FANAR QATAR | فنار قطر

THE BEACON OF INNOVATION | WHERE IDEAS BECOME INDUSTRIES

FROM INNOVATION TO COMMERCIALIZATION

THE NATIONAL INDUSTRIAL DEVELOPMENT VEHICLE

CONSOLIDATED INDUSTRIAL MANDATE PORTFOLIO

INTERNATIONAL MANUFACTURING PARTNERSHIPS FOR QATAR'S INDUSTRIAL ADVANCEMENT



A FOUR-MONTH INTERNATIONAL EXPEDITION

1 NOVEMBER 2025 – 15 FEBRUARY 2026





12 Strategic Industrial Mandates

~300,000 SQM Aggregate Land Footprint

US$1.11–1.24 Billion Prospective CAPEX

30+ Technology Parks, Manufacturers & Innovation Leaders Engaged

9 High-Value Industry Sectors

TARGET INDUSTRIES

- Aerospace & MRO
- Defense & Electronics
- Smart Mobility & EV
- Medical Devices & Healthcare
- Halal Cosmetics & Personal Care
- Robotics & Automation
- Digital, Data & AI Infrastructure
- Hospitality & Interiors
- Biotech & Advanced Materials

Shahed Said Khan

SHAHÉD SAID KHAN

FOUNDER — FANAR QATAR

INTERNATIONAL BUSINESS DEVELOPMENT & INDUSTRIAL EXPANSION



رؤية قطر الوطنية

QATAR NATIONAL VISION **2030**



PORTFOLIO INTRODUCTION

International Industrial Development & Strategic Partnerships

This portfolio documents the work undertaken to establish FANAR QATAR as an integrated industrial development platform through direct engagement with manufacturers, technology parks, investment institutions and strategic partners across Türkiye and Malaysia.

Within FOUR months, the initiative generated **12 strategic industrial mandates** and multiple signed MoUs across advanced manufacturing, aerospace, healthcare, robotics, digital infrastructure and other high-value sectors, representing approximately **US$1.11–1.24 billion** in prospective capital investment, subject to further validation.

Regrettably, the Gulf conflict and its regional consequences fundamentally changed the conditions for implementation. The FANAR QATAR mandate was therefore discontinued—not because of any shortage of capable partners, substantive groundwork or industrial potential, but because circumstances beyond its control prevented further advancement.

This compilation stands as a record of international project origination, technology sourcing and industrial partnership development, and of capabilities and relationships that can support future opportunities worldwide.

Shahed Said Khan

Founder — FANAR QATAR
International Business Development & Industrial Expansion

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NATIONAL INDUSTRIAL DEVELOPMENT PORTFOLIO

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COMPLETE PORTFOLIO OF 12 SOVEREIGN INDUSTRIAL MANDATES

TÜRKİYE MANUFACTURERS

7 STRATEGIC MANUFACTURING MANDATES

A sovereign manufacturing collaboration bringing proven Turkish industrial excellence to Qatar across defense, aviation, mobility, healthcare, robotics and advanced technologies.



1. **MKT – QATAR AIRWAYS PROGRAM**
   Aerospace (Q-SAIP) – Sovereign Aviation Manufacturing & MRO
2. **ORTEM**
   Smart Mobility, Telematics & Electronic Control Units (ECUs)
3. **BIOLive**
   Biotech, Biopolymers & Advanced Materials
4. **INN SAVUNMA**
   Advanced Wound Care & Hemostatic Medical Manufacturing
5. **E-TECH ROBOTICS**
   Robotics, Automation & Clean Energy (EV / Battery Systems)
6. **NEBULA DOHA**
   Digital Foundry, Cloud & Sovereign Data Infrastructure
7. **10K ELECTRONICS**
   Defense Electronics, High-Reliability Circuits & Manufacturing

MALAYSIAN MANUFACTURERS

7 STRATEGIC INDUSTRIAL MANDATES

A comprehensive manufacturing collaboration with Malaysian industry, including four companies under the Halal Cosmetics Manufacturing Hub and three additional high-value manufacturers.



