

We would also appreciate your support to **disseminate this invitation to other local SMEs** who may be interested in exploring Middle East expansion opportunities.

Thank you, and we look forward to your participation.



VOLUME II

The Malaysia Mandate

The Penang Gateway

Malaysia represents its gateway to Asia-Pacific industrial capacity—specifically, to the world's most concentrated semiconductor and precision manufacturing cluster.

Penang isn't just a regional hub; it's where global technology giants source their most critical components and where the world's most sophisticated SMEs compete for contracts that require ISO-certified perfection.







YB. Dr. Haim Hilman

to me

Dear Sir,

Thank you for your email and for the information shared.

We are pleased to confirm our agreement to proceed with a brief discussion. Kindly advise whether you would be available to attend the meeting as per the following details:

Date : 27th January 2026 (Tuesday)
Time : 10.00 am
Venue : Office of YB Prof. Dr. Haim Hilman
Level 5, Block E, Wisma Darul Aman
05503 Alor Setar, Kedah Darul Aman, Malaysia.

Should you unable to attend on the proposed date, we would appreciate it if you could suggest a few alternative dates for YB's consideration. For any further enquiries, kindly liaise with YB's officer at **+6017-4459190** (Nur Awatif).

Thank you.

Setiausaha Pejabat
Yang Berhormat Dr. Haim Hilman Abdullah
Ahli Majlis Mesyuarat Kerajaan Negeri Kedah



VOLUME II

The Malaysia Mandate

The Penang Gateway

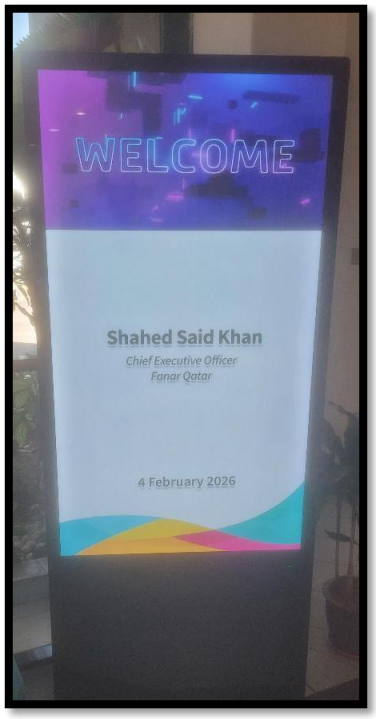
For over three decades, PSDC Future Tech has been the powerhouse of Malaysia's industrial workforce, training hundreds of thousands of specialists to fuel the nation's manufacturing miracle. They are the gold standard in vocational excellence and Industry 4.0 readiness.

Fanar Qatar is currently in advanced dialogue with PSDC leadership to architect their strategic expansion into Qatar.



This proposed collaboration and initiative will provide the critical human capital infrastructure required to support the massive manufacturing growth projected through the FQ platform, ensuring that Qatar's new industrial anchors are powered by world-class, future-ready talent.

Standing before the PSDC Future Tech registry plaques—275 companies representing billions in manufacturing capacity—the scale of the pipeline became undeniable. This is the industrial depth brought to Grant Thornton: verified, documented, ready for activation.



275

SMEs

Corporate Members:
A concentrated ecosystem of the world's leading Tier-1 and Tier-2 manufacturing SMEs.

40,000

Professionals Trained

Over three decades of high-impact vocational excellence
and
Industry 4.0 competency building..

