



CANADA × UAE

Programme Office, Canada-UAE Pipeline

A proposal for a Canadian bilateral delivery mandate

Adnan Feroz & team • 2 October 2026

Adnan Feroz Group, its operating arms and delivery partners. ABMIG global business-development mandate.
Contracting legal entity pending designation. Full disclosure schedule before engagement.

A Canadian mandate for bilateral delivery

Appoint Adnan Feroz & team to coordinate the Canada-UAE pipeline.

Government sponsor	An authorised Canadian lead and a designated Embassy / TCS liaison.
Delivery mandate	A defined 90-day scope with counterpart qualification and decision reporting.
Public value	Canadian exports, UAE investment and executable bilateral projects.

Canada-UAE trade and investment momentum

- 2025** Up to US\$50B investment framework
- May 2026** Investment protection agreement in force
- July 2026** CEPA negotiations concluded in Toronto



Ministers Sidhu and Al Zeyoudi • Toronto, 24 July 2026

CEPA conclusion is distinct from entry into force.

Sources: [FRAMEWORK](#) · [CEPA](#)

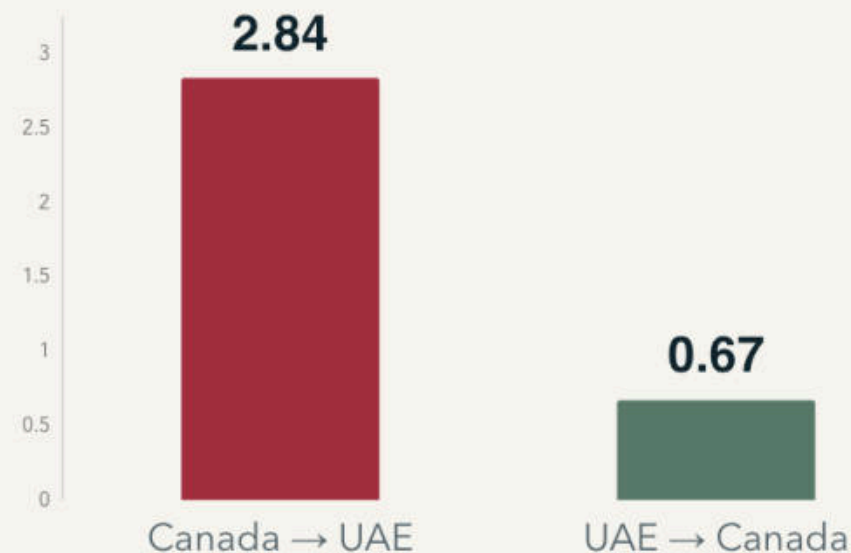
A two-way commercial base

CAD 3.5B

two-way merchandise trade in 2025

The US\$50B framework is national policy context; none is allocated to this programme.

Sources: TRADE · FRAMEWORK



CAD billions • rounded headline total

A shared bilateral commercial agenda



CANADA TO THE UAE

Health Care and food
Mining, energy and engineering
Canadian technology and expertise



UAE TO CANADA

Capital and long-term offtake
Housing and industrial partnerships
Logistics and market access

A coordinated pipeline gives each side a clear partner, project and next decision.

The commercial delivery process



Adnan Feroz

Toronto & Dubai

**Entrepreneur. Board director.
Independent global business
development consultant.**

Boards across resource recovery, health care and critical minerals. Operating experience in real estate, accounting and AI partnerships.

Leads programme delivery, qualifies counterparts and holds the team accountable for results.

ceo@adnanferoz.com



Board and operating leadership

RESOURCE RECOVERY

AERC

Founder & Board Director

Project formation and commercial development.

HEALTH CARE

NASA Global Healthcare Group

Shareholder & Board Director

Cross-border health-care expansion and acquisitions.

CRITICAL MINERALS

Zarkoh Metals Group

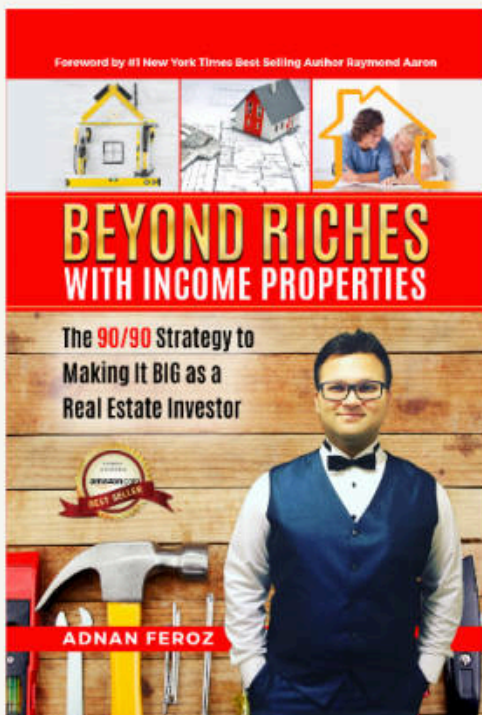
Board Member

International mineral partnerships and development.

OPERATING EXPERIENCE

Dubai property brokerage leadership. Accounting practice co-founder. AI and software alliances. Canadian real-estate experience since 2010.

Authorship and public communication



2018 / AUTHOR

Beyond Riches with Income Properties

The 90/90 property investment strategy.

Foreword by Raymond Aaron.



2022 / EDITOR-IN-CHIEF

Living in Toronto

A community guide to the city, its neighbourhoods and opportunities.

Turning commercial experience into clear, accessible ideas for investors and communities.

Adnan Feroz Group's delivery network



Adnan Feroz Group's delivery businesses

FOOD TRADE ARM

Safa Agro

Buyer specifications, sourcing and Gulf logistics.

ACCOUNTING ARM

The Accounting Doc

Entity setup, tax coordination and financial reporting.

PR & DIGITAL MEDIA ARM

Waa'iz Up Media

Campaigns, production and public communications.

PROPRIETARY TECHNOLOGY

Sell IQ

AI-assisted property workflows and pilot development.

AI & TECHNOLOGY PARTNER

Galaxy Weblinks

Engineering, integrations and implementation.

FUNDRAISING PARTNER

Pinnacle Wealth

Capital readiness and qualified financial-sector relationships.

REAL ESTATE PARTNER

Adnan Feroz Properties

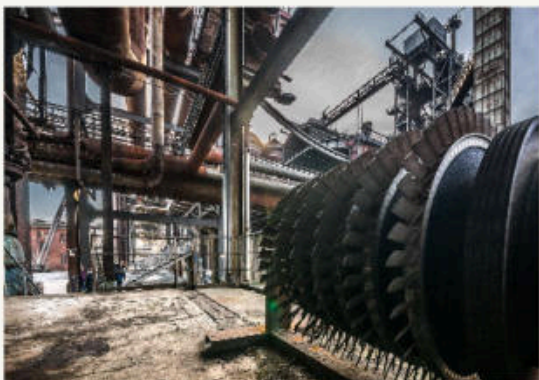
Development, brokerage and property coordination.

BUSINESS RELATIONSHIPS

Network King

Prospect qualification, introductions and events.

Our sector ventures



AERC

Waste-to-value
Founder and board role



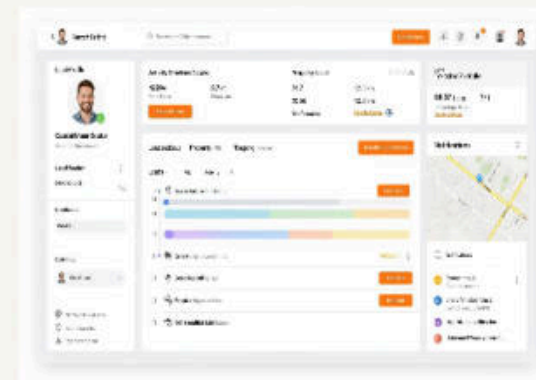
Global Healthcare Group

Health Care
development
Shareholder and board
role



Zarkoh Metals

Natural resources
Mining and trade
platform



Sell IQ

Proprietary PropTech
Product and pilot
development

Abdulla Bin Mujren Al Kendi

**Owner & Group Chairman
Abdulla Bin Mujren Investment Group LLC**

Adnan Feroz holds his signed global business-development mandate as an independent consultant.