8. **QALIBER GLOBAL**
   Halal Cosmetics & Personal Care Manufacturing (Hub Company 1)
9. **ELLIANCE**
   Halal Personal Care, Skincare & Wellness Products (Hub Company 2)
10. **ESTEK AUTOMATION**
    Cleanroom Automation, Packaging & Production Systems (Hub Company 3)
11. **SBC HALAL COSMETICS**
    Halal Cosmetics, Toiletries & Personal Care Manufacturing (Hub Company 4)
12. **FOUNDRY Q ROBOTICS / AI**
    Industrial Robotics, Automation & AI Manufacturing
13. **MALAYSIAN MEDTECH (SME)**
    Medical Devices & Healthcare Manufacturing
14. **DATAEDGE TECHNOLOGIES**
    Data, AI & Cloud Infrastructure Solutions

GLOBAL MANUFACTURERS & VENDORS

1 STRATEGIC PLATFORM MANDATE

A global industrial platform to establish Qatar's Hospitality Interior Design, Sourcing, Manufacturing & Procurement Hub.



15. **DOHA HOSPITALITY HUB (DHUR)**
    Hospitality Interior Design, Sourcing, Manufacturing & Procurement Center

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TÜRKİYE MANUFACTURERS

STRATEGIC INDUSTRIAL PARTNERSHIP
TÜRKİYE – QATAR

A Sovereign Manufacturing Collaboration Bringing Proven Turkish Industrial Excellence to Qatar

A strategic portfolio of leading Türkiye-based manufacturers in aerospace, defense, mobility, healthcare, robotics, energy, and advanced electronics — aligned with Qatar National Vision 2030 to build sovereign manufacturing capability, create high-value jobs, and establish Qatar as a regional industrial and export hub.



KEY MANUFACTURING STRENGTHS FROM TÜRKİYE

- Aerospace & Aviation (MRO)
- Defense & Security Systems
- Mobility & Smart Cities
- Healthcare & Medical Technologies
- Robotics & Automation
- Advanced Electronics & Energy Systems

TÜRKİYE PORTFOLIO (7 MANUFACTURERS)

MKT | ORTEM | biolive | INN SAVUNMA | E-TECH ROBOTICS | NEBULA DOHA | 10K Electronics



رؤية قطر الوطنية
QATAR NATIONAL VISION 2030

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SOVEREIGN INDUSTRIAL MANDATE

CLASSIFIED PROPOSAL

Q-SAIP & QALP: The Qatar Sovereign Aviation Industrial Platform & Qatar Airways Localization Program

A Strategic Tripartite Alliance: Fanar Qatar, MKT Machinery (Türkiye), and Malaysian Tier-1 Industrial Partners.

Powered by MKT | Facilitated by Fanar Qatar

THE NATION'S PRESTIGE

Establishing Qatar as the Middle East's Advanced Manufacturing Powerhouse.

TREMENDOUS SOVEREIGN SAVINGS

Mobilizing billions in USD savings through aggressive import substitution.

IMMEDIATE MOBILIZATION

Leveraging proven Turkish and Malaysian aerospace ecosystems to launch Phase 1 today.

TOTAL SELF-SUFFICIENCY

Ending dependency on foreign supply chains for Qatar Airways' MRO and Cabin Interiors.

INDUSTRIAL REVOLUTION 4.0

From a Service Economy to a Global Manufacturing Leader.

The Billion-Dollar Thesis

Qatar's outsourced MRO expenditure represents billions in sovereign capital flowing to foreign economies annually. **Q-SAIP captures this spend immediately**—redirecting it into a 100% Qatari-owned, world-class Aviation Industrial Complex aligned with Qatar National Vision 2030.

The MKT Advantage

Plug-and-Play Turkish OEM lines. Battle-tested CNC machining centers, composite layup systems, and robotic assembly cells—ready for immediate deployment to Doha with full technology transfer.

The Malaysian Synergy

Advanced materials and avionics expertise. Tier-1 Malaysian partners bring composites engineering, electronics integration, and EASA/FAA-certified production capabilities for rapid scale-up.

Ankara / Istanbul

Machinery & OEM Lines

Kuala Lumpur

Advanced Materials & Electronics

Doha

Sovereign Industrial Complex

The Result: A fully sovereign, Qatari-owned aviation industrial platform that transforms the nation from consumer of foreign MRO services to a global manufacturing leader—securing strategic autonomy for generations.

Transforming Qatar into a Global Advanced Manufacturing Hub

Türkiye–Qatar Alliance



A strategic industrial corridor linking MKT's proven capability to Qatar's sovereign vision.

