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Qatar 2025

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Transport | Smart Cities | Health & Education | Tourism & Sports



FROM QATAR TO THE WORLD

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Qatar 2025

In January 10, 2024, Qatar announced the Third National Development Strategy (NDS3), the blueprint for the final stretch of wider Qatar National Vision 2030 plan, which outlines a deep and complex transformation of the country's society, institutions, diplomatic efforts, and economic landscape.

With a broad range of objectives across all industries, NDS3 aims to achieve an annual growth rate of 4% until 2030 by strengthening Qatar's energy sector and leveraging its development to drive economic diversification. This will be accomplished through employment policies designed to increase the percentage of skilled workers to 46% and ensure that over 20% of the Qatari workforce is employed in the private and semi-private sectors, ultimately boosting productivity by 2% annually.

Additionally, Qatar recognizes the importance of enhancing the quality of life for its citizens through high-quality education, healthcare, environmental sustainability, cultural and entertainment offerings, and efforts to reduce the gender gap. By strengthening these areas, the country not only aims to foster a healthier, happier, and better-educated population, but also position itself as a prime destination for international talent.

During the research process for *The Business Year: Qatar 2025*, interviews were conducted with key stakeholders from both the public and private sectors to understand perceptions of

NDS3 and how various players are adapting their strategies to align with Qatar's 2030 goals. From emerging entrepreneurs to multinational corporations, all are working to align with the country's leadership and vision.

As a comprehensive blueprint, NDS3 requires extensive collaboration and coordination across all sectors. While this may seem like a daunting task, it has also created numerous opportunities for local and international investors. With Qatar's financial sector undergoing regulatory and operational transformations to meet global standards, the country is opening its doors to new players seeking to invest in this evolving industry.

In the energy sector, expansion projects have generated fresh opportunities within the supply chain, attracting international companies eager to contribute to Qatar's LNG developments. Additionally, Qatar is capitalizing on its strategic geographical position to establish itself as a premier global logistics hub, creating prospects for maritime and transportation firms. Beyond these sectors, NDS3 presents a wealth of opportunities for those looking to capitalize on Qatar's growth and transformation.

We believe this publication provides valuable insights into Qatar's evolving business landscape and serves as an essential resource for those seeking to understand and engage with one of the world's most dynamic emerging economies. ✖

This publication has been produced by The Business Year International's expert cadre of journalists, writers, editors, and designers. The content contained within is original and was compiled by our team on the ground.

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Ministry of Commerce and Industry
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VISIONARY GROWTH

Qatar's Third National Development Strategy charts the course for the country's final push toward achieving Qatar National Vision 2030, outlining seven strategic outcomes designed to drive sustainable growth, fiscal resilience, workforce transformation, and government excellence.

QATAR'S THIRD NATIONAL DEVELOPMENT STRATEGY (NDS3) is set to carry the country over the finish line in its race to fulfill Qatar National Vision 2030. With a clear understanding of the objectives still to be achieved, NDS3 focuses on seven strategic outcomes: Sustainable Economic Growth, Fiscal Sustainability, a Future-Ready Workforce, a Cohesive Society, Quality of Life, Environmental Sustainability, and Government Excellence. Each outcome includes specific targets and initiatives spanning multiple industries, requiring the implementation of innovative solutions, workforce upskilling and reskilling, and, above all, coordination between the public and private sectors to execute Qatar's vision for the next five years.

SUSTAINABLE ECONOMIC GROWTH

In pursuit of sustainable economic growth, Qatar has set ambitious targets, including an average GDP growth rate of 4% per year and an average labor productivity growth of 2% annually. The strategy is built on four key pillars: the energy sector, diversification clusters, the business environment, and innovation. Regarding the energy sector, Qatar's National Planning Council (NPC) states in NDS3 that "Qatar will further strengthen its role as a global energy leader and build a position in new emerging fields of low-carbon energy." This will be complemented by the development of specialized economic clusters aimed at boosting non-hydrocarbon economic growth, enhancing key sectors, and leveraging Qatar's existing capabilities for a competitive advantage.

Furthermore, through regulatory reforms in foreign direct investment (FDI), business-to-government services, and improved private-sector access to funding, Qatar seeks to create a more accessible and efficient business environment for both local and international players. Finally, "innovation will play a key role in equipping the country's new specialized economic clusters with technology-based competitive advantage while also addressing national challenges that demand innovative solutions," according to the NPC.

FISCAL SUSTAINABILITY

NDS3 aims to protect Qatar's financial stability by developing a "shock-resistant medium-term fiscal framework, characterized by diversified and stable sources of revenue and efficient and effective public expenditures," while maintaining healthy debt levels. By 2030, Qatar aims to achieve an overall fiscal balance of 5.5% of GDP, secure a sovereign credit rating of AA/Aa2 with a stable outlook, and ensure government expenditure growth does not exceed GDP growth. Additionally, the government plans to establish contingent liability frameworks and implement a sovereign green financing framework.



FUTURE-READY WORKFORCE

As part of its transition away from a hydrocarbon-based economy, Qatar is focused on fostering a labor market driven by high-skilled jobs. According to the NPC, “this transformation will be supported by coordinated policy reform across economic diversification, labor, education, and social protection,” all of which contribute to the 2030 workforce targets. By ensuring that over 46% of the total workforce is employed in skilled and high-skilled jobs, that more than 20% of the private and semi-private workforce is composed of Qatari nationals, that over 18% of local students graduate in STEM fields, and that the country achieves an average Program for International Student Assessment (PISA) score of 483, Qatar will meet its workforce objectives by 2030.

COHESIVE SOCIETY

Aiming to foster a stronger, more integrated community, Qatar recognizes the family unit as the “cornerstone of societal strength and stability,” according to the NPC. The country is also committed to providing socioeconomic support to vulnerable populations, enabling them to participate more actively in society through skill development programs and digital integration initiatives. Additionally, Qatar will strengthen international cooperation and expand global partnerships to contribute to multilateral efforts addressing global challenges. By 2030, Qatar aims to achieve a fertility rate of three children per woman, ensure 30% of people with disabilities are economically active, and reach a volunteering rate of 10% among its population.

QUALITY OF LIFE

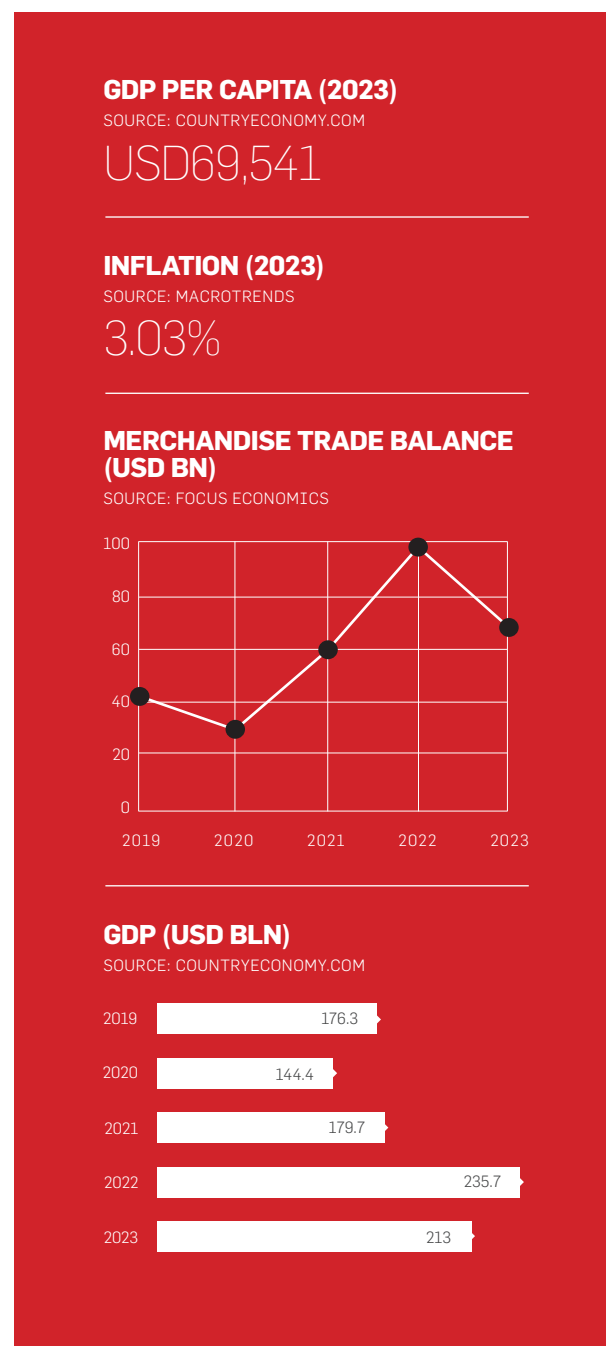
With a goal of becoming a premier destination for international talent while fostering world-class human capital, Qatar has made significant strides in enhancing its healthcare, education, infrastructure, public safety, cultural, and entertainment sectors. By the end of NDS3, Qatar aims to achieve an average life expectancy of 82.6 years, reduce mortality from non-communicable diseases by 36%, and ensure that 79% of male teenagers and 70% of female teenagers engage in at least 150 minutes of physical activity per week. Additionally, the government is targeting a visitor and resident satisfaction score of over 88%, an infrastructure livability index score of at least 80, and a traffic accident mortality rate of fewer than 4.9 per 100,000 inhabitants.