AL KENDI FAMILY HERITAGE

ABMIG's profile describes longstanding family ties to the Al Maktoum and Al Nahyan ruling families, including judicial service and ties through marriage.



ABMIG's licensed investment platform

841076

Dubai commercial licence
Valid to 1 July 2027



Real economy

Industry, agriculture, water and commerce

Energy

Oil, natural gas and energy enterprises

People

Health Care, education, sport and tourism

Markets

Retail enterprise investment and management

Source: renewed licence, pages 1-2. Investment activities are subject to project-specific approvals.

Adnan's signed global commercial mandate

GLOBAL BUSINESS DEVELOPMENT MANDATE

Adnan Feroz Independent consultant

Authority	Global representation, negotiation and contract finalisation for ABMIG.
Term	Two years from 14 October 2025.
Working basis	Commercial mandate, with independent-consultant delivery.



Leadership on partnership and delivery

"In a more divided and dangerous world, Canada is securing new deals with new partners."

Mark Carney

Prime Minister of Canada

Abu Dhabi, 21 November 2025

"only partnerships can overcome today's complex and overlapping challenges"

**Sheikh Mohamed
bin Zayed Al Nahyan**

President of the UAE

I2U2 Summit, 14 July 2022

"Procedures are intended to serve people and make their lives easier."

**Sheikh Mohammed
bin Rashid Al Maktoum**

Ruler of Dubai

Zero Bureaucracy, 1 February 2024

26 initiatives in one bilateral portfolio

- | | | |
|---|--|---|
| 01 Digital government / Red Tape | 10 Canadian rental housing | 19 NASA Hospitals UAE partnership |
| 02 Health Care trade | 11 Canadian investment sites | 20 Banking / UAE bank setup |
| 03 UAE businesses in Canada | 12 AERC resource recovery | 21 Halal home finance |
| 04 Manufacturing partnerships | 13 Canadian brands in the UAE | 22 FlyRemit payment corridor |
| 05 Ontario-UAE summit | 14 Resources / rare earths / metals | 23 R360 rugby in Canada |
| 06 Gaming / hospitality services | 15 Sell IQ PropTech pilot | 24 Ontario-Gulf business |
| 07 Tourism / creator exchange | 16 Canadian LNG / Gulf partners | 25 Stolen-vehicle cooperation |
| 08 Cybersecurity partnerships | 17 Airport partnerships | 26 Spatial intelligence / smart cities |
| 09 Food trade / retail | 18 Gold supply / refining | |

— Federal

— Provincial

— Municipal

— Cross-border

The first-wave delivery priorities



Canadian exporters

UAE buyer qualification and company-specific entry plans.



Food market access

Safa Agro supports specifications, supply and buyer diligence.



Technology partnerships

Cyber, AI and Health Care pilots with delivery partners.

The investment-readiness test

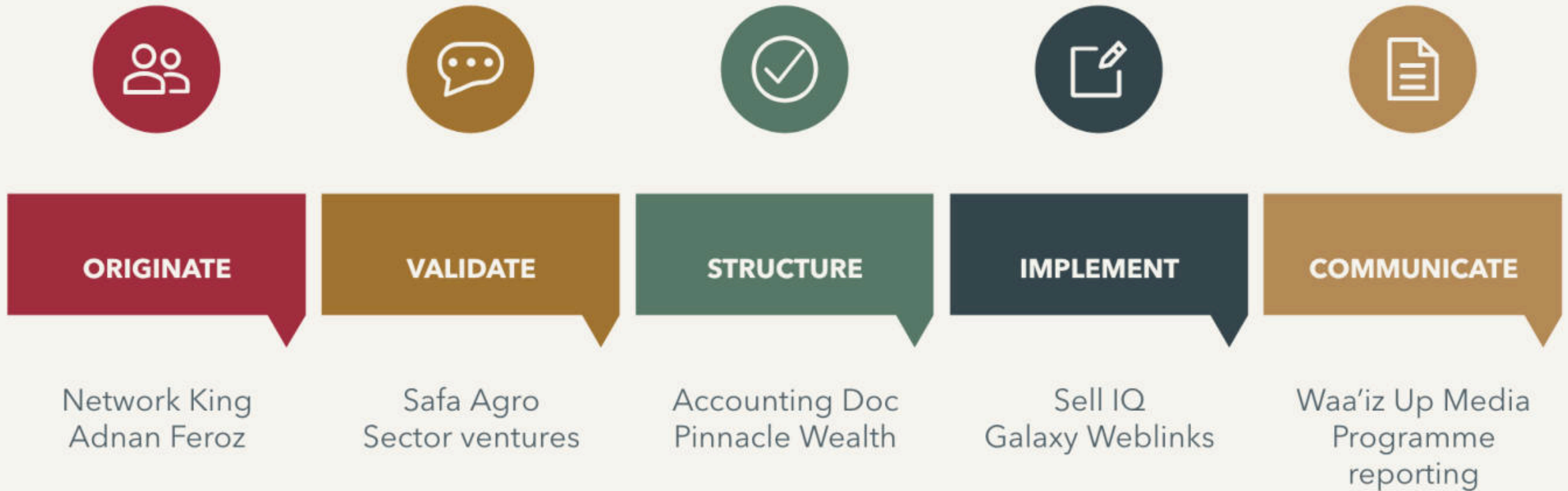
Sponsor	Authority, ownership and conflicts
Commercial case	Buyer need and project economics
Delivery	Site, licences, operator and timetable
Capital	Sources, uses and financing gaps

Outcome: advance, hold or stop – with evidence.



Sector photograph • Yan Krukau • Pexels

How the delivery businesses work together



Market entry that builds bilateral businesses

Canadian businesses abroad. Gulf businesses in Canada. Partners building together.

STAGE	WHAT OUR TEAM DOES	WHAT THE COMPANY RECEIVES
1 Qualify the market	Test demand, readiness, competition and regulatory requirements.	A target-country plan and market-entry decision criteria.
2 Introduce the right partners	Qualify buyers, distributors, operators and potential joint-venture partners.	A prioritised counterpart list and prepared introductions.
3 Structure the entry	Coordinate local specialists, entity options, contracts and delivery responsibilities.	A costed entry route and partner / adviser workplan.
4 Launch and develop	Support pilots, commercial negotiations and ongoing business development.	An agreed launch roadmap and progress reporting.

Routes: distribution, licensing, joint ventures, local operations and international project partnerships.

Who decides, who delivers, who accepts

Canadian sponsor	Sets priorities, approves the scope and accepts deliverables.
Adnan Feroz & team	Qualify counterparts, coordinate specialists and report progress.
Embassy / TCS liaison	Connects authorised offices and supports counterpart routing.
Project sponsors	Own commercial decisions, capital commitments and project approvals.

One decision log. Fortnightly reporting. Written interest disclosures before engagement.

The Canadian mandate requested

Engage Adnan Feroz & team as independent delivery consultants for Programme Office, Canada-UAE Pipeline.

1 SPONSOR

Name a Canadian lead office and an acceptance owner.

2 ENGAGEMENT

Agree the terms of reference and the applicable procurement route.

3 KICKOFF

Execute the funded contract and designate the Embassy / TCS liaison.

Scope: 26 initiative briefs, a qualified pipeline, funding actions and a 90-day decision pack.