Strategic Pillars

01 Localization

Aerospace manufacturing & MRO on sovereign soil

02 Technology Transfer

MKT's proven Turkish expertise deployed in Doha

03 Sovereign Scale

Building the future of aviation manufacturing — Phase 1

Advanced Manufacturing



Composites, precision machining, and automated assembly lines configured for aerospace-grade output.

MRO & Sustainment



Full-spectrum maintenance, repair, and overhaul operations anchored at Hamad International Airport.

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STRATEGIC PARTNERSHIP

ORTEM × FANAR QATAR

ORTEM Qatar: Pioneering the Future of Smart Mobility & Telematics

By

ORTEM

ORTEM - Türkiye

Brought to Qatar through the **Fanar Qatar** platform

- Catalyzing Qatar's Industrial Revolution
- Building the Nation's Advanced Manufacturing Ecosystem
- Empowering Sovereign Technology & Smart Infrastructure
- The First Step Toward Qatar's Global Manufacturing Leadership

A Vision for National Transformation

The ORTEM–Fanar Qatar partnership represents a landmark moment in Qatar's journey toward sovereign industrial capability.

By combining ORTEM's world-class expertise in smart mobility, embedded telematics, and advanced manufacturing with Fanar Qatar's deep understanding of the national landscape, regulatory frameworks, and strategic investment ecosystem, this collaboration is uniquely positioned to deliver transformative outcomes.

Together, we are laying the foundation for a sovereign, world-class manufacturing ecosystem that positions Qatar at the forefront of smart infrastructure, embedded systems, and next-generation mobility.

> This proposal marks the beginning of Qatar's journey toward global manufacturing leadership — powered by innovation, driven by partnership.

Project Pillars

- **Smart Mobility**
  Next-generation telematics and connected vehicle platforms
- **Advanced Manufacturing**
  Localized production of embedded systems and IoT hardware
- **Sovereign Technology**
  In-country R&D capability and IP ownership
- **Workforce Development**
  Qatari talent empowerment in high-tech engineering

This proposal outlines a comprehensive roadmap — from establishing state-of-the-art production facilities on Qatari soil to developing homegrown talent pipelines in high-tech engineering.

The initiative is fully aligned with Qatar National Vision 2030, targeting economic diversification, knowledge-based industry growth, and global competitiveness in next-generation mobility solutions.

Together, ORTEM and Fanar Qatar will build more than products — they will build an ecosystem that positions the nation as a regional hub for smart manufacturing and technology sovereignty.

ORTEM

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A FANAR QATAR (FQ) STRATEGIC INDUSTRIAL INITIATIVE

BIOlive Qatar

biolive

Powered by Biolive | Facilitated by Fanar Qatar

Architecting the Circular Economy: From Agro-Waste to Global Bio-Plastic Leadership

Powering Qatar's Advanced Manufacturing Revolution & National Vision 2030

Fanar Qatar (FQ)

Strategic Industrial Platform

Biolive

Award-Winning Turkish Biotech

> A cornerstone partnership localizing world-class Turkish biotech innovation within the State of Qatar — transforming the nation into an advanced global manufacturing hub for the circular bioeconomy.

The Strategic Vision: Headlines Powering BIOlive Qatar

Each dimension of this initiative has been architected to communicate sovereign ambition, technological differentiation, and global market leadership. The following strategic narratives anchor every facet of the BIOlive Qatar proposition.

1

The Sovereign Industrial Bridge

Connecting Turkish Innovation to Qatari Capital — forging a bilateral corridor of advanced manufacturing excellence between two of the region's most dynamic economies.

2

Beyond Petroleum

Establishing the GCC's First High-Performance Biopolymer Ecosystem — a paradigm-defining move that positions Qatar at the vanguard of the post-hydrocarbon industrial frontier.

3

Zero-Cash, High-IP

A New Paradigm for Technology Transfer in the Middle East — demonstrating that sovereign value creation can be anchored in intellectual property, not just capital deployment.

🔬 R&D Vision

"Where Nature Meets Engineering: The BIOlive Qatar Applied Biotech Institute."

A dedicated research institute fusing agronomic science with advanced materials engineering — creating proprietary IP on Qatari soil.

🌍 Export Vision

"Doha: The New Gateway for Global Green Materials."

Leveraging Qatar's world-class logistics infrastructure and trade agreements to establish Doha as the primary export node for sustainable bioplastics across Europe, Asia, and Africa.