ENVIRONMENTAL SUSTAINABILITY

Recognizing the growing threat of climate change, Qatar sees environmental protection as essential to its long-term economic and social agenda. By 2030, the country aims to reduce greenhouse gas emissions by 25%, protect 30% of its land and marine areas, restore 30% of degraded natural habitats, cut groundwater extraction by 70%, and achieve a renewable energy capacity of 4GW. Additionally, Qatar plans to encourage sustainable behavior to lower per capita water consumption to below 310 liters per day. To support these initiatives, the country will also promote the development of a circular economy market for recycled and repurposed materials, requiring collaboration across all sectors of society.

GOVERNMENT EXCELLENCE

The final strategic outcome of NDS3 focuses on advancing Qatar’s development through enhanced digital governance, improved decision-making, and increased government accountability to citizens, residents, and businesses. By leveraging innovation and digitization, Qatar aims to rank among the top 10% in the Government Effectiveness Index, achieve a score above 70 on the Corruption Perceptions Index, maintain a government service satisfaction rate of over 85%, and digitize 90% of its public services end-to-end. Achieving these ambitious targets will require coordinated efforts from both the government and the private sector. However, Qatar remains committed to uniting its people and business community to not only meet, but potentially exceed these goals. ✖





THE MARCH *forward*

Qatar will continue to pursue economic diversification, sustainable development, and environmental commitments through strategic investments, balanced fiscal policies, and global partnerships while reinforcing its regional integration, foreign policy principles, and commitment to addressing global challenges.

His Highness Sheikh Tamim Bin Hamad Al Thani
AMIR OF THE STATE OF QATAR

DESPITE the expected growth decline between 2022 and 2023 for known reasons related to the completion of World Cup projects and the accomplishment of basic infrastructure projects and other reasons, the local economy continued to grow during 2023. Estimates indicate that the GDP at constant prices has grown by 1.2%, supported by the growth of the hydrocarbon sector by 1.4% and the non-hydrocarbon sector by 1.1%.

The policies pursued have contributed to upgrading the state's credit rating according to international agencies while maintaining a stable outlook.

The state is keen to align balanced spending policy, which have improved its financial position over the past years and concurrently supported national growth and development where it allocated the necessary financial resources for government initiatives for the years 2024-2028 according to priorities and in line with the objectives of the Third National Development Strategy, which includes supporting the sectors of commerce, industry, research and tourism, digital transformation and IT, developing financial and administrative systems, and enhancing human development with the aim of achieving economic diversification and sustainability. We are serious about investing in these sectors. This interest must be coupled with a similar interest in developing human competencies and expertise in all fields, evaluating workers according to the standards of professionalism, efficiency and quality of outputs, and enhancing work ethics and ensure

diligence on public affairs.

In the context of enhancing local production and opportunities available to the private sector, and after implementing the in-country value program (ICV) in government procurement in August 2022, a directive was issued to target a growth rate of no less than 10% annually of the in-country value, develop plans to localize various economic sectors, and to work on developing mechanisms such as mandatory procurement lists and long-term contracts, while considering the need to take into account the quality of the local product and its competitiveness against imported products.

The state has acted to support the private sector through Qatar Development Bank and partnerships in private agricultural projects, as well as developing the real estate sector by supporting its development strategy and launching the real estate platform of the state that enhances transparency through data and the use of advanced technology, all of which to encourage local and international investment in the real estate sector.

As part of the state's commitment to its environmental pledges, the first sovereign green financing framework in the region has been launched as per the highest international standards in the fields of sustainable financing and green financing. This was followed by the issuance of government green bonds in global debt markets, which achieved IPO oversubscription by six times at the peak, with wide geographical and institutional diversity, confirming the global investors'

confidence in the country's financial and economic performance and its future orientations.

We accord special importance to the relations with our brothers in the Gulf and to the advancement of the process of integration between us. In light of the State of Qatar's presidency of the current session of the GCC, we have spared no effort along with our brothers, the leaders of the GCC's countries, to support our Gulf march and push forward joint action in a way that fulfills the aspirations of our peoples.

In general, with regard to our foreign policy, we have always been keen to establish it on fundamental basics and solid principles in sync with our values and reflective of our Islamic-Arab-Gulf affiliation to achieve our goals and national interests and fulfil our international obligations and effective partnership with the international community in addressing global challenges for the good of mankind.

Apart from striking a balance between values, principles, and interests, our foreign policy is also based on political realism and a realistic assessment of what we can afford to do. We pursue a dialogue approach and preventive diplomacy, support conciliatory political solutions and peaceful settlement of disputes, and engage in mediation when that is possible, and this requires the necessary flexibility to perform this role. ✖

** Excerpt of a speech given by the Amir at the 53rd ordinary session of the Shura Council on Oct. 15, 2024.*



Katara Towers, located in Lusail, north of Doha

JANUARY 10, 2024

Ibrahim bin Ali Al Hassan Al Mohannadi, Minister of Justice and Minister of State for Cabinet Affairs, announces the results of the Cabinet's discussions regarding the establishment of the Third National Development Strategy 2024-2030, which marks the final phase of the Qatar National Vision 2030.

FEBRUARY 27, 2024

Sheikh Mohammed bin Abdulrahman Al Thani, Prime Minister of Qatar, announces the launch of a USD1-billion investment strategy in regional and international venture capital funds through the Qatar Investment Authority (QIA).

JUNE 27, 2024

The government launches the Simaisma Project, an initiative led by the Ministry of Municipality and Qatari Diar. It is set to include luxury resorts, a theme park, an 18-hole golf course, residential villas, a yacht club and marina, restaurants, and shops.

NOVEMBER 5, 2024

Qatar holds a referendum to decide whether to amend a series of Constitutional Articles. Some of the changes contemplate the strengthening of the Amir's role and the abolishment of Consultative Assembly elections. The referendum passes with 90.6 % of the votes in favor.

FEBRUARY 26, 2024

Qatar hosts the Web Summit, the world's largest technology conference, for the first time in the Middle East and North Africa region. Besides bringing together thousands of entrepreneurs, multinational companies, and investors, Web Summit Qatar witnessed the launch of the Startup Qatar Investment Program by Qatar Development Bank (QDB).

MARCH 20, 2024

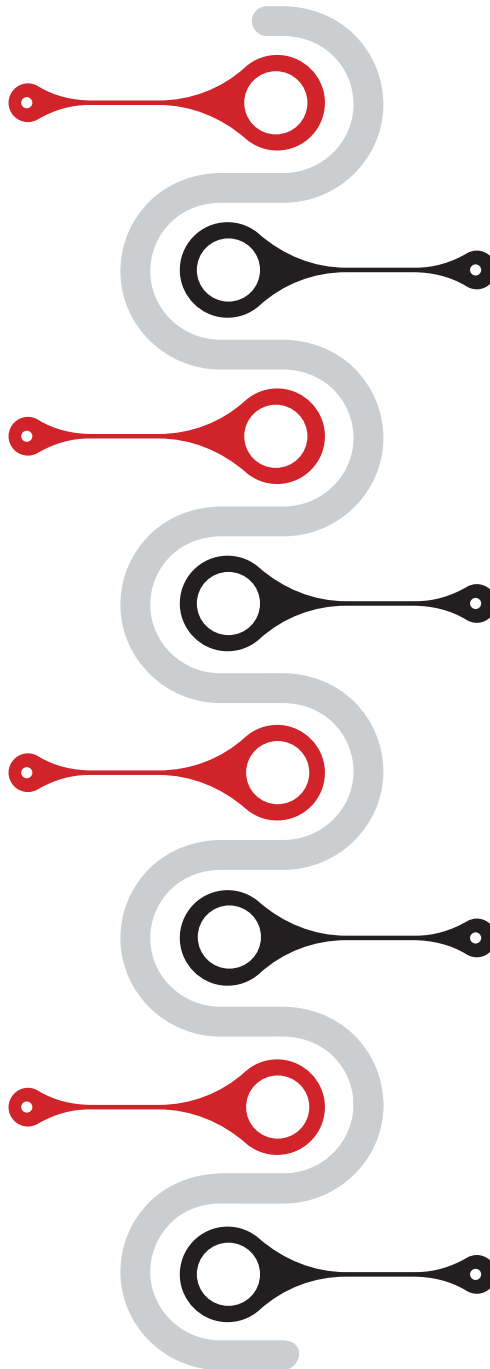
Fitch Ratings upgrades Qatar to AA, the country's third-highest rating, based on expected revenue from its expanded gas fields. The ratings agency also expects the debt-to-GDP ratio to fall to approximately 47% of GDP.

SEPTEMBER 5, 2024

Qatar Central Bank issues its Artificial Intelligence Guideline in an effort to enhance finance sector regulations.

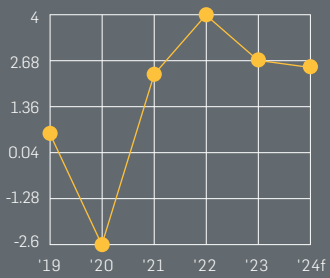
NOVEMBER 11, 2024

The Amir announces a cabinet reshuffle. New individuals are appointed as Deputy Prime Minister and Minister of State for Defense Affairs, Minister of Social Development and Family, Minister of Education and Higher Education, Minister of Public Health, Minister of Commerce and Industry, and Minister of Transport.