The Malaysia Mandate

The Malaysian Relationships & Gateways









VOLUME II

The Malaysia Mandate

The Malaysian Relationships & Gateways





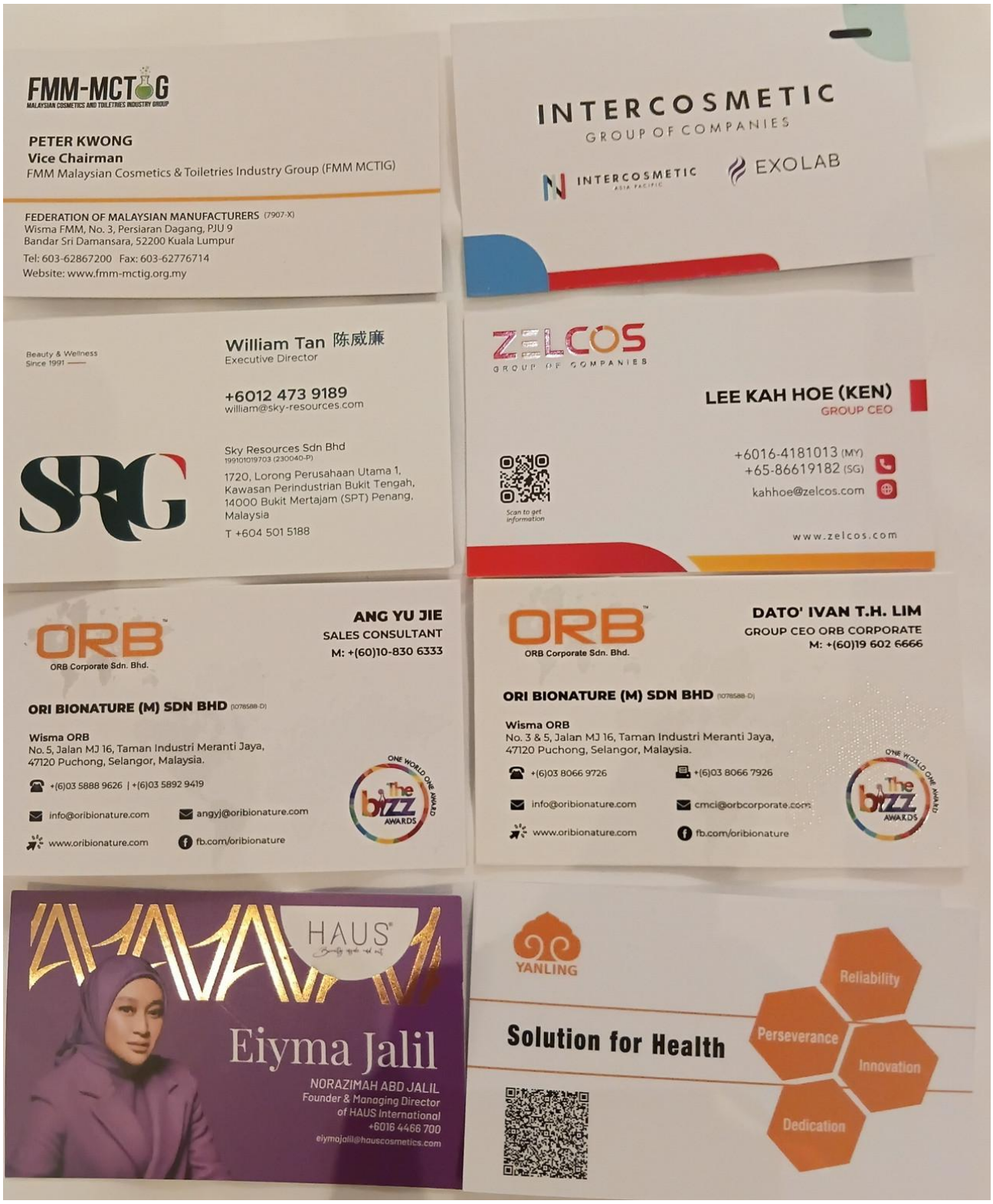


Leading SMEs in Penang & Kuala Lumpur – Ready to Expand in Malaysia

VOLUME II

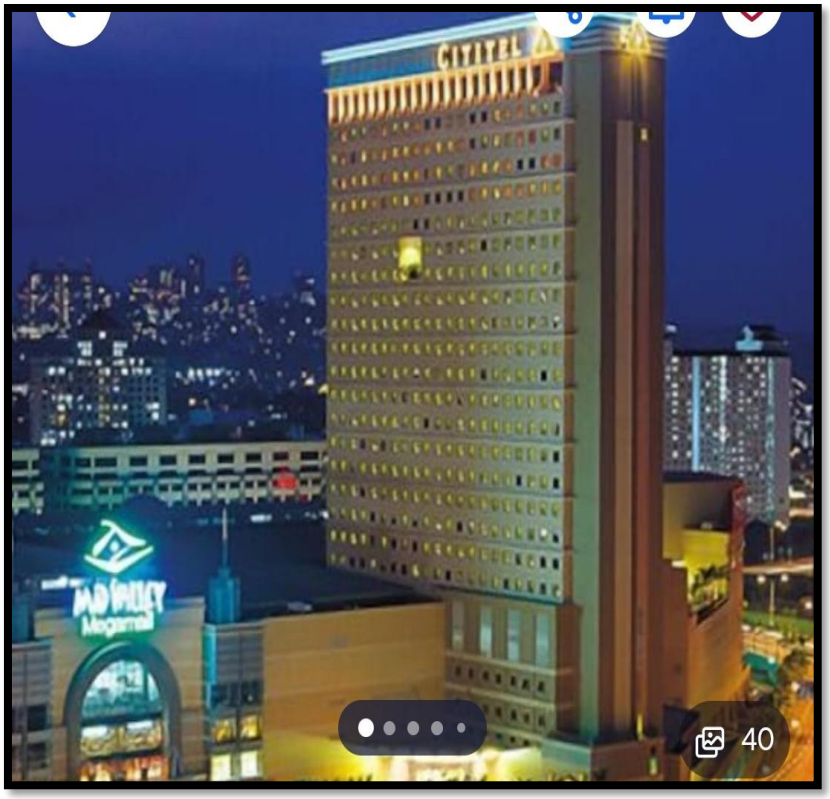
The Malaysia Mandate

The Malaysian Relationships & Gateways



Halal Cosmetics and Personal Care WORLD'S Leaders
– Based in Malaysia
Have signed LOI's with Fanar Qatar to Collaborate with Qatari Stakeholders to Establish a State-of-the-art **Halal Cosmetics and Personal Care** Manufacturing Hub in Doha

The Base of Operations



Cititel Mid Valley

The operational headquarters for five weeks of intensive industrial engagement in Kuala Lumpur.