Advanced Manufacturing

State-of-the-art automated production

Circular Economy

Agro-waste to high-value biopolymers

Global Leadership

Qatar as the GCC's green materials hub

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STRATEGIC PROPOSAL

QATAR VISION 2030

Advanced Wound Care & Hemostatic Manufacturing Platform

Powered by INN SAVUNMA | Facilitated by Fanar Qatar

INN SAVUNMA

Catalyzing the Next Industrial Revolution

Building Qatar's Future as a Regional Advanced Manufacturing Hub	Innovating Healthcare Manufacturing with World-Class Technology	A Strategic Partnership for Sustainable Industrial Growth	From Proven Turkish Expertise to Qatar's Vision 2030

Empowering Qatar's Industrial Future through Strategic Global Partnerships

Advanced Wound Care & Hemostatic Manufacturing Platform

Brought to Qatar by Fanar Qatar — Catalyzing the Next Industrial Revolution

The INN Savunma and Fanar Qatar partnership represents a transformative opportunity to establish a world-class advanced wound care and hemostatic product manufacturing facility in the State of Qatar. This platform leverages decades of proven Turkish defense-medical expertise and transplants it into Qatar's rapidly expanding industrial ecosystem — creating sovereign manufacturing capability, high-value employment, and regional export potential.

Strategic Vision

By localizing production of critical medical technologies, Qatar positions itself as a regional hub for advanced healthcare manufacturing — reducing import dependency, strengthening national resilience, and aligning directly with Qatar National Vision 2030 and the Industrial Strategy 2035.

This proposal outlines the technology, the partnership framework, and the roadmap to deliver a fully operational, GMP-certified production facility capable of serving military, civilian, and export markets across the GCC and beyond.

Core Capabilities

- Hemostatic wound dressings
- Advanced biomedical textiles
- Trauma-grade medical devices
- Sterile cleanroom manufacturing
- Full GMP/ISO compliance

Partnership Model

INN Savunma — Technology & IP transfer
Fanar Qatar — Local platform & market access

Manufacturing Excellence

State-of-the-art cleanroom production lines engineered to NATO and international medical standards, ensuring the highest quality output from day one.

Regional Export Hub

Strategic positioning to serve GCC, MENA, and African markets with locally manufactured advanced medical products — a first for the region.

Technology Transfer

Complete IP and know-how transfer from INN Savunma's proven Turkish operations, including training, process engineering, and quality systems.

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Qatar Modular Clean Power & Electrification Systems Foundry

By

E-Tech Robotics - Türkiye

| Brought to Qatar through the **Fanar Qatar** platform

Pioneering Qatar's Advanced Manufacturing Future

Building the Next Industrial Revolution in Energy Systems

E-Tech Robotics & Fanar Qatar: Powering Innovation, Empowering Qatar

Modular. Mission-Critical. Climate-Resilient.

Modular, Mission-Critical, and Climate-Resilient Energy Solutions

Sovereign Manufacturing Hub

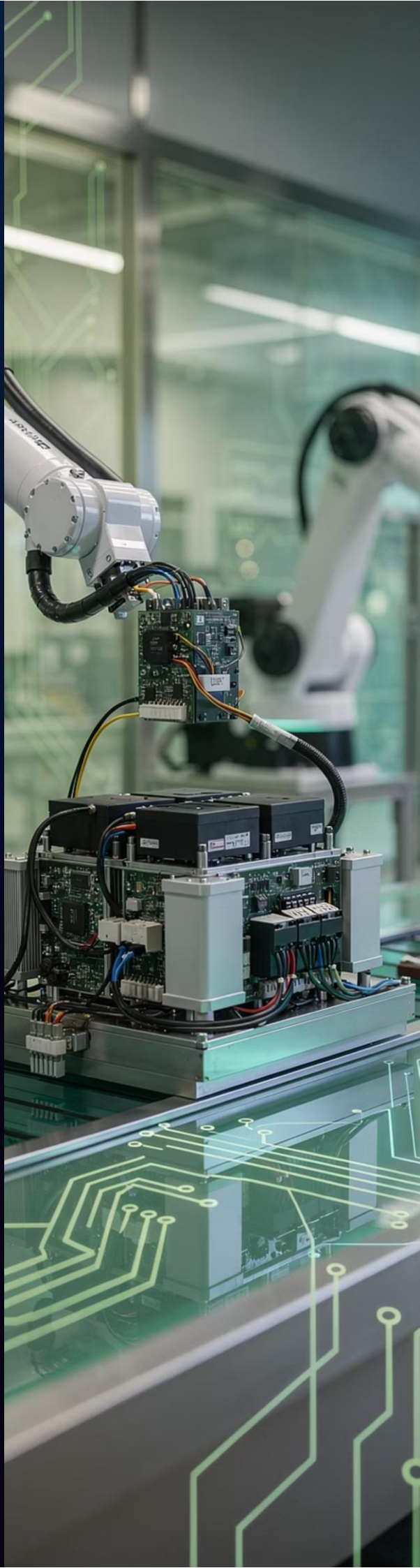
First Steps Toward a Sovereign, High-Tech Manufacturing Hub