INFLATION RATE (ANNUAL % CHANGE)

SOURCE: IMF, FOCUSECONOMICS



UNEMPLOYMENT RATE

SOURCE: NATIONAL PLANNING COUNCIL, IMF

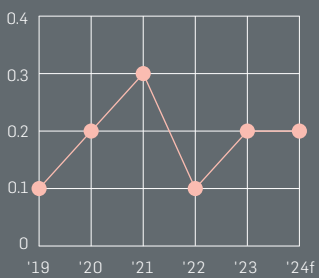


Image: Farris ALALI Photography

Economy

COME TOGETHER

Qatar has not only opened its doors to tourists in recent years, but also to investors, businesspeople, and anyone looking to take part in the country's transformation. This shift has driven regulatory changes aimed at improving the ease of doing business, company registration, and navigation of the Qatari legal framework.

Efforts in areas such as international arbitration have made the country more attractive for Foreign Direct Investment (FDI). In an interview with *The Business Year*, Matthew Heaton, Partner & Head of Office at law firm Al Tamimi & Co, noted that there is a "recognition of the need for certainty and faster processes to make Qatar a better place to do business."

Access to information has also become easier for local and international companies operating in Qatar, as confirmed by Faisal Rashid Al-Sahouti, CEO of the Qatar International Court and Dispute Resolution Centre (QICDRC), during his interview with *The Business Year*. "We have published a comprehensive user guide for the court's procedures—the Maroon Book—to provide parties with an easy-to-use reference when litigating in court, as well as a biannual case digest summarizing the most widely applicable cases from the preceding six months," said Al-Sahouti.

Despite ongoing efforts to attract more FDI,

Qatari family-led businesses and holdings remain central to the country's economic framework. According to Sheikh Jassim Bin Mohamed Al Thani, second-generation leader and Chairman of Mohamed Bin Hamad Holding, "Family companies in the private sector and the government also work closely together, and I expect them to continue playing a major role in the country's future. In the past few years, many more family companies have been listed on the stock exchange, with numerous others expected to follow." As generational transitions take place and leadership passes to a new wave of decision-makers, ensuring their contributions align with the government's objectives will be crucial to Qatar's continued growth.

This interplay between traditional stakeholders and emerging globalization-driven trends presents both challenges and opportunities for Qatar. Consultancy firms have expanded their operations in the country and view efforts to attract more international firms and entrepreneurs as an opportunity to guide businesses on how to navigate Qatar's evolving landscape. If Qatar is to succeed in its third National Development Strategy and transition away from hydrocarbon-based growth, the old and new must move forward together—an idea consistently echoed by this year's interviewees. ✖

INTERVIEW



A GLOBAL hub

With a clear vision to expand and diversify Qatar's economy in alignment with the Third National Development Strategy, the Ministry of Commerce and Industry is focused on modernizing regulations, strengthening the private sector, and paving the way for innovation and long-term prosperity.

BIO

Sheikh Faisal bin Thani bin Faisal Al Thani was appointed Minister of Commerce and Industry in November 2024. He currently holds several prominent roles, including member of the Supreme Council for Economic Affairs and Investment, the National Planning Council, and the Supreme Committee for the Preparation of the Third National Development Strategy. Additionally, he is Chairman of the Qatar Financial Centre Authority and Chairman of the advisory board for the Investment Promotion Agency. Al Thani also serves as the Chairman of Ooredoo Group and Leshia Bank and is a member of the board of Qatar Airways Group and Qatar Insurance Company. In his career, he has served as chief investment officer for Asia and Africa at the Qatar Investment Authority, chief investment officer at the Qatar Foundation Endowment, chairman of the Qatar Banking Studies, and vice chairman of Vodafone Qatar, among other positions.

Sheikh Faisal bin Thani
bin Faisal Al Thani
MINISTER OF COMMERCE AND
INDUSTRY

Having been recently appointed to your new position, what do you expect to achieve as Minister of Commerce and Industry of Qatar in the short term?

As Qatar embarks on the next chapter of its economic transformation, our immediate focus is to foster an environment where innovation, investment, and industry thrive in a way that strengthens our nation's resilience and global competitiveness. We are building on a foundation of progress while ensuring that Qatar remains an essential hub for trade, investment, and sustainable growth. The Ministry of Commerce and Industry has launched two pivotal strategies that set ambitious yet achievable targets. The Commerce Strategy 2024-2030 is designed to drive sectoral diversification and strengthen Qatar's position as a global trade partner. Through this strategy, we aim to: achieve 3.4% compound annual growth rate (CAGR) in non-hydrocarbons GDP; attract USD100 billion in FDI by 2030; deepen international trade relations, expanding Qatar's market access across key regions; accelerate digital transformation, ensuring that businesses benefit from an agile and technology-driven economy; and advance sustainable commerce, integrating economic growth with responsible environmental and social practices. In addition, our National Manufacturing Strategy 2024-2030 is shaping the future of Qatar's industrial sector with a strong emphasis on diversification, innovation, and private sector empowerment. These objectives reflect Qatar's broader commitment to shaping an economy that is not only prosperous but also forward-looking and inclusive.

How has the ministry collaborated with its international counterparts to enhance economic cooperation between Qatar and other countries?

The Ministry of Commerce and Industry is committed to deepening Qatar's global economic ties through a multi-faceted approach that strengthens trade, investment, and economic diplomacy. One of our core strategies is the expansion of FTAs and bilateral investment treaties (BITs), ensuring that Qatar remains a gateway for global commerce. We also work closely with strategic partners across the GCC, the EU, ASEAN, and Africa, fostering trade liberalization, cross-border investment, and deeper integration into global value chains. At the same time, our collaboration with international organizations such

"In 2025, our focus will be on reinforcing Qatar's position as a global hub for trade, industry, and investment"

as the World Trade Organization and the World Economic Forum ensures that our economic policies align with international best practices and evolving global standards. However, such agreements alone are not enough—true economic success is built on trust, stability, and a shared vision for the future. That is why we continue to strengthen economic diplomacy, facilitate international partnerships, and support Qatari businesses as they expand globally. By reinforcing these collaborations, Qatar is not only securing its own economic future but also shaping a more interconnected, competitive, and resilient global economy.

What strategies does the Ministry of Commerce and Industry aim to implement to improve national productivity as stipulated by the Third National Development Strategy?

A productive economy is not just about growth—it's about sustainability, resilience, and ensuring that every sector, every business, and every individual has the tools to thrive in an increasingly competitive world. At the Ministry of Commerce and Industry, we are committed to making Qatar a hub of innovation, efficiency, and global competitiveness. Under the Third National Development Strategy (NDS3) 2024-2030, our approach is built on four key pillars that drive productivity and long-term economic progress. The first is workforce development and skills enhancement, which entails expanding upskilling and reskilling programs to align with evolving industry demands; attracting top-tier global talent while strengthening local expertise; and bridging academia and industry, ensuring that education and training align with Qatar's economic vision. The second is industrial innovation and digital transformation, under which we aim to integrate automation, AI, and smart manufacturing to enhance productivity and efficiency; optimize supply chains through data-driven logistics and advanced infrastructure; and accelerate digital trade and fintech solutions to streamline commerce and investment.

Under the third pillar of entrepreneurship and SME growth, we will focus on expanding financial and regulatory incentives to support startups and small businesses; investing in innovation hubs and business incubators that foster high-growth enterprises; and providing SMEs with access to global value chains, strengthening their role in the economy. Lastly, the fourth pillar, strategic partnerships and investment in human capital, includes deepening collaboration with research institutions and private sector leaders to drive innovation; encouraging investment in human capital, ensuring a future-ready workforce; and creating a business-friendly environment that attracts long-term investment and supports economic expansion. Through these strategies, Qatar is not just enhancing productivity—it is shaping a dynamic, resilient, and future-focused economy.

How has the Ministry of Commerce and Industry improved the ease of doing business in Qatar and fostered FDI into the country?

A strong economy is built on a foundation of openness, efficiency, and investor confidence. At the Ministry of Commerce and Industry, we have undertaken a comprehensive set of reforms to make Qatar one of the most attractive and business-friendly destinations for investment. To streamline business operations, we have simplified registration and licensing processes by integrating digital solutions, making it easier for entrepreneurs and investors to establish and expand their businesses. We have also prioritized expanding access to industrial and economic zones, providing investors with world-class infrastructure, competitive incentives, and strategic advantages for regional and global trade. At the same time, we have strengthened investor protection laws and modernized corporate governance frameworks, reinforcing Qatar's reputation as a stable and transparent investment destination. In 2024, we introduced several landmark reforms to further open Qatar's economy such as: allowing full foreign ownership in more economic sectors; launching online litigation services for trade and investment disputes, ensuring faster and more efficient resolution; enabling electronic real estate registration, simplifying property ownership for investors; and reducing business service fees by up to 90%, significantly lowering the cost of doing business. We also offer tailored investment incentives in priority sectors such as advanced

manufacturing, logistics, technology, and green energy—areas that align with Qatar's long-term economic vision. These reforms are not just about attracting investment; they are about creating an environment where businesses can grow, innovate, and succeed. Qatar is committed to fostering a dynamic and competitive economy—one that welcomes investors, empowers entrepreneurs, and drives sustainable progress.

What are the main areas of focus for the Ministry of Commerce and Industry for 2025?