The first 90 days: a decision-ready pipeline

DAYS 1-30

Mobilise and qualify

Charter and responsibilities
Interest disclosures
26 baseline briefs
30 qualified prospects
Funding and barrier registers

DAYS 31-60

Validate with counterparts

Buyer needs and specifications
Counterpart engagement
Buyer-specific scopes
Company cohort packages
Pilot feasibility assessments

DAYS 61-90

Prepare the next decisions

26 completed briefs
Ranked opportunity pipeline
Costed next-stage proposals
Applicant-owned funding actions
Sponsor decision pack

Adnan leads delivery. The sponsor accepts each phase. 20 meetings is a target dependent on counterpart availability.

Canadian export and investment programmes

PROGRAMME / APPLICANT	SUPPORT FOR THIS PIPELINE	STATUS / ACTION
AgriMarketing SMEs Food producers / processors	Up to 70% of approved costs. Eligible contracted market work for 09 / 13.	Open to 30 Sep 2030, subject to funds. Exporter prepares an itemised UAE plan.
CanExport SMEs Eligible Canadian exporters	CAD 10K-50K, normally 50%. Eligible research and B2B facilitation.	Next intake unannounced. Prepare market evidence and activity quotes.
CanExport Community Investments Municipality / eligible FDI body	CAD 3K-500K, up to 60%. Approved FDI expertise for 08-11 / 24.	Next call expected Jan 2027. Community owns the application.
Regional Tariff Response Tariff-affected southern Ontario firms	Stream-specific contributions / loans. Market diversification for 03 / 13.	Open, subject to funds. Seek FedDev project and cost approval.

Itemised eligible activities only. Retainers, commissions and excluded setup or event costs need separate treatment.

Funding routes for investment projects

NEED	APPLICANT AND ROUTE	NEXT STEP
Technology development 12 / 15	Canadian R&D firm: NRC IRAP contribution; eligible SR&ED tax claim.	Separate technical R&D from sales work. Prepare workplan, costs and IP records.
Exports and equipment 12 / 13 / 14 / 19	Exporter, foreign buyer or lender: EDC financing / guarantee assessment.	Present the supply contract, borrower and repayment evidence.
Rental housing 10 / 21	Developer and lender: ACLP loan or MLI Select mortgage insurance.	Compare affordability, DSCR and energy / accessibility requirements.
Critical-mineral projects 14	Canadian project: CTM tax credit where eligible; First and Last Mile Fund by directed application.	Validate assets, ownership and project fit. The infrastructure fund has no open call.

The Canadian programme office coordinates eligibility work. Each applicant retains its own approval and financing obligations.

Funding and incentives for Canadian growth

GOVERNMENT FUNDING

Grants and contributions

Project screening, applications, claims and reporting for innovation, expansion and market development.

R&D TAX INCENTIVES

Innovation expenditure

SR&ED and applicable provincial digital, AI, multimedia and IP incentives. Technical and cost evidence.

INVESTMENT CREDITS

Capital and equipment

Clean technology, manufacturing, agri-processing and regional credits. Eligibility before investment.

SALES-TAX RECOVERY

Transaction review

Review eligible input credits and overpayments. Coordinate recovery claims with tax specialists.

AFG leads the file. The Accounting Doc and qualified specialists support applications and claims.

Eligibility depends on ownership, Canadian activities, location, costs and programme rules.

Canadian funding in real business scenarios

YOUR PROJECT	POTENTIAL ROUTE	WHAT WE HELP PREPARE
UAE tech firm builds a Canadian R&D team	NRC IRAP project assessment and SR&ED tax-credit screening.	Canadian operating plan, ownership review and experimental work file.
AERC technology or PropTech pilot in Canada	Eligible technical development: IRAP contribution / SR&ED credit.	Technical uncertainty, tests, development costs and milestones.
Health-care or spatial technology innovation	SR&ED for eligible experimental work conducted in Canada.	R&D evidence and cost records, separate from routine operations.
Gulf-backed Canadian plant or processing project	Applicable regional funding and investment tax credits.	Asset and location screening, project budget and eligible costs.

First step: an eligibility review before applications or major spending commitments.

Foreign ownership can affect rates and refundability. Canadian incorporation alone does not secure funding.

Public procurement routes

BUYER	RELEVANT RULE
Federal / ProServices	Under CAD 40,000 all-inclusive, with justification and qualifications
Ontario BPS entities	Consulting competed at any value; invitational below CAD 139,000
Brampton	Direct purchase $\leq$ CAD 25,000 excluding taxes; renewals included
Other cities / agencies	Apply the actual buyer's current by-law and solicitation

Brampton By-law 108-2026 independently verified • enacted 28 June 2026.

Sources: BPS · BRAMPTON · PROSERVICES

UAE support for Canadian companies



Finance

EDB lending and guarantee assessment.

Innovation

MBRIF, Hub71 and suitable startup pathways.

Location

Abu Dhabi industrial incentives and licensing.

Readiness

ICV, e-invoicing and buyer requirements.

The client applies with a project plan, eligible entity and required evidence.

Canadian capital prospects by initiative

INITIATIVE	INVESTOR TARGET	RELEVANT PUBLIC RECORD
23 R360 rugby	CPP Investments	Dorna Sports investment, exited in 2025. Global sports rights and media economics.
19 Hospitals	Ontario Teachers' Pension Plan	Sahyadri Hospitals investment, exited in 2025. International health-care operating experience.
15 Sell IQ	OMERS Ventures	Published focus on vertical B2B software and AI, including property-sector workflows.
12 AERC recovery	CPP Investments	FCC Enviro investment in international waste and environmental services.

Screen investment size, geography and stage before approaching a fund under a sponsor mandate.

The requested Embassy and TCS liaison

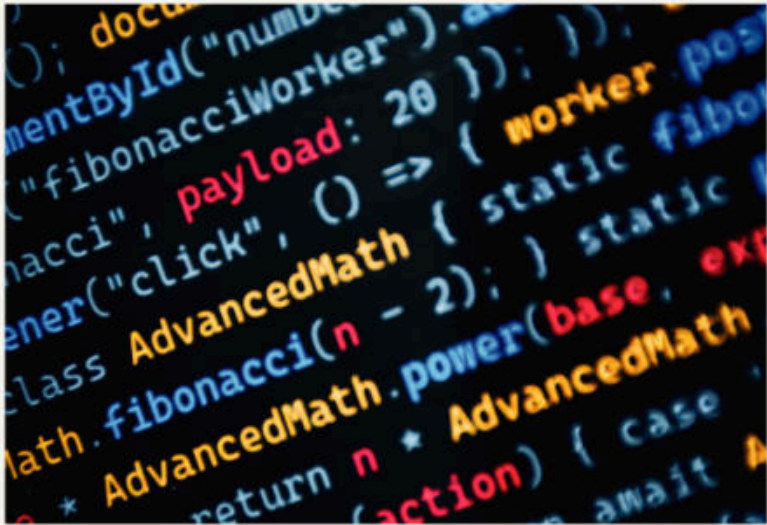


Initiative 25 proceeds through a competent police sponsor and authorised channels.

Digital Government & Faster Approvals

Faster Canadian approvals and Canadian technology for UAE implementation.

CANADA	Pilot simpler approval journeys with Dubai expertise.
UAE	Pair Canadian software with accredited providers.
FIRST ACTION	Choose one Canadian process and qualify specialists.
90-DAY OUTPUT	A Red Tape pilot scope and e-invoicing supplier briefs.
MARKET ENTRY	AFG links Canadian software exporters and UAE process firms with overseas buyers.



Digital-government sector photograph

Two reciprocal workstreams

Dubai execution expertise for Canada’s Red Tape Review

Canadian service owners set the rules. Dubai specialists help redesign the process.

01

BASELINE

Choose one approval journey.
Measure time, steps and rework.

02

REDESIGN

Qualify Dubai process firms and Canadian technology partners.