Vision Into Reality

Transforming Vision into Reality: Sustainable, Scalable, Strategic

> *"Pioneering Qatar's Advanced Manufacturing Future — positioning Qatar as a global leader in advanced manufacturing and energy technology."*

This proposal is designed to be compelling and inspiring to **investors, government stakeholders, and industry leaders**, reflecting the project's ambition and visionary impact on Qatar's industrial landscape.



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STRATEGIC PROPOSAL | FEBRUARY 2026

NEBULA DOHA

Brought to Qatar through the Fanar Qatar Platform

Pioneering Qatar's Sovereign Digital Industrial Revolution

Transforming Digital Innovation into National Industrial Assets

The First Step Toward an Advanced Manufacturing Hub

Building Qatar's Future as a Global Leader in Digital Product Sovereignty

Sovereign Cloud Infrastructure Meets Industrial-Scale Digital Foundry

> *From Vision to Reality: Empowering Qatar's Knowledge Economy*

A Sovereign Vision for Digital Industrial Excellence

NEBULA DOHA represents a transformative strategic initiative designed to position Qatar at the forefront of the global digital industrial revolution. By converging sovereign cloud infrastructure with industrial-scale digital foundry capabilities, this proposal charts a bold course toward national self-reliance in advanced digital manufacturing and technology production.

Rooted in Qatar National Vision 2030 and engineered through the Fanar Qatar Platform, NEBULA DOHA is purpose-built to convert Qatar's strategic ambitions into operational reality — establishing the nation as a preeminent hub for digital product sovereignty, knowledge-driven economic diversification, and next-generation industrial capacity.

This proposal outlines the architecture, strategic rationale, and implementation roadmap for delivering a world-class digital manufacturing ecosystem that serves Qatar's sovereign interests while projecting its leadership onto the global stage.

Submitted By

Shahid Said Khan Founder & Principal Architect
Fanar Qatar

Date: February 2026

Prepared for presentation to Qatar's sovereign leadership, investment authorities, and strategic advisory partners.

Sovereign Cloud

National digital infrastructure under full sovereign control

Digital Foundry

Industrial-scale manufacturing of digital products and platforms

Data Sovereignty

Complete ownership of critical data assets and technology stacks

Global Leadership

Positioning Qatar as a world-class digital economy powerhouse

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SOVEREIGN INDUSTRIAL STRATEGY

FANAR QATAR PLATFORM

The Sovereign Brain of Qatar's Industrial Future

10K ELEKTRONİK

Powered by 10K Electronics | Facilitated by Fanar Qatar

Powering the Qatar-Türkiye Industrial Bridge through the Fanar Qatar Platform

Beyond Assembly

Establishing the Foundation of National Self-Sufficiency

The Nervous System

Of Qatar's Advanced Manufacturing Revolution

Confidential — Prepared for Strategic Investors & Sovereign Stakeholders

From Vision 2030 to Industrial Reality

Building the GCC's Premier Electronics Foundry

Electronics manufacturing is not merely another industrial vertical — it is the **prerequisite layer** upon which every advanced sector depends.

Without sovereign PCB fabrication, SMT assembly, and integrated circuit packaging capabilities, Qatar's ambitions in Aviation, Defense, and MedTech remain structurally dependent on foreign supply chains. Project 10K Electronics addresses this foundational gap with precision and scale.

Aviation
Flight control systems, avionics modules, and sensor arrays require domestically sourced electronics to meet defense-grade security clearances and supply chain resilience mandates.