In 2025, our focus will be on reinforcing Qatar's position as a global hub for trade, industry, and investment by advancing key economic initiatives that drive sustainable growth, innovation, and market diversification. Our strategy will center on several key priorities. Expanding FDI opportunities and implementing business-friendly policies will be a cornerstone of our efforts. Advancing industrial development and smart manufacturing will also remain a priority. We are committed to integrating automation, AI, and cutting-edge technologies into manufacturing, while also investing in sustainable and green industries to align with global environmental standards. Strengthening high-value manufacturing sectors will ensure Qatar remains competitive on the global stage. Building stronger trade agreements and economic partnerships will open new markets for Qatari goods and services. Expanding bilateral and multilateral agreements, deepening economic ties and reinforcing trade diplomacy efforts will further integrate Qatar into the global economy. Digital transformation across commerce and industry will accelerate efficiency and competitiveness. By advancing e-commerce adoption, fintech solutions, and AI-driven business operations, we will modernize the commercial sector and optimize supply chains. Supporting the growth and innovation of Qatari SMEs is another major priority. Expanding funding programs, strengthening SME integration into regional and global value chains, and fostering startup incubators and innovation hubs will ensure that Qatar's entrepreneurial ecosystem continues to flourish. By focusing on these strategic priorities, we are creating an economy that is competitive today and future-ready for tomorrow—one that fosters innovation, attracts investment, and strengthens Qatar's leadership in the global economy. ✖

A HELPING *hand*



Sheikh Khalifa bin Jassim bin Mohammed Al-Thani
CHAIRMAN,
QATAR CHAMBER OF COMMERCE
AND INDUSTRY

Qatar Chamber has developed various initiatives to strengthen the entrepreneurial ecosystem, ensuring that entrepreneurs have the tools, resources, and support needed to contribute to the country's economic diversification efforts.

BIO

Sheikh Khalifa bin Jassim bin Mohammed Al-Thani has been Chairman of QCCI since 2006. He also chairs the International Chamber of Commerce Qatar (ICC Qatar). Al-Thani was the recipient of the prestigious International Chamber of Commerce's Merchant of Peace award in 2017, in recognition of the role he played in the creation of ICC and QCCI's World Trade Agenda Initiative. He has participated in G20 summits, in Amiri and ministerial delegations to foreign countries, and hosted the eighth World Chambers Congress. Al-Thani holds a BSc in economics and political science from Portland State University in the US. After his graduation, he held several senior government and private sector positions.

How has Qatar Chamber continued to evolve and adapt to Qatar's business environment in the last year?

Qatar Chamber continues to play a vital role in shaping Qatar's business landscape and supporting the vision for a diversified and resilient economy. The chamber has been instrumental in supporting businesses by working closely with both the government and private sector supporting entrepreneurship, embracing digital transformation, fostering trade, and advocating for policies with a strong focus on sustainability and global partnerships. To evolve and adapt to Qatar's business environment, The Chamber has increased its partnerships with local and international institutions to provide mentorship, funding opportunities, and business development programs, giving local entrepreneurs the tools they need to succeed. Qatar Chamber has worked to strengthen both local and international trade through trade missions, exhibitions, conferences, and B2B matchmaking events with the goal of promoting Qatari products and services in international markets, which develop entrepreneurial initiatives and innovation and in turn enhance the overall efficiency of QC and made its services more accessible for local businesses. These initiatives opened doors to more opportunities for collaboration in various industries, such as construction, technology, and renewable energy.

How does Qatar Chamber promote and facilitate business relationships at an international level?

The chamber is focused on creating business opportunities for the Qatari private sector through attracting foreign investments, enhancing bilateral trade, opening new markets locally and abroad fostering a more resilient and diversified economy. In 2024, Qatar Chamber actively promoted and facilitated relations with international counterparts engaging with various entities globally, including France, Finland, New Zealand, the UK, Sweden, and Norway, along with several Asian and African countries. Our main goal is to strengthen economic ties with these countries and build long-term partnerships through encouraging investment in Qatar, expanding trade relations thus position Qatar as a key player in international trade and investment.

How does QC support entrepreneurs and small businesses in growing and having a larger role in the country's business ecosystem?

Qatar Chamber plays a significant role in

supporting entrepreneurs and small businesses, helping them thrive and integrate into the broader economic landscape of the country through organizing various workshops, seminars, and training sessions. Qatar Chamber actively engages with the government and relevant institutions advocating policies that support entrepreneurship. In addition to initiatives like the Future Entrepreneurs Camp and the Entrepreneurship in the Health Sector workshop, we offer several programs designed to foster growth, innovation, and sustainability for emerging businesses. These programs are designed to improve entrepreneurs' leadership abilities, financial literacy, marketing skills, and technical expertise that will equip entrepreneurs with the necessary skills and knowledge from business management to sector-specific workshops. QC also promotes the Made in Qatar initiative to enhance the role of local businesses in the economy. We coordinate with the bodies concerned to ensure entrepreneurs have access to grants, loans, and other financial support systems that can help them scale their businesses. This enables new businesses to connect with potential partners, clients, and mentors, expanding their networks and increasing opportunities for growth.

How does QC help companies in Qatar effectively achieve ESG related goals?

Along with the growing global emphasis on sustainability and ethical business practices, companies in Qatar started aligning their operations with CSR and ESG principles to stay competitive and meet regulatory and stakeholder expectations. Qatar Chamber made significant efforts in promoting sustainable business practices among local companies. This includes launching campaigns to raise awareness about environmental sustainability and providing training and workshops to increase awareness about CSR and ESG principles. Our teams in Qatar assist businesses in meeting local and international regulatory requirements related to CSR and ESG standards. QC encourages businesses to adopt innovative solutions in energy efficiency and waste management regulations, helping local them become more competitive and environmentally conscious, ensuring compliance helps minimize legal and reputational risks while aligning with sustainable development goals that will build trust and demonstrate commitment to sustainability and ethical practices. ✖

UNWAVERING *support*

QDB continues to drive private-sector lending, develop innovation and incubation programs, and foster greater inclusivity, ultimately contributing to Qatar's economic resilience.

Abdulrahman Hesham Al-Sowaidi
CEO,
QATAR DEVELOPMENT BANK (QDB)



How has Qatar set its financial ecosystem apart from those of other countries in the region?

The fact that Qatar has one of the most stable, resilient and competitive economies in the world is something that we should all be extremely proud of. The government views finance and banking as a key ally in the quest for economic diversification. A burgeoning finance sector—particularly one that embraces fintech—is also a viable route to attract inward investment. Furthermore, government entities have a firm commitment to forming strategic partnerships with global industry leaders in order to maintain a secure and sustainable financial infrastructure. QDB has also set a regional first with the launch of its new guarantee initiative, Al-Dhameen, which encourages a network of partner banks to offer financing to start-ups and SMEs that are unable to provide the necessary financing guarantees or collaterals themselves. Through Al-Dhameen we are able to issue a letter of guarantee to the financing bank, promising to repay up to 100% of the financial debt which enables start-up and SMEs to obtain the financing they need from to launch their venture. This sets a new precedent for young businesses trying to establish themselves in Qatar and removes many fiscal barriers from the pathway to entry. Of course, there are certain criteria for enterprises wanting to use Al-Dhameen but schemes such as this send a clear message to domestic and international investors, that Qatar is open for business: we are here to help you flourish, and we will work in partnership with you to achieve mutually beneficial success.

In what way has QDB adapted its strategies to fit the needs of Qatar's financial system to further develop?

As part of our commitment to Qatar's economic diversification, we have unveiled our comprehensive Strategy 2030, which places strategic emphasis on catalyzing private-sector lending through commercial banks to accelerate SME growth. We are fundamentally transforming our guarantee program and strategically realigning our direct financing framework to ensure optimal support for underserved SMEs. Qatar's innovation ecosystem is another domain on which we are focusing intently. We do this through our investment and co-investment programs such as Start Up Qatar. This one-stop-shop online platform serves as a single comprehensive national resource that provides information for start-ups and innovators who plan on exploring Doha as their next innovation hub. We also have a raft of incubation programs such as Qatar Business Incubation Hub (QBIC)—a unique mixed-use business incubation center providing support services to help entrepreneurs and companies who either have an idea to start a business or want to grow an existing business. One that I am especially proud of is The Creative and Cultural Industries Hub (Scale7), Qatar's first culture, fashion, and design business incubator which provides a platform to support innovative, aspiring Qatari designers whilst fostering the country's creative industries. Central to the success of these programs is cultivating a climate of "anything is possible."

Considering the importance of inclusion within the financial ecosystem, how can QDB play a role in providing opportunities for women within the financial sector?

Qatar's National Vision 2030 has outlined a clear commitment to supporting women generally, by empowering them to par-

ticipate fully in the political and economic landscape. Indeed, women in Qatar are a vital part of the workforce and their role in the financial sector, specifically, is rapidly evolving. This is an area that QDB takes extremely seriously. In 2023, we launched our Female Entrepreneurship Report in order to explore the current state-of-play for female business owners and understand their motivations, drivers and challenges. Our findings showed that in order to increase the amount of women in business, we must provide financial literacy training, enhance investment opportunities in female-owned businesses and expand the financing options among women such as venture capital, angel investment and crowdfunding. Through the provision of extremely competitive financing, QDB empowers female entrepreneurs to kickstart their start-up journeys and bring their ideas to life, whilst eliminating barriers to entry. ✕

BIO

In addition to his role as CEO of QDB, Abdulrahman Hesham Al-Sowaidi is chairman of the board at Elan and chairman of Qatar Business Incubation Center as well as Bedaya Center for Entrepreneurship and Career Development. He is also a board member at Injaz Qatar. Prior to his appointment as CEO, he held the position of executive director of strategy and business development. Al-Sowaidi started his professional career as an engineer within the telecom sector before joining QDB. He holds a telecommunications and internet engineering degree and a master's in project planning and management from the University of Bradford, UK, in addition to an executive master's degree in energy and resources from Hamad Bin Khalifa University.