03

PILOT

Test a simpler workflow with the responsible department.

04

MEASURE

Compare completion time, service quality and user effort.

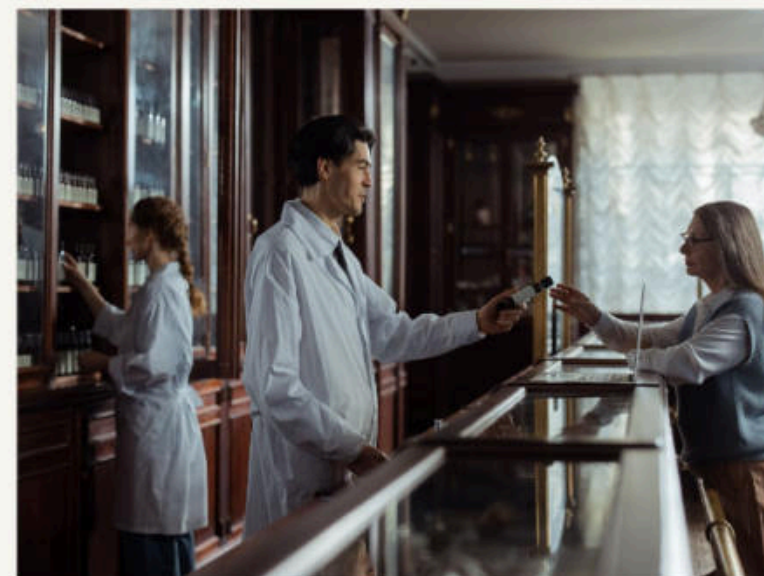
90-day output: one costed pilot proposal, a baseline and a named Canadian decision owner.

Health Care Trade

Pharma, diagnostics, equipment and services in one commercial programme.

CANADA	Export medicines, devices and clinical technology; explore UAE investment in Canadian capacity.
UAE	Broaden supply options and clinical capability.
FIRST ACTION	Confirm buyer specifications and registration pathways.
90-DAY OUTPUT	Six qualified suppliers, buyer requirements and a proposed health-care roundtable.
MARKET ENTRY	AFG qualifies distributors and hospital buyers for two-way Health Care trade.

Sources: F01 · F02 · F16 · O02 · U01 · U12



Sector photograph • cottonbro studio · Pexels

Target counterparty: Apotex

UAE Businesses in Canada

UAE businesses establish productive Canadian operations.

CANADA	Attract operating investment, procurement, jobs and new services.
UAE	Gain a Canadian customer base, technology and distribution.
FIRST ACTION	Screen business substance, ownership, location and customer demand.
90-DAY OUTPUT	Three landing assessments with entity, tax, staffing and financing steps.
MARKET ENTRY	The Accounting Doc coordinates the Canadian setup of qualified Gulf businesses.



Sector photograph • Pierre Herman / Unsplash

Sources: F07 · O02 · O12 · U03

Canadian Manufacturing Partnerships

UAE investment supports Canadian production and supplier capacity.

CANADA	Expand manufacturing and domestic supply chains.
UAE	Create a qualified Canadian operating platform and diversified sourcing.
FIRST ACTION	Identify supply gaps and validate local production requirements.
90-DAY OUTPUT	Three investment briefs with eligible assets, customers and procurement routes.
MARKET ENTRY	AFG matches manufacturers with distributors, investors and joint-venture prospects.



Sector photograph • Tom Fisk • Pexels

Sources: F06 · F10 · F11 · O02 · O03 · O07

Ontario-UAE Investment Summit

An Ontario forum linking Gulf tourism buyers and investment prospects.

CANADA	Visitor spending, export buyers and Ontario investment.
UAE	Meet Canadian tourism operators and project sponsors.
FIRST ACTION	Present the concept to the tourism minister's office.
90-DAY OUTPUT	Sponsor package, meeting format and event plan.
MARKET ENTRY	Network King prepares Ontario and Gulf companies for buyer and partner meetings.



Event sector photograph

Proposed Toronto / June 2027

Ontario-UAE Investment Summit

Proposal to Hon. Zee Hamid

Ontario Minister of Tourism, Culture and Gaming

Ministry ask	Designate a lead for the tourism programme, review the concept and agree a delivery scope.
Event purpose	Bring Gulf tourism buyers and investment prospects to Ontario operators and projects.
AFG delivery	Qualified delegates, sponsors, prepared meetings and documented follow-through.

Toronto host concept. Ministry participation and the June 2027 date are proposed.



Ontario summit workstreams

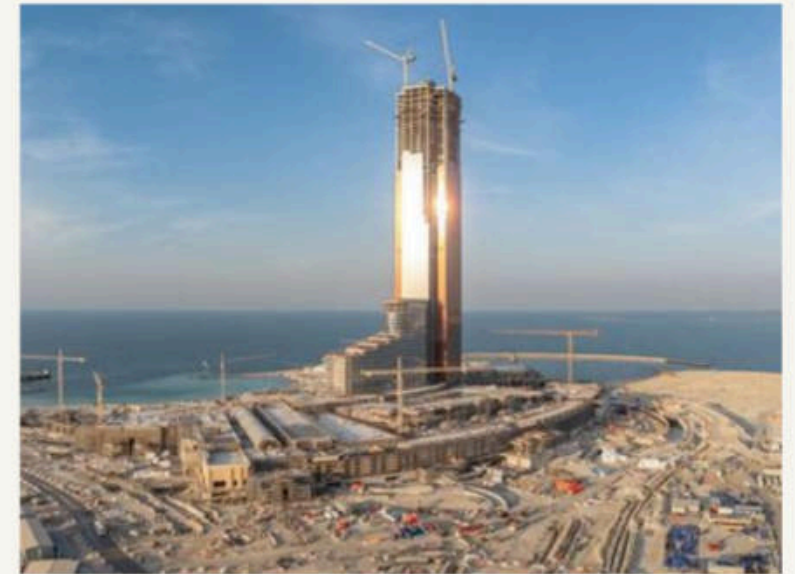
WORKSTREAM	PROPOSED LEAD	DELIVERY OUTPUT
Tourism and destination business	Tourism, Culture and Gaming; Destination Ontario / regional partners	Ontario visitor proposition, tourism buyer itinerary and operator meetings.
Investment and export meetings	Economic-development agencies; Canadian and UAE project sponsors	Qualified project briefs, matched meeting agendas and follow-up owners.
Event operations and sponsors	Adnan Feroz & team, Network King, Waa'iz Up Media and event specialists	Sponsor commitments, venue plan, registration and event reporting.
Funding route	Ministry procurement for an agreed scope. Sponsors fund commercial operations.	Separate budgets and responsibilities. Experience Ontario excludes conferences.

First 90 days: agreed concept, demand-tested sponsor package, qualified meeting format and a costed delivery plan.

Gaming & Hospitality Services

Canadian compliance and training expertise for UAE hospitality operators.

CANADA	Export supplier services, technology and specialist training.
UAE	Access experienced compliance, operating and hospitality support.
FIRST ACTION	Identify operator procurement and training requirements.
90-DAY OUTPUT	Supplier qualification matrix and two proposed training or service scopes.
MARKET ENTRY	AFG introduces qualified gaming and hospitality suppliers to overseas operators.



Wynn Al Marjan • construction photograph

Sources: F01 · F02 · O06 · U10

Tourism & Creator Exchange

Sponsored media programmes connect tourism and business audiences.

CANADA

Market Canadian destinations and participating exporters.

UAE

Promote UAE destinations and commercial experiences.

FIRST ACTION

Design two sponsor-funded editorial itineraries.

90-DAY OUTPUT

Campaign scope, permit checklist, content rights and measurement plan.

MARKET ENTRY

Waa'iz Up Media connects tourism firms and creators with overseas campaign partners.