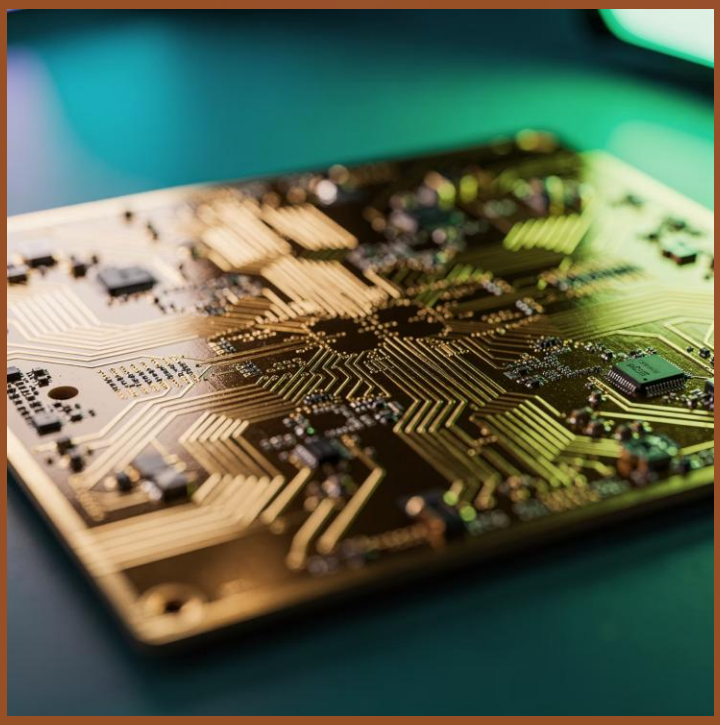
Defense & Security
Sovereign electronic warfare systems, encrypted communications hardware, and autonomous guidance platforms cannot rely on third-party manufacturing under geopolitical constraints.

MedTech
Diagnostic imaging boards, IoT-enabled patient monitoring, and surgical robotics controllers demand precision-grade electronics manufactured under rigorous quality protocols.

The Partnership Architecture

Project 10K Electronics is uniquely positioned at the intersection of **proven Turkish engineering IP** and **Qatar's sovereign industrial structuring** through the Fanar Qatar platform.

This is not a technology transfer — it is a co-creation model designed for long-term national ownership and capability building.



10K Electronics — Turkish IP
Decade-proven SMT line engineering, advanced PCB design libraries, and operational playbooks refined across 10,000+ production cycles for European and NATO-standard clients.

Fanar Qatar — Sovereign Structuring
Investment vehicle architecture, regulatory alignment with QFC frameworks, land allocation within Qatar's industrial zones, and strategic alignment with QIA and QSTP mandates.

Power Phrases

> **The Brain Deal:** Securing Qatar's Electronic Sovereignty.

> **Precision Engineering.** National Security. Industrial Scale.

> **10K Electronics:** The First Step in Qatar's Fourth Industrial Revolution.

> Architecting the Future of **Made-in-Qatar** Technology.

Strategic Imperative: Nations that manufacture their own electronics define the terms of their industrial sovereignty. Project 10K Electronics ensures Qatar writes its own terms.

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NATIONAL INDUSTRIAL DEVELOPMENT PORTFOLIO

MALAYSIAN MANUFACTURERS

STRATEGIC MANUFACTURING PARTNERSHIP

MALAYSIA – QATAR

A Comprehensive Manufacturing Collaboration Across Halal, Medical, Robotics, AI and Advanced Industries

A strategic partnership to onboard **seven (7)** leading Malaysian manufacturers into Qatar, including **four (4)** companies under the Halal Cosmetics Manufacturing Hub project, and **three (3)** additional manufacturers in advanced robotics, data infrastructure and other high-value industrial sectors — supporting Qatar's industrial diversification, building halal value chains, and advancing Qatar National Vision 2030.



KEY MANUFACTURING STRENGTHS FROM MALAYSIA

- Medical Devices & Healthcare
- Halal Cosmetics & Personal Care Manufacturing
- Robotics & Automation
- Data & Digital Infrastructure
- Advanced Manufacturing & Industrial Systems
- Halal Science, Biotech & Wellness
- Packaging, Materials & Supply Chain

MALAYSIA PORTFOLIO
(7 MANUFACTURERS)

INCLUDING
(4) HALAL COSMETICS HUB MANUFACTURERS

HALAL COSMETICS MANUFACTURING HUB (4 COMPANIES)

- QALIBER GLOBAL — Halal Cosmetics & Personal Care
- ELLIANCE
- ESTEK AUTOMATION
- SBC HALAL COSMETICS