INTERVIEW



Aisha Hussein Alfardan
 VICE CHAIRWOMAN, QATARI
 BUSINESSWOMEN ASSOCIATION
 (QBWA) & PERSONAL ADVISOR
 TO THE CHAIRMAN, ALFARDAN
 GROUP HOLDING

A NEW *generation*

The Qatari Business Women Association continues to develop initiatives that elevate the role of Qatari businesswomen while providing them with support, mentorship, and opportunities for growth.

BIO

Aisha Hussein Alfardan is a prominent Qatari businesswoman serving as Vice Chairwoman of QBWA. Her accomplishments have been widely recognized, notably being ranked 24th on the Forbes list of the 50 Top Businesswomen in the Arab World in 2006 and the Arab Women Award in London. She holds a degree in English literature from Qatar University and initially started her career at the Commercial Bank of Qatar. Joining Alfardan Group in 2003, she dedicated herself to the family business. She actively engages in local, regional, and international conferences, advocating for gender equality and women's empowerment by emphasizing the significance of education, healthcare, and employment opportunities for women.

How did QBWA continue to evolve during 2024?

Throughout 2024, QBWA has continued to strengthen its role as a leading platform for empowering women in business and leadership. We expanded our initiatives to support female entrepreneurs, professionals, and executives by enhancing access to strategic networking, mentorship, and capacity-building programs. Our collaboration with international organizations has also grown, opening doors for Qatari women to engage in global business ecosystems, and we have worked on building stronger partnerships with different entities to create more opportunities for women in various industries.

Where does Qatar stand in terms of the inclusion and support of women in the workforce compared to other countries in the region?

Qatar has made significant strides in fostering women's inclusion and participation in the workforce, positioning itself as a leader in the region. With progressive policies and initiatives supporting gender diversity, we see more women in leadership roles, entrepreneurship, and decision-making positions across multiple sectors. The country's commitment to education and professional development has empowered women with the skills needed to thrive in various industries. While there is always room for growth, Qatar's efforts in promoting economic inclusion set a strong example for the region.

How can women play a role in Qatar's Third National Development Strategy?

Women play a crucial role in driving the success of Qatar's Third National Development Strategy, which focuses on economic diversification, sustainability, and innovation. Their participation in leadership, entrepreneurship, and STEM fields is essential to achieving the strategy's objectives. By contributing to key industries such as finance, technology, healthcare, and education, women are helping to shape Qatar's knowledge-based economy. The empowerment of women in the workforce also strengthens social and economic resilience, ensuring a more inclusive and sustainable future for the nation.

How important is early education in better preparing women to enter the workforce and eventually assume leadership roles in Qatar?

Early education plays a crucial role in shaping young women's aspirations,

confidence, and career paths. Schools that emphasize leadership training, entrepreneurship, and STEM education can better equip young women with the skills needed to thrive in the workforce. Encouraging critical thinking, financial literacy, and exposure to role models at an early stage will help foster a new generation of empowered female professionals. QBWA actively supports this by providing inspiring role models through initiatives such as 100 Qatari Women, which showcases the achievements of inspirational female leaders in various sectors. These success stories serve as a powerful source of motivation for younger generations. We are seeing an increasing number of young women joining QBWA's membership, demonstrating their eagerness to engage with experienced professionals, access mentorship, and become part of a dynamic business network from an early stage.

How can QBWA's international network, which is constantly growing, open up opportunities for women both in Qatar and abroad?

QBWA's extensive international network plays a vital role in creating opportunities for women by facilitating cross-border collaborations, investment prospects, and knowledge exchange. Through our partnerships with global organizations, and women's networks, we provide Qatari women with access to international markets, and resources to expand their businesses and professional reach, ensuring that Qatari women can engage in impactful partnerships and international ventures.

What are QBWA's strategic priorities for 2025?

2025 marks QBWA's 25th anniversary, a milestone that celebrates our long-standing commitment to empowering women in business and leadership. In the year ahead, we will emphasize expanding opportunities, driving digital transformation, and strengthening our global influence. Our key priorities include accelerating digitalization and AI education to equip women with skills in emerging technologies, strengthening international networks to create new business and leadership opportunities, supporting female entrepreneurs with enhanced access to funding, mentorship, and business development, and inspiring the next generation by expanding mentorship and networking for young women joining QBWA. ✖

SHOW *of strength*

USQBC has successfully solidified its role as a vital bridge between the US and Qatar, delivering value to its members while strengthening bilateral trade and business relations.

Sheikha Mayes bint Hamad Al Thani
MANAGING DIRECTOR,
US-QATAR BUSINESS COUNCIL (USQBC)



What were USQBC's major accomplishments in 2024?

In 2024, USQBC executed a variety of impactful initiatives to enhance bilateral trade, foster collaboration, and support the private sector. These efforts demonstrate USQBC's commitment to promoting strategic partnerships between the US and Qatar while advancing innovation and economic development. The launch of the inaugural Breakfast Table Talks series provided a valuable platform for member companies with industry leaders, policymakers, and stakeholders to convene and address key business topics. These quarterly sessions facilitated meaningful discussions, the exchange of insights, and the development of strategies to address emerging opportunities and challenges. USQBC also led several high-impact engagements and outreach initiatives to strengthen US-Qatar ties. These included collaborations with Strategic and leading US IT companies to promote digital transformation, hosting SelectUSA outreach events and a sideline engagement reception to connect businesses, and welcoming US mayors and staffers to Doha for discussions on policy and investment opportunities. Additionally, USQBC participated in the Qatar Boat Show alongside Gulf Marine Services, showcasing opportunities in the maritime sector. Formalizing strategic partnerships through multiple MoUs was a key highlight of 2024. USQBC signed agreements with ITA MOA, Qatar Living, The Business Year, Qatar Research, Development, and Innovation (QRDI), and the International Finance US-Qatar Business Council Corporation (IFC). These partnerships align with USQBC's mission to drive innovation, facilitate trade and investment, and foster economic growth in both nations.

Where do you see the main opportunities for foreign companies looking to enter the Qatari market?
Qatar's commitment to economic diver-

sification under the Qatar National Vision 2030 has created a wealth of opportunities for foreign companies across various sectors. As Qatar transitions to a knowledge-based economy, several sectors present promising opportunities for international investors. For example, Qatar's sustainability goals, including leadership in renewable energy projects like solar power and green hydrogen, offer significant potential for companies specializing in clean technologies and environmental solutions. The government's emphasis on digital transformation drives demand for IT, AI, cybersecurity, and fintech, and initiatives focused on smart governance and advanced technological solutions create key entry points for innovative businesses. Additionally, Qatar is becoming a regional hub for technology and innovation, with many international venture capital firms setting up their offices in the country, further boosting its appeal as a center for innovation-driven enterprises. Meanwhile, Qatar's expanding healthcare infrastructure, coupled with advancements in biotechnology, pharmaceuticals, and medical devices, provides foreign companies with opportunities to collaborate in enhancing the nation's health sector. Moreover, investments in education, including partnerships with international universities and vocational training institutions, open doors for firms specializing in skill development and education technologies. A focus on upskilling the workforce positions human capital development as a critical area for contribution. Additionally, as a global hub for sports and tourism, Qatar offers opportunities in hospitality, event management, and luxury goods. With its strategic location, business-friendly environment, and government incentives, Qatar provides a solid platform for businesses to succeed.

How does USQBC also assist and support Qatari companies seeking to establish themselves in the US?

USQBC actively assists Qatari companies looking to establish themselves in the US by providing a wide range of support. This includes guidance on navigating US regulations, compliance requirements, and legal frameworks, as well as assistance with business setup and market entry strategies. USQBC also facilitates strategic connections between Qatari businesses and key US stakeholders, fostering partnerships, joint ventures, and collaborative opportunities. Through trade missions and delegations, Qatari companies gain first-hand exposure to US market dynamics and potential partners, while sector-specific events provide targeted matchmaking opportunities. Furthermore, USQBC advocates for Qatari businesses by promoting their strengths to US policymakers and stakeholders, while also engaging in policy discussions to ensure smooth market access. As part of its efforts, USQBC offers a dedicated online portal accessible to both Qatari and US businesses. These efforts reflect USQBC's commitment to fostering mutually beneficial relationships and creating a robust environment for bilateral trade and investment between Qatar and the US. ✖

BIO

Sheikha Mayes bint Hamad Al Thani is the Managing Director of USQBC and the owner and Group CEO of M Power Investment Group. She holds a BFA in interior design from Virginia Commonwealth University, an MBA from the University of Leicester, and an executive master's in diplomacy and international affairs from Georgetown University. Sheikha Mayes was honored with the Business Leader Award at the Women of Change 2022 by the Doha Women's Forum, acknowledging her significant contributions to business and leadership. Her expertise extends across private, public, and non-profit organizations, where she has held influential positions, demonstrating her versatility and impact.

INTERVIEW

MISSION *critical*



Since its establishment in 1978, QRCS has evolved into a globally recognized humanitarian organization, adapting to local and international needs by prioritizing emergency relief, sustainable development, and climate change mitigation.

Yousef bin Ali Al-Khater
PRESIDENT,
QATAR RED CRESCENT SOCIETY (QRCS)

More than
31k
registered QRCS
volunteers

Promotes
stronger
private-sector
participation in
humanitarian
efforts

How has QRCS evolved since its establishment in 1978? How has it adapted to local and global needs?