Sector photograph • Sparki Arun · Pexels

Sources: O05 - U11

Cybersecurity Partnerships

Canadian cyber companies enter qualified UAE buyer programmes.

CANADA	Grow security exports and attract technology investment.
UAE	Access Canadian security products and skilled partners.
FIRST ACTION	Qualify product readiness and match buyer problems.
90-DAY OUTPUT	Six company profiles and three buyer-specific opportunity briefs.
MARKET ENTRY	AFG introduces cyber firms to overseas enterprise buyers and local channel partners.



Sector photograph • panumas nikhomkhai · Pexels

Sources: F01 · F02 · F03 · O06 · U05 · U12

Food Trade & Retail

Canadian food supply meets Gulf buyers through Safa Agro expertise.

CANADA	Increase food exports and evaluate UAE retailer investment.
UAE	Diversify food supply and develop Canadian retail access.
FIRST ACTION	Match specifications, price, shelf life and logistics with buyer demand.
90-DAY OUTPUT	Three exporter plans and a buyer/specification matrix.
MARKET ENTRY	Safa Agro matches exporters with food buyers, distributors and Gulf retail partners.



Sector photograph • Vladimir Srajber • Pexels

Sources: F04 · F05 · F06 · U01 · U04

Canadian Rental Housing

A feasible Canadian rental pilot with a qualified Gulf developer.

Target counterparty: Emaar

FIRST ACTION

Compare three sites against land, approvals and affordability criteria.

90-DAY OUTPUT

One preferred-site feasibility brief and financing route comparison.

MARKET ENTRY

Adnan Feroz Properties pairs Gulf developers with Canadian sites and local operators.

Sources: F13 · F14 · F15



Sector photograph • CK Seng · Pexels

A Canadian rental-housing pilot

Emaar is a target counterparty.

Site	Land basis, planning and charges
Model	Rents, affordability, cost and DSCR
Finance	Compare ACLP and MLI Select

Investment returns follow a completed financial model.

Sources: F13 · F14 · F15



Sector photograph • CK Seng · Pexels

Investment Sites Across Canada

A national shortlist of locations for UAE operating investment.

CANADA	Create local employment and productive investment.
UAE	Reduce site-selection and establishment uncertainty.
FIRST ACTION	Compare sites, labour, utilities and sector ecosystems.
90-DAY OUTPUT	Five location profiles and three qualified investor-location matches.
MARKET ENTRY	AFG connects overseas businesses with Canadian sites, advisers and operating partners.



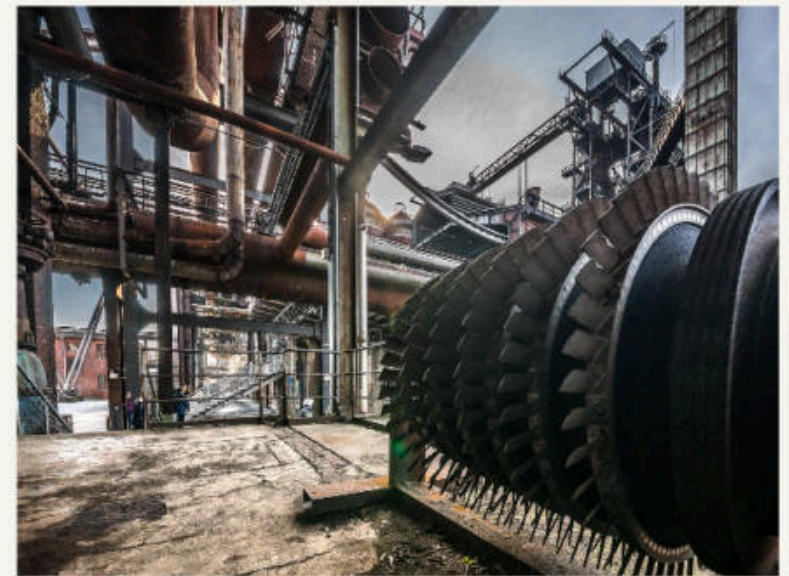
Sector photograph • Max Vakhtbovych · Pexels

Sources: F03 · F08 · O11 · O12 · O13

AERC Resource Recovery

Canadian process technology for a proposed UAE recovery project.

CANADA	Export equipment and develop technology partnerships.
UAE	Improve material recovery and resource efficiency.
FIRST ACTION	Validate feedstock, process performance and operator requirements.
90-DAY OUTPUT	Technical gap assessment, equipment shortlist and pilot economics.
MARKET ENTRY	AFG links recovery technology suppliers with Gulf operators and Canadian project partners.



Sector photograph • Mike van Schoonderwalt • Pexels

Sources: F09 · F10 · F11 · F12 · U01 · U02 · U03

Canadian Brands in the UAE

An itemised market-entry programme for export-ready companies.

CANADA	Generate qualified distribution and customer opportunities.
UAE	Gain Canadian products, technology and reliable supply.
FIRST ACTION	Recruit ten founding firms and qualify product-market fit.
90-DAY OUTPUT	Company-specific buyer plans, compliance maps and documented introductions.
MARKET ENTRY	AFG qualifies buyers and distributors, then coordinates local setup and launch.



Sector photograph • Farhang Ahmed / Unsplash

Sources: F01 · F02 · F04 · F05 · U04 · U05 · U06 · U09

Natural Resources, Rare Earths & Metals

Canadian operators, mineral supply and Gulf project ownership.

CANADA	Export mining expertise and attract capital or offtake.
UAE	Develop UAE-owned assets and diversify mineral supply.
FIRST ACTION	Establish location, rights, resources and owner authority.
90-DAY OUTPUT	Three project briefs and a Canadian operator shortlist.
MARKET ENTRY	AFG pairs miners, operators and offtakers with qualified international mineral projects.



Mining sector photograph

Tungsten within the wider portfolio

Canadian miners for UAE-owned projects

Project owner	UAE company provides the asset location, mineral rights and technical evidence.
Canadian role	Mine operators, engineers and processors assess development and operating options.
Commercial route	Compare operating JV, services contract, processing and long-term offtake.
90-day output	Three screened briefs, an operator shortlist and a project-specific diligence plan.

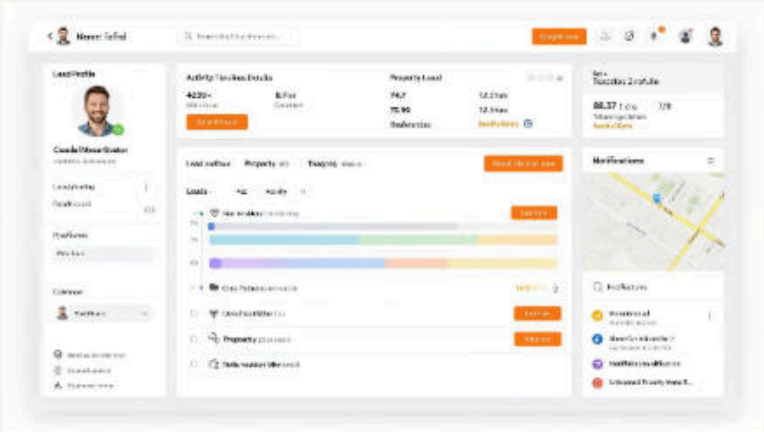


Natural Resources, Rare Earths and Metals. Tungsten is a specific opportunity within the portfolio.

Sell IQ PropTech Pilot

Adnan Feroz Group’s proprietary PropTech, tested with a real operator.

CANADA	Canadian AI engineering and software partnerships.
UAE	A brokerage or developer tests one property workflow.
FIRST ACTION	Agree the customer, baseline, data controls and scope.
90-DAY OUTPUT	Pilot design with conversion and staff-effort measures.
MARKET ENTRY	Sell IQ and Galaxy Weblinks qualify overseas operators for localised software pilots.