The Morning Ritual

Every day began with focus and ended with results—consistency in execution.



Many Flights



Weekend Work



Beautiful Mosques

Mission Accomplished

The Trust

Advisory boards in Türkiye and Malaysia providing 24/7 strategic intelligence

The Pipeline

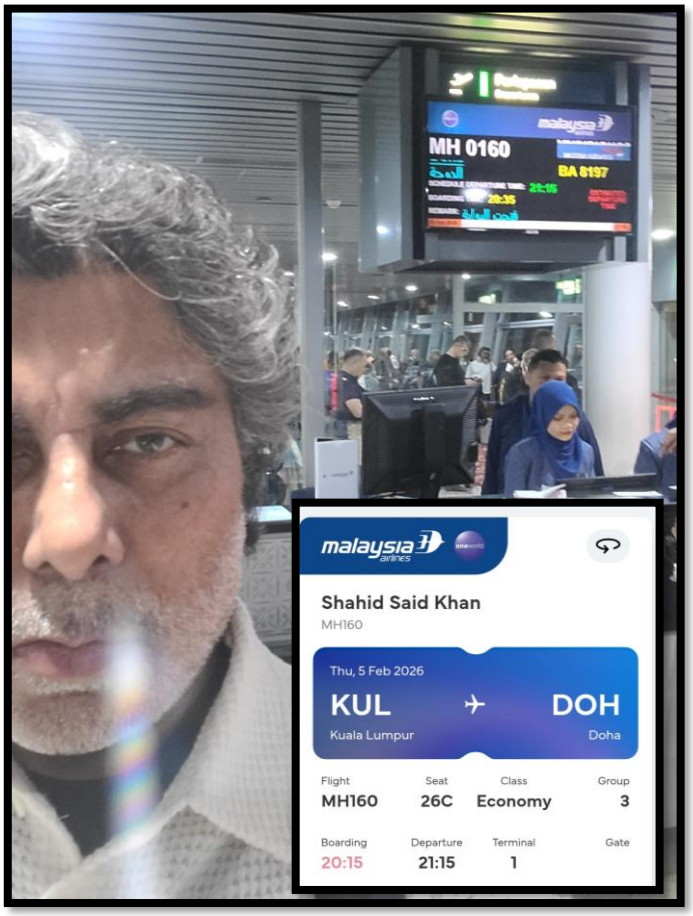
100s of verified SMEs in Penang's semiconductor and automation cluster

The Projects

Turnkey industrial initiatives ready for Grant Thornton activation

Returning to Doha with a locked pipeline, signed advisory boards, and verified manufacturing partners. Four months of documented presence across two nations—from Istanbul's technology valleys to Penang's factory floors—have created the foundation for Qatar's sovereign industrial development.

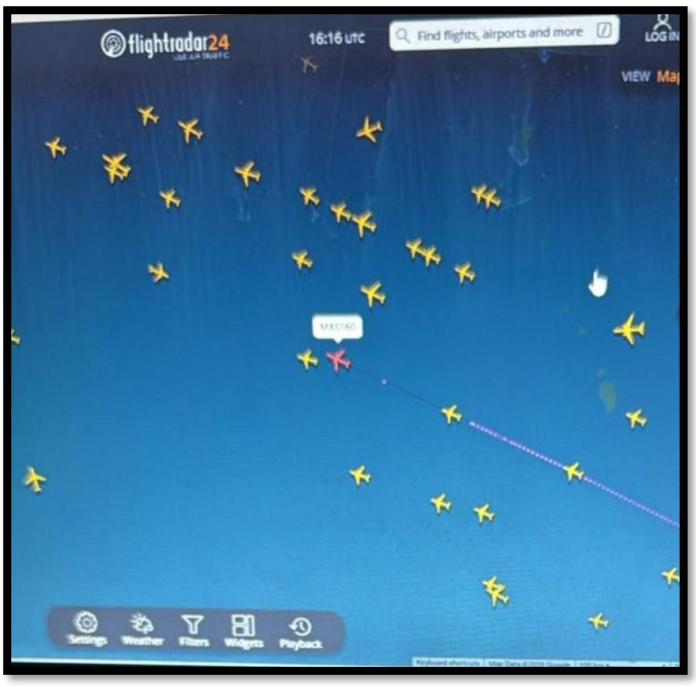
> I have the names. I have the trust. I have the projects. Let's build.



Back to Doha on MH 160



Made Many Life-Long Friends



.....Which Was Tracked By My Wonderful Friends in the Aviation Industry