Established in March 1978, QRCS is Qatar's first humanitarian and volunteering organization, aimed at assisting and empowering vulnerable individuals/communities without partiality or discrimination. For almost five decades, QRCS has been serving as an auxiliary to the State of Qatar in its humanitarian efforts both locally and internationally, in light of its central mission of improving the lives of vulnerable people by mobilizing the power of humanity inside and outside of Qatar. In 1981, QRCS obtained official recognition from the International Federation of Red Cross and Red Crescent Societies (IFRC) and the International Committee of the Red Cross (ICRC). It was a fresh global start to provide humanitarian relief in areas affected by natural disasters, armed conflicts, or poor economic and living conditions.

Amid several ongoing regional humanitarian conflicts and crises, how does QRCS respond to and help affected people?

Inspired by its sense of professional, ethical, and humanitarian responsibility, QRCS gives priority to emergency relief projects to meet the various needs of victims of disasters everywhere. An ongoing example is the war on Gaza. Since day one, QRCS has been working hard to provide life-saving humanitarian aid, in close cooperation with many Qatari and non-Qatari partners. QRCS is actively contributing to the Qatari airlift ordered by the Emir of Qatar, in partnership with several institutions like Qatar Fund for Development (QFFD). Since the eruption of war, more than 4,766 tons of diverse aid has been deployed and 30 relief interventions implemented to distribute food items, shelter supplies like tents, clean drinking water, medications and medical supplies, and other relief items. Another example is the humanitarian crisis in Sudan, which caused a catastrophic deterioration of living conditions and put millions at risk of famine. The interventions by QRCS' representation office there vary from food security and water and sanitation to health and shelter, benefiting more than 845,000 displaced people in 12 states. QRCS adopts a dynamic approach to affected communities—one

that goes beyond saving lives during disasters to establishing peace and development when they are over, with long-term health, infrastructure rehabilitation, food security, reconstruction, and livelihood support programs.

In 2024, QRCS signed a technical cooperation agreement with the Ministry of Environment and Climate Change to mitigate the impact of climate change. What are the main challenges facing Qatar and the region in this regard, and how can QRCS address them?

Inspired by its mission of alleviating human suffering, QRCS has significant relief interventions and sustainable development projects, especially in water and sanitation, using alternative energy to provide potable water and maintain environment cleanliness. QRCS integrated climate change into its 2021-2024 strategy, under its strategic commitment to addressing climate change risks, supporting resilience and localization, adapting its projects to sustainability and environment protection standards, and strengthening early warning mechanisms to anticipate and mitigate disasters. Locally, QRCS intensified efforts to reduce climate change impact, within the scope and pillars of Qatar National Vision 2030. It is a member of IFRC's Locally-Led Action Is Key strategy, which focuses on capacity-building and funding to enhance community resilience and adaptation, under the leadership of local actors.

What means can be used to maximize the role of the private sector in assisting QRCS to achieve its vision and mission?

Partnerships between the private sector and QRCS are vital for projects that serve charitable and development goals. Such partnerships can involve financial support, technical expertise, and human resources. Businesses can also be encouraged to adopt CSR programs focused on charity and sustainable development. Such programs include educational, health, environmental, and social initiatives. Additionally, raising awareness about the importance of volunteering, humanitarian, and charitable work, as well as the private sector's role in achieving sustainable development through media campaigns, workshops, and conferences. ✖

BIO

Yousef bin Ali Al-Khater has been member of the Shura Council since 2021. Currently, he is Chairman of the Shura Council's Internal and External Affairs Committee; Member of the Advisory Board of the GCC; and Chairman of Qatar Parliamentary Friendship Group with the US, Canada, Australia, and New Zealand. During his diplomatic career, he worked at the Office of the State Minister for Foreign Affairs (MOFA) in 2006, served as a consul in Houston, Texas, the US (2007-2011), and ambassador in Australia and later the UK until 2021. Al-Khater holds a master's of public administration from the American University – Washington, D.C. (2000).

SUPPORTIVE *ecosystem*

Jack Lau
PRESIDENT,
QATAR SCIENCE &
TECHNOLOGY PARK (QSTP)



QSTP drives the local research, development, and innovation ecosystem by fostering talent, deep tech R&D, and entrepreneurship to position Qatar as a regional leader in innovation and a hub for start-ups and investors.

What is your view of Qatar's current research, development and innovation ecosystem, and how is QSTP contributing to fostering it?

Qatar has immense potential. While it is often viewed as a resource-based economy, it is clear that the commitment to talent transformation and a sustainable economy is genuine. QSTP plays a key role in expanding the science, technology, and entrepreneurship talent pool. You will be pleasantly surprised by the developments ahead, as we are starting to see real momentum. QSTP serves as a hub where talent converges to research, develop, and foster entrepreneurship. It is the only facility of its kind here, with a focus on collaboration and innovation. While many initiatives are virtual or untethered to physical spaces, stands out as a platform facilitating research and development in deep tech, AI, and robotics. Unlike other programs that focus mainly on software, here you will find projects like Level 4 autonomous vehicles and autonomous boats. Both tech and software are needed to build a complete ecosystem. Everyone has different needs, and while funding is often discussed, QSTP focuses on opportunities for growth and expansion. Growth requires more than just money; real customer feedback and market potential are equally crucial, but often overlooked. Our approach to incubation and acceleration goes beyond mentoring—it is about building a comprehensive network where early-stage and growing start-ups find all the resources they need to thrive.

How does Qatar Foundation Education City contribute to developing networks for Qatar's future businesses and leaders?

Talent transformation relies on the involvement of young people, especially recent graduates and students. Qatar Foundation (QF), with its large pool of talent, plays a key role in this. For new companies and locals to succeed, they must tap into local talent. QSTP, being part of QF and close to these resources, has a unique advantage. Our process for providing internships to university students is simple and natural. We match the university students to our tech unicorns and local start-ups based on the latter's requirements.

Good companies attract more interns, and interns seek out top companies. I am pleased to share that the responses from companies have been overwhelmingly positive.

How do you envision QSTP coordinating regional efforts to position Qatar as a leader in R&D?

Qatar provides a place for like-minded individuals to connect. We recently organized the Qatar Science & Technology Park Global Innovation Link—Pakistan Edition, bringing people from Islamabad to Qatar to explore opportunities and collaborate with Pakistani students in the Qatar Foundation and local tech companies. The goal is not just to lead, but to become a true hub, as a science park should.

How can QSTP help position investors and start-ups on Qatar Stock Exchange's venture market?

Money flow is crucial for entrepreneurship, though not the final goal. Access to financial markets, like Qatar's own stock exchange, is encouraging for entrepreneurs, providing a potential exit strategy. Qatar's currency is pegged to the US dollar, reducing currency risk for investors. As the stock market becomes more viable, QSTP will help connect entrepreneurs with investors, guiding them toward next steps naturally.

How does QSTP differentiate its support for start-ups coming to Qatar?

While QFC, QDB, and QSTP are similar in their focus on supporting businesses, each has its distinct role. As a hub of innovation and technology development in the region, QSTP offers a range of services, including support facilities, acceleration, incubation, funding and mentorship programs, to start-ups setting up their operations in Qatar. Those benefiting from our ecosystem receive unparalleled opportunities to engage with not only other local tech start-ups but also a network of global leaders as well as renowned tech organizations. Access to such expertise as well as Qatar Foundation's wider ecosystem become essential resources for new start-ups to enrich their knowledge, strengthen their expertise and drive business growth. ✖

**Supports
university
students in Qatar
by allocating
internships with
QSTP companies**

**Leading
international
R&D collaborative
efforts with
entities around the
world**

BIO

Jack Lau is the president of Qatar Science & Technology Park. He has a long and distinguished track record in entrepreneurship that bridges technology and academia, and in driving sustainable and wide-ranging ventures in fields including multimedia, banking software, healthcare, and agriculture. A practitioner and professor in design thinking and AI Intelligence who has personally been awarded 20 patents, and the CEO of multiple start-ups who collectively have developed 45 patented technologies, he has widespread experience in formulating technology incubation policy and supporting and enabling venture funding for start-ups.

INTERVIEW



FUTURE growth

One of the country's most established private enterprises, Al Faisal Holding's long-term strategic vision closely mirrors Qatar's commitment to diversified and sustainable growth.

BIO

Sheikh Mohammed bin Faisal Al Thani is the CEO of Al Faisal Holding and Vice Chairman and Managing Director of Aamal Company Q.P.S.C. He holds a bachelor's degree in business administration from Carnegie Mellon University Qatar and sits on the board of Trustees of the Sheikh Faisal bin Qassim Museum. In addition, he is the honorary president of the Italian Chamber of Commerce in Qatar, a Board Member of Gulf Qatari Classic Cars Association, a member of the Qatari Businessmen Association and the Qatari Hotels Association.

Sheikh Mohammed bin
Faisal Al Thani
CEO, AL FAISAL HOLDING & VICE CHAIRMAN &
MANAGING DIRECTOR, AAMAL COMPANY Q.P.S.C.

How can Al Faisal Holding contribute to fostering international cooperation between Qatar and other countries?

Building strong international ties has always been a key focus, with investments spanning various industries, from hospitality and real estate to education and financial services. Expanding globally through ARTIC's 35+ properties and forging strategic partnerships—such as Al Rayyan International's collaboration with the University of Derby—creates valuable economic and cultural bridges. Additionally, the Sheikh Faisal Bin Qassim Al Thani Museum plays a significant role in cultural diplomacy, promoting cross-border understanding. These initiatives not only strengthen Qatar's global presence but also open doors for greater cooperation and business opportunities worldwide.

How have foundational values been preserved across multiple generations of management?