OTHER MALAYSIAN MANUFACTURERS (3 COMPANIES)

- FOUNDRY Q — ROBOTICS / AI
- MALAYSIAN MEDTECH (SME)
- DATAEDGE TECHNOLOGIES (Data · AI · Cloud)

STRATEGIC PARTNER
(ECOSYSTEM & BD)

Silicon CONNECT — Strategic Sourcing, Ecosystem & Business Development Partner



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QATAR NATIONAL VISION 2030

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SOVEREIGN-SCALE INDUSTRIAL BLUEPRINT

Pioneering the World's Largest & Most Advanced Hub for Halal Products Manufacturing

Where Innovation Meets Tradition — The Future of Halal Manufacturing

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Uniting global leaders to build Qatar's halal industrial revolution — a sovereign-scale platform transforming Qatar into the global epicenter of halal beauty, wellness, and personal care. Strategic collaboration. Unmatched expertise. **Global impact.**

In Collaboration With

Sky Resources	Zelcos Group	Haus International	Intercosmetic Asia Pacific

| Facilitated by Fanar Qatar

From Vision to Reality: Qatar's Gateway to Global Halal Markets



Setting New Standards in Halal Excellence

Bringing Malaysia's premier Halal Manufacturing Titans to Qatar

— this landmark collaboration delivers **world-class R&D, certified production infrastructure, and unrivaled export capacity** to serve rapidly expanding global halal markets.

Global Connectivity

Strategic positioning at the crossroads of Asia, Africa, and Europe for unmatched trade access.

Advanced R&D

Cutting-edge laboratories driving innovation in halal cosmetics, skincare, and wellness.

Certified Excellence

Gold-standard halal certification and sovereign-level quality assurance frameworks.

Strategic Collaboration. Unmatched Expertise. Global Impact.

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Qatar Advanced Edge AI Manufacturing & Innovation Hub

ELLIANCE

Powered by Elliance | Facilitated by Fanar Qatar

Pioneering Sovereign Technology for Qatar's Knowledge Economy

Building the Future of Industrial AI Manufacturing

Catalyzing Qatar's Industrial Revolution 4.0

> *"From Vision to Reality: A National Platform for Innovation and Sovereignty"*

A Transformative National Vision

The **Qatar Advanced Edge AI Manufacturing & Innovation Hub** represents a landmark convergence of sovereign technology ambition and advanced industrial capability.

Brought to Qatar through the **Fanar Qatar platform**, this initiative positions the nation at the forefront of the global Fourth Industrial Revolution — establishing a world-class Advanced Manufacturing Hub that will redefine the region's technological landscape.

This proposal outlines a comprehensive strategy to build indigenous AI manufacturing capacity, catalyze technology transfer, and create a self-sustaining innovation ecosystem anchored in Qatar's long-term economic diversification goals.



Edge AI Manufacturing

Sovereign production of advanced AI chipsets and edge computing hardware, reducing dependency on global supply chains and securing national technological autonomy.



Smart Factory Infrastructure

State-of-the-art automated facilities integrating robotics, digital twins, and Industry 4.0 protocols to deliver precision manufacturing at scale.



Innovation Ecosystem

A national platform fostering R&D collaboration, workforce development, and strategic partnerships between government, industry, and academia.



Regional Leadership

Positioning Qatar as the premier destination for advanced manufacturing investment in the Middle East, attracting global technology leaders and institutional capital.

Fanar Qatar serves as the strategic facilitation platform, connecting world-class technology partners like **Elliance** with Qatar's national vision — transforming ambition into operational reality.

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A FANAR QATAR (FQ) STRATEGIC INITIATIVE

PROJECT FOUNDRY - Q

ESTEK AUTOMATION

Powered by Estek | Facilitated by Fanar Qatar

Architecting the Sovereign Engine of Qatar's Industrial Revolution

From Technology Consumer to Technology Creator.

Localize

Localizing the World's Most Advanced Industrial DNA.

Build

Building the Machines that Build the Future.

Transform

The Blueprint for Qatar's Knowledge-Based Manufacturing Hub.

☆ STRATEGIC VISION

The Arrival of Estek Automation in Qatar

This document presents the formal introduction of **Estek Automation** into the State of Qatar — facilitated exclusively through the **Fanar Qatar (FQ)** platform. As the cornerstone of Qatar's Advanced Manufacturing Hub, Project Foundry Q is engineered to catalyze a sovereign industrial revolution spanning decades of transformative growth.