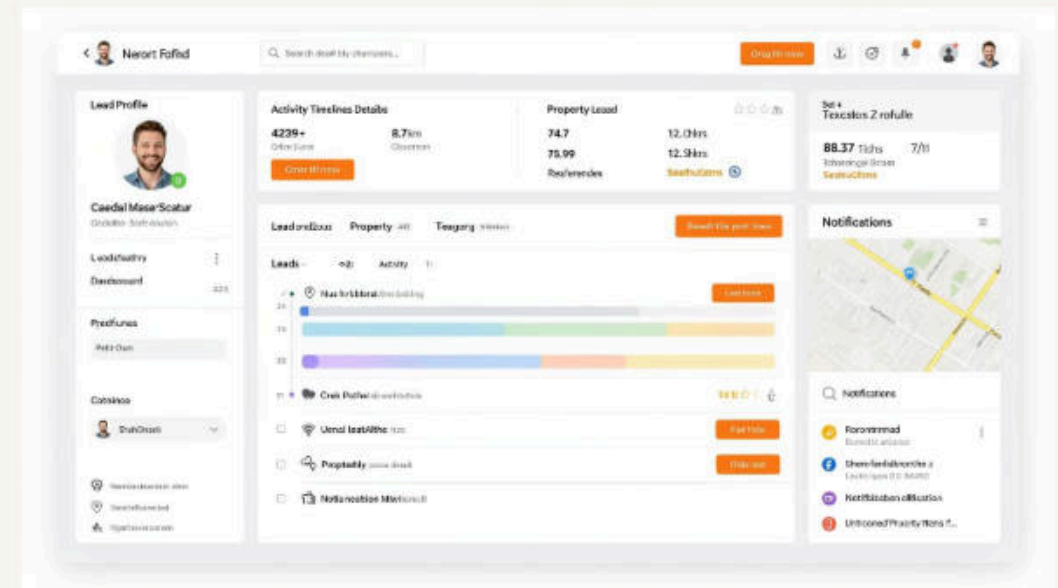
Sell IQ website product concept

Proposed operator pilot

Sell IQ: a measurable property workflow pilot

One brokerage. One workflow.

Capture enquiry
Qualify the buyer
Match suitable properties
Schedule and follow up



Sell IQ website product concept

Pilot measures

Response time, appointment conversion
and staff effort per qualified lead.

Canadian LNG & Gulf Partnerships

Canadian LNG opportunities for UAE and Qatar commercial relationships.

CANADA	Explore capital, offtake and supplier partnerships.
GULF ROUTES	XRG target in the UAE; Saud Almana relationship in Qatar.
FIRST ACTION	Obtain sponsor authority and current project needs.
90-DAY OUTPUT	Two opportunity briefs and a counterpart engagement plan.
MARKET ENTRY	AFG introduces authorised LNG sponsors to Gulf offtake, capital and supplier prospects.



LNG Canada, Kitimat, April 2026

Target counterparty: XRG

Qatar mandate and Canadian LNG

Almana Group, Qatar

International business-development mandate with Saud Al Mana

EXISTING MANDATE

Independent commercial business development and market connections.

PROPOSED LNG WORK

Qualify Canadian LNG projects and assess Qatar counterpart interest in offtake or capital.

UAE ENGAGEMENT

Approach XRG as a target through project-specific authority and discussions.

90-day output: counterpart map, two opportunity briefs and defined next-stage engagement scopes.

Airport Partnerships

Canadian aviation capability paired with Gulf airport expertise.

CANADA	Export services and explore investment in airport commercial assets.
UAE	Access Canadian technical partners and investable opportunities.
FIRST ACTION	Identify an actual concession or commercial tender.
90-DAY OUTPUT	One opportunity assessment and an operator-led consortium outline.
MARKET ENTRY	AFG matches airport operators and investors with local concession partners.



Sector photograph • Unsplash

Sources: F12 · F16 · U04

Gold Supply & Refining

Traceable Canadian supply paired with UAE refining and demand.

CANADA	Develop credible offtake and refining relationships.
UAE	Secure documented, responsibly sourced supply.
FIRST ACTION	Verify origin, beneficial ownership, assay and settlement channels.
90-DAY OUTPUT	One due-diligence-ready offtake concept and transaction checklist.
MARKET ENTRY	AFG qualifies refiners, buyers and trading partners for compliant gold supply routes.



Sector photograph • Michael Steinberg / Pexels

Sources: F12 · U04

NASA Hospitals UAE Partnership

A proposed UAE neuro and spine partnership with Canadian technology.

FIRST ACTION

Assess clinical demand, operator fit and licensing feasibility.

90-DAY OUTPUT

Service concept, partner responsibilities and equipment shortlist.

MARKET ENTRY

AFG connects health-care operators with clinical, local operating and JV partners.

Sources: F01 · F12 · U01 · U03 · U12

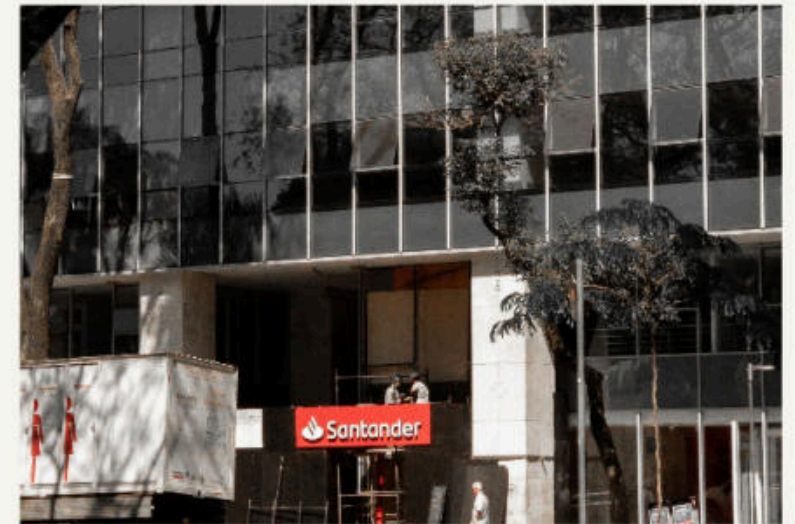


Sector photograph • DAVE GARCIA · Pexels

Banking Partnerships & UAE Bank Setup

Canadian banking expertise for a UAE bank and an Islamic-finance JV.

CANADA	Export advisory expertise and assess a Canadian JV.
UAE	Develop the bank sponsor's business and regulatory case.
FIRST ACTION	Define sponsors, licence category and advisory team.
90-DAY OUTPUT	Feasibility and a UAE regulatory pre-application pack.
MARKET ENTRY	AFG links bank sponsors with Canadian advisers and qualified local banking partners.



Banking-sector photograph

UAE bank setup + Canadian JV

Canadian advisers for a proposed UAE bank

01

SPONSOR

Ownership and capital
Business model and market
Proposed licence category

02

CANADIAN EXPERTISE

Bank strategy and governance
Risk, AML and controls
Core banking and operations

03

UAE REGULATORY WORK

UAE banking counsel
CBUAE preliminary meeting
Application requirements

90-day output: feasibility, a capital and governance plan, and the CBUAE pre-application pack.

Halal Home Finance

A lender-led Canadian housing-finance product assessment.

CANADA	Broaden access to suitable housing finance.
UAE	Develop a compliant Canadian financial-services opportunity.
FIRST ACTION	Test product structure, tax treatment and distribution rules.
90-DAY OUTPUT	Product feasibility, lender engagement and consumer-cost comparison.
MARKET ENTRY	AFG connects finance providers with licensed partners for local product feasibility.