Staying true to the founding principles instilled by my father, Sheikh Faisal bin Qassim Al Thani, while evolving with the times, has been key to long-term success. Integrity, innovation, excellence, and sustainability remain deeply rooted in the company's culture, guiding every decision. We have a strict succession plan in place to ensure leadership continuity, balancing tradition with modern business strategies. By fostering strong corporate governance and social responsibility, the company continues to honor its heritage while paving the way for future growth and adaptation in a dynamic business environment.

What role has Al Faisal Holding played in Qatar's economic diversification strategy?

Diversification is at the heart of Qatar's economic vision, and our multi-sector investment approach has contributed significantly to reducing reliance on hydrocarbons. Expanding into hospitality, real estate, trading, construction, industrial, and education sectors has helped drive sustainable growth. Our collaborations and partnerships have attracted foreign investments to the country, facilitated knowledge transfer, and created job opportunities. I believe continuous adaptation to market trends further strengthens Qatar's position as a global business hub, reinforcing economic resilience and long-term prosperity.

How does the company reflect Qatar's economic stability and business values?

Al Faisal Holding's strong, diversified portfolio and long-term strategic vision mirror Qatar's economic resilience and commitment to sustainable growth. As one of the country's most established private enterprises, the company has grown alongside the nation, adapting to evolving market dynamics while maintaining financial strength. Ethical business practices, innovation, and a commitment to governance reflect Qatar's values of integrity, quality, and global competitiveness, positioning it as a reliable partner both locally and internationally.

How does the company support communities and improve quality of life through CSR initiatives?

We are deeply committed to the community, and corporate social responsibility is at the core of our business operations, with initiatives spanning education, healthcare, culture, and community development. Through Al Faisal Without Borders Foundation, educational programs and scholarships empower individuals with knowledge and skills for a better future. Investments in medical institutions and sports academies promote health and well-being, while the Sheikh Faisal Bin Qassim Al Thani Museum preserves cultural heritage and fosters global dialogue. Sustainability and philanthropy remain priorities, ensuring a lasting positive impact on society.

What will be the company's main contributions in 2025 toward implementing Qatar's Third National Development Strategy?

As Qatar moves forward with its Third National Development Strategy (NDS3), Al Faisal Holding remains committed to playing a key role in economic diversification and sustainable growth. Expanding local manufacturing capabilities will support self-sufficiency and non-hydrocarbon industries, while investments in high-quality infrastructure and tourism projects will enhance Qatar's global appeal. Educational initiatives, such as Al Rayyan International University College, will help develop human capital, equipping future generations with world-class skills. Sustainability and innovation will continue to drive strategic decisions, ensuring a strong contribution to Qatar's long-term vision. ✖

Skyscrapers pictured in Doha's West Bay area



Image: Andrei Antipov

THE NEXT *step*



One of Qatar's oldest family businesses, Jaidah Group has been a cornerstone of the nation's development since its inception in 1898.

Mohamed Jaidah
CEO,
JAIDAH GROUP

Focused on stronger participation in oil and gas

Strengthening automotive retail operations with international brands

Implementing digital solutions to optimize stock management, customer engagement, and internal processes

How has Jaidah Group adapted its strategies to meet the needs of the Qatari economy?

Over 130 years of growth and diversification have seen the group establish itself as a leader in sectors such as automotive, heavy equipment, and energy, contributing to the realization of Qatar's National Vision 2030. We focus mainly on B2B, and our car business is perhaps the most visible due to our retail presence with numerous showrooms. Jaidah Group enjoys longstanding expertise and reputation; people know what to expect from us because of our decades of experience and history in the Qatari market.

How is Jaidah Group implementing new technologies and digital tools to gain a competitive edge?

My focus for the last five years has been bringing a family business into the digital era. We have spent much time and effort putting a digital strategy in place, though most of it is on the back end of our business. We have upgraded our systems in the last few years to better serve our customer base. In addition, we have invested heavily on CRM, namely the customer-facing aspect of our business. We have invested in Salesforce to give our sales team a competitive edge as well as a call center technology called Genesis. The latter helps with automation, saving data, optimization, and reducing time lags with our customer base. In addition, we have implemented an AI-based stock management software that allows us to better understand our stock and movements. It conducts analyses and recommends what we need in stock.

What strategies will Jaidah Group implement to play a bigger role within the oil and gas sector?

Jaidah Energy was created as a division under Jaidah Motors and Trading Company more than 50 years ago, mainly focusing on trading. Through its unwavering commitment to innovation, localization, and partnership, Jaidah Energy has solidified its place as a key service provider in Qatar. The division has actively localized products and services aligned with the nation's goals. Recent milestones include the launch of mud logging

services in 2021 and upcoming expansions in slickline, GRE lining, and drilling fluid services by 2025. Through a partnership with InlineX, Jaidah Energy has introduced in-situ pressure safety valve (PSV) testing, revolutionizing maintenance in the sector. Jaidah's state-of-the-art workshops in Doha Industrial Area and Ras Al Khor, along with a 20,000-sqm parts distribution center, underscore the group's customer-centric approach.

What role do Chinese automotive brands play within Jaidah Group's car retail operations?

I am proud to say that Jaidah Group has a long history here. We started working with General Motors in the early 1960s, though around 2015-2016, my father was convinced that Chinese products would eventually become more prominent. Our partner is Geely, which is a private Chinese business and shares the same values as us. It purchased Volvo and started to implement Volvo's standards and vision within its operations. Chinese car companies have gained greater visibility in recent years, especially with social media and marketing. Jaidah Group was the first to launch a Chinese brand properly here and have built up the brand with the help of our reputation. Geely now has a solid standing in the Chinese car market in Qatar. In addition, Geely's high quality offerings have played a key role in building the reputation of the brand within the markets.

What are your expectations for the Jaidah Group in 2025?

We remain extremely hopeful and optimistic about 2025 given that there are many great things ahead that will re-ignite the economy and bring it back in the right direction. Although it will take time, we are starting to see positive developments, especially in tourism. Jaidah Group does not directly work in that sector; however, tourism requires transportation options, which will impact us. There is an entire supply chain that will benefit from tourism, and we look forward to more positive developments in the coming 18 months. ✕

BIO

Mohamed Jaidah is the group executive director of Jaidah Group and co-founder of sixty degrees. Leading Jaidah Group's operations, he drives strategic direction and manages diverse portfolios in key sectors of Qatar's economy. He also serves as a board member at Maison de la France LLC, Qatar Insurance Company, and INJAZ Qatar.

Msheireb Downtown Doha,
a smart and sustainable
district in Doha

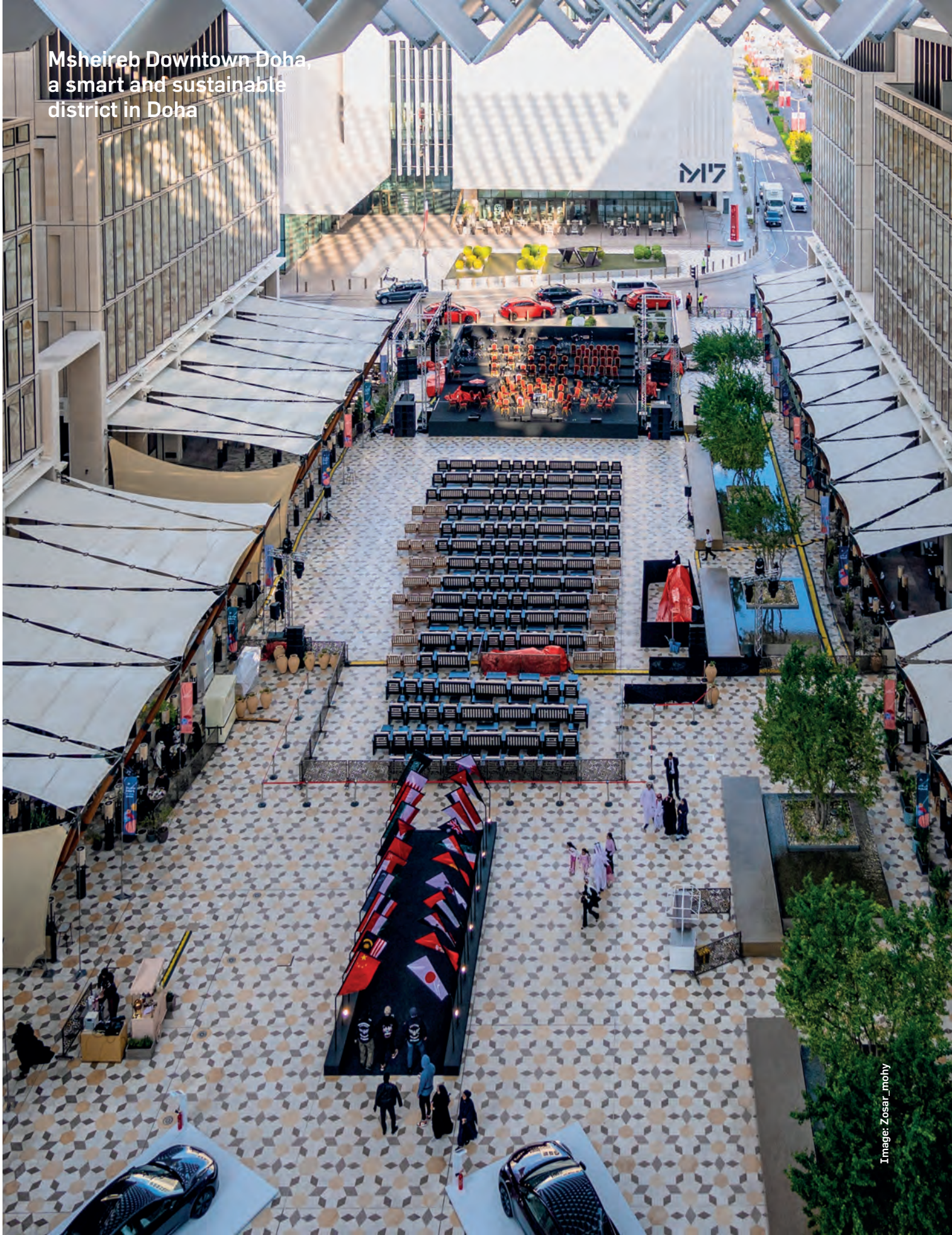


Image: Zosar_mohy

A NEW *era*



Building on its success in the healthcare, travel, and tourism sectors, MBHH is not resting on its laurels and is focused on upgrading its facilities and equipment to better serve customers.