Sovereign Capability

Establishing Qatar as an autonomous creator of advanced industrial technology — not merely a consumer.

Fanar Qatar: The Beacon

Guiding global technology excellence into the heart of Doha through strategic partnership and institutional precision.

The Multi-Decade Vision

Project Foundry Q signals the first decisive step in repositioning Qatar as a global hub for robotics, advanced automation, and knowledge-based manufacturing — a sovereign engine built to endure.

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SOVEREIGN INDUSTRIAL PROPOSAL

CONFIDENTIAL

QATAR ADVANCED MANUFACTURING & SME ONBOARDING

Silicon CONNECT

Silicon Connect: The Malaysian Gateway to Qatar via Fanar Qatar

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THE NATION'S PRESTIGE

Building Qatar's Advanced Medical & Halal Hub — transforming the nation from a net importer to a sovereign manufacturing exporter through strategic onboarding of high-value Malaysian SMEs.

3–5 SMEs

Immediate Phase 1 Mobilization

USD 15M–50M

Per SME Investment Scale

Vision 2030

Full Strategic Alignment

Strategic Partners

Fanar Qatar

- Sovereign Sponsor &
- In-Country Principal

Silicon Connect

- Ecosystem Lead &
- SME Mobilization Engine

Sovereign Savings ·

- *Export-Ready*
- *Advanced Technology*
- *Aligned with Vision 2030*

Phase 1: Immediate Mobilization of 3–5 High-Value Manufacturing SMEs

Deploying export-ready Malaysian SMEs in **Medical Devices** and **Halal Personal Care** — sectors commanding sovereign priority and global demand acceleration.



Medical Devices

Class II/III device assembly, sterilization, and packaging — replacing import dependency with sovereign capacity.



Halal Personal Care

GCC-certified formulation and fill-finish operations targeting USD 300B+ global halal economy.



Advanced Assembly

Industry 4.0 robotics and IoT-integrated production lines — export-grade from day one.

> **The Impact:** Qatar transitions from importer to global manufacturing exporter — sovereign savings, technology transfer, and thousands of high-skilled jobs anchored in-country.

SME Selection

Curated Malaysian manufacturers

Mobilization

Technology & talent transfer to Qatar

Export Launch

GCC & global market access

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PRE-FEASIBILITY CONCEPT BRIEF

DOHA HOSPITALITY INTERIOR DESIGN MANUFACTURING & SOURCING HUB

(DHDH)

The World's Largest Centralized Hospitality Interior Design, Manufacturing & Sourcing Hub

> *"DHDH represents a paradigm shift — a 'Single-window', world-class hub uniting design, manufacturing, and sourcing to serve the global hospitality industry from Doha."*
>
> — **Shahed Said Khan**, Project Originator

— a project conceived to reshape the future of centralized hospitality interior design and procurement on a global scale.— anchoring Doha as the premier destination for world-class interior solutions.

DEVELOPED & PRESENTED BY

Shahed Said Khan

Project Originator & Platform Architect

Leadership Legacy

Former Owner & CEO of **The United Carpets & Textiles Group of Industries** — recognized as the largest machine-made carpet manufacturer in the Indian Sub-continent for **three consecutive decades**.

Shahed Said Khan brings an unparalleled depth of industry expertise, global manufacturing networks, and strategic vision to the DHDH initiative.

His career-long mastery of large-scale textile production, international sourcing, and hospitality-grade material innovation positions this project at the intersection of proven capability and transformative ambition.

Global Sourcing Vision

Deep expertise across international supply chains and procurement networks

Hospitality Design Insight

Proven understanding of luxury interiors and high-end material specification

> *Bringing decades of manufacturing excellence and visionary leadership to create a landmark platform for hospitality design innovation in the heart of Doha.*

30+

Years of industry leadership in largescale carpet & textile manufacturing

Doha + Global Vision

Establishing a world-class hospitality design & sourcing hub in Qatar



CONFIDENTIAL DOCUMENTATION NOTICE

Copies of the signed Memoranda of Understanding (MoUs) and project pre-feasibility studies relating to the industrial mandates presented in this portfolio may be made available to qualified interested parties upon request, subject to the execution of an appropriate confidentiality and non-disclosure agreement.

These documents contain sensitive, confidential and proprietary technical, commercial and strategic information belonging to FANAR QATAR and/or its respective project partners.

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