Sources: F13 · F14



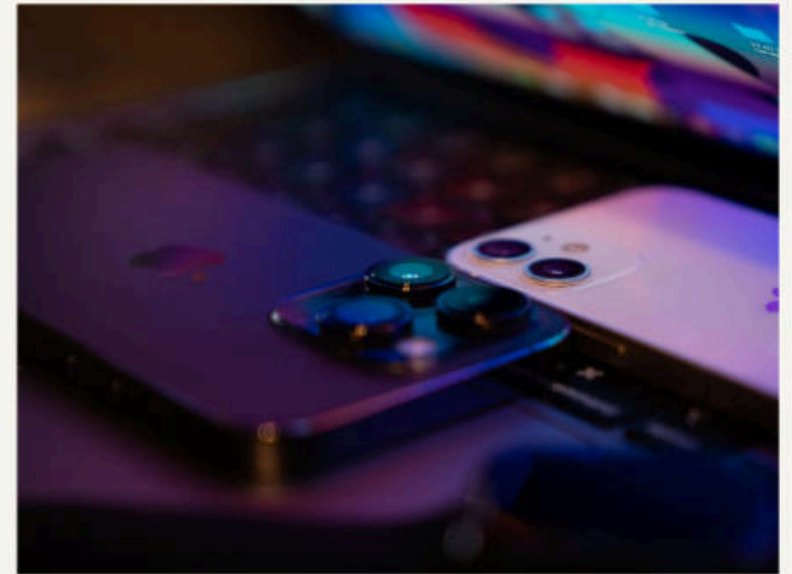
Sector photograph • Kate Filatova · Pexels

FlyRemit Payment Corridor

A regulated payment-partner study for Canada-UAE transfers.

CANADA	Explore lower-friction business and personal transfers.
UAE	Expand compliant payment connections with Canada.
FIRST ACTION	Confirm whether the desired corridor and permissions exist.
90-DAY OUTPUT	Partner map, flow-of-funds diagram and compliance gap assessment.
MARKET ENTRY	AFG introduces payment firms to licensed operators for bilateral remittance services.

Sources: U05 · U13



Sector photograph • Rickie-Tom Schünemann · Pexels

R360 Rugby in Canada

A Canadian host and investment assessment for the R360 rugby series.

CANADA	Assess tourism, venues, commercial rights and sponsors.
UAE	Explore Gulf sports capital and event partnerships.
FIRST ACTION	Confirm rights, launch timing and host requirements.
90-DAY OUTPUT	Costed host concept and a sponsor-ready decision memo.
MARKET ENTRY	Network King introduces rights holders to host, sponsor and investment prospects.



R360 / Mike Tindall editorial composite
L'Équipe / G. Evans / ZUMA Press / Maxppp

Reported launch: 2028

Ontario-Gulf Business Development

A commercial representation programme with a Canadian national reach.

CANADA	Develop qualified Gulf leads, trade missions and investor follow-up.
UAE	Access Canadian locations, suppliers and operating partners.
FIRST ACTION	Define a buyer-owned Gulf scope and reporting standard.
90-DAY OUTPUT	Representation options, mission concept and an accountable contact map.
MARKET ENTRY	AFG helps Ontario and Gulf companies qualify buyers, enter markets and develop JVs.



Sector photograph • Unsplash

Sources: F02 · F03 · O01 · O10 · O11 · U04

Stolen-Vehicle Cooperation

A police-led feasibility study for authorised Canada-UAE cooperation.

FIRST ACTION

Secure police sponsorship and map existing channels and legal authority.

90-DAY OUTPUT

Data-governance assessment, stakeholder map and pilot/no-pilot recommendation.

SUPPLIER ROUTE

AFG qualifies technology suppliers for police-authorised international pilot work.

Sources: F20 · O14



Sector photograph • Anil Chandran • Pexels

Spatial Intelligence & Smart Infrastructure

Canadian spatial expertise for Gulf cities, utilities and developers.

EXPERTISE	30+ years leading GIS and digital transformation.
TRACK RECORD	Startup to acquisition; 500+ organisation deployments.
MARKET ENTRY	AFG pairs spatial specialists with overseas project owners.
FIRST ACTION	Select one sponsor, use case and accessible dataset.
90-DAY OUTPUT	Spatial pilot blueprint, data model and costed roadmap.



Palm Jumeirah, 2005. NASA / Leroy Chiao.

Spatial services clients can commission

SERVICE	CLIENT APPLICATION	PILOT DELIVERABLE
Civic and municipal GIS	Connect land, transport, drainage and service datasets.	Shared spatial data model and one service dashboard.
Real estate and master planning	Compare zoning, infrastructure readiness and site demand.	Site-selection or property analytics prototype.
Power and water networks	Integrate asset records for maintenance and investment decisions.	Asset-data pipeline design and priority risk map.
Spatial compliance	Map property obligations and digital tax / reporting records.	Geographic obligations register and adviser-reviewed workflow.
FDI and tourism intelligence	Show investment sites, access and destination opportunities.	Interactive investor or visitor presentation.

Delivery includes interoperability standards, AI analytics design, executive coaching and an adoption plan.

Adnan Feroz Group's wider ventures and relationships

VENTURE / RELATIONSHIP	CAPABILITY AND ROLE
Wealthful Mind Group	Investment education and business coaching
BollyX Studios	Film, talent and media venture in development
Aurex Capital / GCC Business Resilience Forum	Advisory and business-events platform in planning
Cosmos Tours & Holidays	Advisory relationship for travel and delegation support
MYKZ Global Minds / Fiber Mountain	Education and data-centre / technology relationships
FlashPay / digital-asset venture	Payment concepts in development, subject to approvals

Each venture brings a specific capability under an agreed delivery scope.

Deliverables and acceptance criteria

OUTPUT	ACCEPTANCE BASIS
30 qualified prospects	Distinct entity; sector fit; bilateral need; capacity evidence; contact route
26 complete initiative briefs	Sponsor, buyer, economics, route, evidence, risk and next decision
Funding / barrier registers	Owner, evidence, eligibility, date, action and outcome status
20 counterpart meetings – target	Accepted invitation and documented minutes; substitutes by change control
Decision pack	Ranked pipeline, costed next stage and explicit advance / hold / stop

Documents supporting the commercial mandate

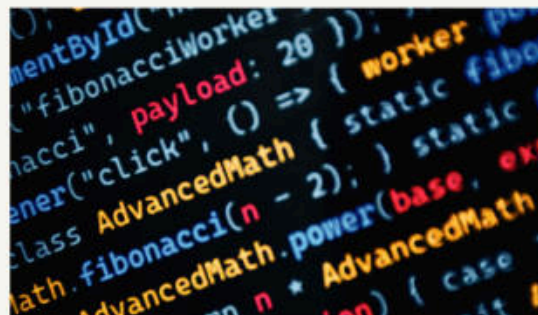
Signed mandate	Chairman’s authorisation for global business development and contract negotiation.
Trade licence	Dubai licence 841076. Investment activities listed active. Expiry 1 July 2027.
Corporate profile	ABMIG companies, chairman biography and attributed family background.
Independent role	Adnan’s consultant mandate is separate from the proposed Canadian public engagement.

ABMIG's operating businesses



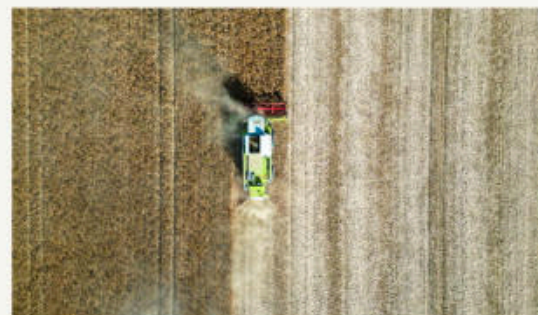
Assets and energy

ABM Petroleum
ABM Construction
Bin Mujren Properties



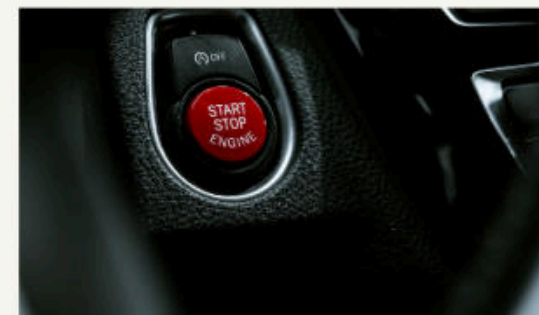
Technology and training

ABM Technologies
Netaq E-Solutions
OITIC
Al Shiba Technical Services



Trade and consumers

ABM Trading
Doce Confectionery
Body Balance Fitness
Cosmos Tours & Holidays



Mobility and security

Al Shiba Motors
Al Shiba Guards
Petrol stations and car care

Operating businesses described in ABMIG's corporate profile. Sector photographs.

The rental-housing investment case

INPUT	EVIDENCE TO OBTAIN
Land and approvals	Basis, title, planning status, servicing and development charges
Construction and operations	Quantity-surveyor cost plan; contingencies; rents; operating costs
Financing and affordability	Lender DSCR; ACLP terms or MLI Select points; equity and covenants
Sensitivity	Rent, cost, interest, vacancy and completion-delay scenarios
Decision	Document the site, sponsor, financing route and go / no-go

Sources: F13 · F14 · F15

Ontario summit delivery and follow-through



UAE e-invoicing implementation

COHORT	APPOINTMENT / GO-LIVE
Businesses with revenue ≥ AED 50M	Appoint provider by 30 Oct 2026; live 1 Jan 2027
Smaller businesses	Go-live 1 July 2027
Government	Go-live 1 October 2027
Canadian supplier route	Partner with an accredited provider; scope, integrate, test and train

Sources: U07

UAE supplier ICV readiness

Prepare

Licence, audited accounts and local expenditure schedules.

Certify

Use an authorised certifier; obtain current fee and timing.

Apply

Check how the actual buyer uses the score in the tender.

Report

Track certificate validity, improvement plan and bid outcomes.

Sources: U06

Specialist responsibilities

WORKSTREAM	RESPONSIBILITY
Public representation	Defined authority, required registrations and interest disclosures
Capital raising	Pinnacle Wealth coordination with appropriately registered parties
Accounting and reporting	The Accounting Doc and qualified accounting professionals
Property and finance	Adnan Feroz Properties and licensed local specialists
Technology and payments	Galaxy Weblinks, Sell IQ and appropriately authorised providers

Mobilisation and registrations

Entity	Designate legal entity; bank, tax, insurance and authorised signatory.
Representation	Assess lobbying and FITAA by arrangement and activity.
Supply	CanadaBuys / CPSS and buyer-specific vendor qualifications.
Sector	Confirm property, securities, payment and other specialist permissions.

FITAA: assess new arrangements promptly; pre-4 August arrangements may face the 3 October deadline.

Sources: FITAA · LOBBY · VENDOR

Procurement opportunities and next steps

TYPE	ITEM / TIMING	ACTION
Posted competition	GAC India matchmaking Closes 6 Oct 2026, 13:00 Eastern	Adjacent fit. Bid only with credible India expertise and compliant capacity.
Posted competition	Western REN investment attraction Closes 28 Oct 2026, 17:00 Atlantic	Review geography and deliverables. Test team and reference requirements.
Supplier qualification	Federal TSPS refresh October-December 2026 cycle	Prepare references and named consultants. Confirm categories and portal deadline.
Forecast window	Ontario consulting VOR: estimated Nov 2026 Community Investments: expected Jan 2027	Monitor the official calls. Prepare vendor evidence and an eligible community partner.

Each solicitation controls scope, eligibility and deadline. Qualification or a future grant call does not create a mandate.

The mobilisation decision path



Sponsor	Confirm the Canadian lead and bilateral priorities.
Scope	Agree authority, outputs and reporting requirements.
Engage	Complete procurement and execute the mandate.
Mobilise	Launch the 90-day programme and counterpart work.

Source register: policy and institutions

[CEPA / Global Affairs Canada](#)

[2025 trade / bilateral relations](#)

[UAE investment framework](#)

[Red Tape Review](#)

[Brampton By-law 108-2026](#)

[BPS procurement directive](#)

[Federal ProServices](#)

[FITAA applicability](#)

[Consultant lobbying](#)

[US tungsten defence procurement](#)

Each programme profile in the companion guide contains its own official link, status and access steps.

Source register: organisations and projects

Adnan Feroz Group

Safa Agro

Sell IQ

Network King

Abdulla Bin Mujren Investment Group LLC

NASA Hospitals

FlyRemit

Wynn Resorts

XRG

LNG Canada media kit

Corporate websites and underlying mandate / licence records.

Sources for the updated workstreams

Ontario minister: Zee Hamid

Experience Ontario: programme exclusions

UAE Zero Bureaucracy programme

UAE bank licensing: new applicants

CPP Investments: sports investment history

Teachers': Sahyadri Hospitals exit

OMERS Ventures: software and AI focus

CPP Investments: FCC Enviro

Sell IQ: public product positioning

R360: official series website

Qatar: supplied Almanah / Wealthful Mind Group records, May 2024. ABMIG: supplied corporate profile, mandate and licence.

Proposal basis and project status

Appointment	The Canadian programme-office engagement is proposed. ABMIG’s private commercial mandate is documented.
Counterparties	Targets enter the pipeline through qualification and project-specific discussions before any commitment.
Economics	Sponsors validate feasibility, capital requirements and the relevant applicant’s programme eligibility.
Authority	The contracting entity will be designated before signature. Licensed advisers lead regulated work.

Interest disclosures and the agreed authority matrix form part of the engagement file.

Photograph credits and context



WAM interview • Canada-UAE Business Summit, November 2025

CPAC • Toronto CEPA event, 24 July 2026

WAM • Canada-UAE summit, November 2025

LNG Canada • Kitimat, April 2026

Wynn newsroom • construction photograph

Pexels / Unsplash sector images; individual photographer and source links appear in slide notes and the guide. Portrait supplied by Adnan Feroz. Sell IQ product concept: selliq.co. R360 composite: L'Équipe / G. Evans / ZUMA Press / Maxppp.

GCC market entry for private companies

UAE

ABMIG

Signed global business-development mandate held independently.

QATAR

Almana Group

Business-development mandate with Saud Al Mana.

PRIVATE-COMPANY MARKET ENTRY

Buyer introductions, local setup and launch support for companies entering the GCC, Canada and other selected markets.

Saudi Arabia, Oman, Bahrain and Kuwait: country-specific plans with qualified local specialists.

How you can work with us

YOUR SITUATION	HOW WE HELP
"We want to open a business in Canada."	Coordinate setup, location and local partners. Assess funding, R&D and investment incentives.
"We want to enter the UAE or wider GCC."	Qualify demand, buyers and distributors. Coordinate local specialists and a launch plan.
"We need an international buyer, seller or partner."	Find and qualify counterparts in either market. Prepare introductions and commercial next steps.
"We are developing technology or expanding."	Build the project, cost and evidence file. Screen grants, tax credits and investment options.
"We want to build a business across both markets."	Assess distribution, licensing or joint ventures. Agree responsibilities and a bilateral delivery plan.

Start with your company profile, target market, commercial objective, budget and timeline.

Your next market: Canada or the UAE

GOVERNMENT LEADERS

Name a lead office and priority projects.
Agree the scope and procurement route
for a 90-day delivery mandate.

BUSINESS LEADERS

Book a bilateral market-entry call.
Bring your company profile and ambition.
We will map the next commercial steps.

Market entry. International partners. Funding readiness.

ceo@adnanferoz.com

CANADA +1 647 283 1515

adnanferoz.com

UAE +971 58 589 0907

UAE and Qatar mandates. Wider GCC reach.