Sheikh Jassim Bin Mohamed Al Thani
CHAIRMAN,
MOHAMED BIN HAMAD HOLDING (MBHH)

Partners with Flyability in the drone sector

Focused on medical needs of Qatari population

Developing e-commerce platform for nutrition and healthcare products

BIO
Sheikh Jassim Bin Mohamed Al Thani is chairman of Mohamed Bin Hamad Holding Company, a group of companies providing services in the fields of healthcare, tourism, travel, hotels, real estate, business, and many others. Al Thani is a prominent young business leader in the State of Qatar and is associated with many successful companies in Qatar, including MBHH, Al Ahli Bank of Qatar (Vice Chairman), Doha Clinic Hospital, ICON Medical Center, Crowne Plaza and Holiday Inn Hotels, Diet Center, Ibn Al Haytham Pharmacies, and many more.

What are the biggest contributions of family-held holdings for Qatar?

Family businesses play a vital role in Qatar's economy. In the stock market, they own a large portion of the shares and make up the majority of transactions in the market. Family companies in the private sector and the government also work closely together, and I expect them to continue to play a major role in the country in the future. In the last few years, many more family companies are being listed on the stock exchange, with numerous others expected to follow suit.

How can MBHH contribute to improving the quality of Qatar's healthcare system?

Medical tourism is extremely competitive across the region. Other than Qatar, countries such as Bahrain, the UAE, and Saudi Arabia are all becoming increasingly successful in this field. Qatar has an edge in sports medicine with institutions like Aspetar. Qatar has become a sports destination and has both sports medicine and medical tourism positions, making Qatar one of the leaders in the region; however, as a company we are not focusing on that. Instead, we are mainly focused on the needs of the population. We have the ICON Medical Center that focuses on orthopedics. In fact, it even receives patients from overseas seeking medical attention for knee or back issues. The center has built up a reputation for itself due to word of mouth and its best doctors in the field. In addition, we have added a new branch for Doha Clinic in Abu Sidra Mall, MBHH's first satellite clinic. We expect to have two more in Doha by 2030.

What does MBHH expect to achieve with its partnership with Flyability?

Flyability is a well-known Swiss brand in the drone sector. We saw an opportunity to enter the drone sector to complement our current work in the petrol industry. This tool will give us new capacities and allow us to develop further in the

industry. Flyability's drones are highly sophisticated; they can enter narrow spaces, provide a 3D scan, and detect anomalies in tunnels or pipes. These drones have the potential to make a major difference for many industries that work in confined spaces.

How is MBHH implementing new digital tools and technology in its operations?

Another area that MBHH is looking at is AI; we plan to apply AI to as many of our services as possible, including the medical sector. We are developing an e-commerce platform that will be launched later in 2024 that will enable our customers to purchase their medication online. Another of our projects is Diet Center where patients can get tested and receive an appropriate diet plan supported by technology. We can help our patients with their weight loss plans and monitor their cholesterol and blood sugar levels. We recently opened a new Diet Center branch in the Al Khartiyat region, our fourth branch thus far. This enables MBHH to cover a larger area in Qatar. In addition to all this, we are planning to sell medicine and medical equipment online. Also, we have a specialized center for hospital consumables & equipment. Although it is not the biggest in Doha, it is catching up.

What are MBHH's goals and projects for 2025?

We hope to improve our services in healthcare and upgrade our equipment. In addition, our hotels are undergoing refurbishment in order to be more up to date and smarter. Although we do not have any new projects per se, we are looking into refurbishing almost everything. We are also perfecting our services in the healthcare, travel, and tourism sectors. We are always looking into how we can provide better quality services and packages. We are trying to take our company to a new level and keep things fresh. Qatar is full of opportunities—one just has to be patient and look for them. ✖



MOHAMED BIN HAMAD HOLDING
شركة محمد بن حمد القابضة

MOHAMED BIN HAMAD HOLDING COMPANY (MBHHC) is the consolidation of a number of Qatar-based companies, Chaired by H.E Sheikh Jassim Bin Mohamed Al Thani and founded by The Late Sheikh Mohamed Bin Hamad J. Al Thani, over 50 years ago.

MBHHC has successfully developed business interests in a variety of industry sectors including **real estate investment and development,**

facilities management, hospitality, travel & tourism services, medical services, pharmaceuticals, and petrochemicals. It is also an active investor in a number of real estate properties in the US and Europe. Contemporary and progressive, yet with a long-history of doing business in Qatar, MBHH is well positioned and committed to develop Qatar's diverse and multi-faceted opportunities in conformity with **Qatar Economic Vision 2030.**



صيدلية النصر
AL NASSR PHARMACY



شركة ابن الهيثم الطبية
IBN AL HAYTHAM MEDICAL CO.



صيدلية ابن الهيثم
IBN AL HAYTHAM PHARMACY



مركز ابن الهيثم
IBN AL HAYTHAM CENTER



مستشفى عيادة الدوحة
DOHA CLINIC HOSPITAL



International Center for Orthopedics and Neurosciences



AN IHG® HOTEL
DOHA - THE BUSINESS PARK



AN IHG® HOTEL
DOHA - THE BUSINESS PARK



أبو سيدة مول
ABU SIDRA MALL



دايت سنتر
Diet Center



CON PHARMA



عبر الشرق للطيران
TRANS ORIENT AIR SERVICES



عبر الشرق للسفر والسياحة
TRANS ORIENT TRAVEL & TOURISM



مكتب السياحة للسفرات
DOHA TRAVEL AGENCY



عبر الشرق للبضائع الجوية
TRANS ORIENT AIR CARGO



الشركة المتخصصة للتغذية
SPECIALTY NUTRITION CO.



مؤسسات عبر الشرق د.م.م
TRANS ORIENT ESTABLISHMENTS W.L.L.



West Bay Petroleum



The Business Park



Business Loop



GROWTH *plans*



Established in 2015, Sendian Group has transformed into a diversified conglomerate aligned with Qatar Vision 2030, expanding across sectors such as security, healthcare, technology, and sustainable real estate.

Yousuf Al-Mahmoud
VICE CHAIRMAN & MANAGING DIRECTOR, SENDIAN GROUP

Aims to expand into sustainable property management and real estate

Focused on technology branch to develop AI capacities

How has Sendian Group transformed and adapted since its establishment?

Since 2015, Sendian Group has significantly diversified across various sectors. We have expanded from a few key areas into security services, medical supplies, landscapes, paints and coatings, construction, property management, electromechanical services, and technology solutions. This aligns with the Qatar Vision 2030 and supports sustainable development. We also have a system of subsidiaries, such as SISS security systems, and Sendian Medical. We are also formatting a new partnership that we will announce soon. Qatar has a strong economy and a clear vision for 2030. Companies in the private sector are aligned with the government to grow Qatar into one of the strongest countries in terms of tourism and economics. We want to continue attracting foreign investment to Qatar. Regarding the real estate sector, we wish to focus on sustainable development and smart technology. We are expanding the property management services and advanced maintenance energy affecting systems, as well as smart building technology. This approach means that the tenant investors' demands align with the Qatar Vision 2030 and contribute to sustainable urban development.

Why do you believe people want to invest in Qatar now more than ever?

Qatar has growth in oil and gas. It has stability, higher education, and a vision for the market. Qatar is also known as a sports country, having won the bid to host the World Cup. The World Cup transformed Qatar to enhance its infrastructure and attract global attention. Post-World Cup, the business environment has matured, has better infrastructure, increased foreign investment, and a strong regularity framework.

How is Sendian Medical contributing to improving Qatar's health care system?

After COVID-19, the world has changed. Qatar's diverse hospital and healthcare facilities have become the best in the world. Sendian Medical has helped enhanced Qatari healthcare by providing high-quality medications and equipment to ma-

ior institutes, such as Hamad Hospital and Sidra Centre. We ensure fast, reliable services and a wide range of products. We are also exploring new partnerships and innovations to support healthcare excellence around the world.

As Qatar further embraces new digital solutions, how is Sendian Group prepared to be a part of this emerging sector?

Sendian Group, through Sendian Technology, aims to be a key player in the Qatar IT sector. We offer IT services, including mobile and web development, software development, cloud solutions, and data science. We provide advanced solutions, enhanced business operations, and drive innovation. We are integrating advanced technologies across our company. We are only beginning, but already the amount of information there is impressive.

How is Sendian Group differentiating the technology and IT services it provides from those of other companies in the industry?

Sendian Group stands out in the IT sector by combining a deep industry knowledge, a customer-centric approach, and a commitment to innovations. We offer terabyte end-to-end solutions, providing long-term partnerships with customers and companies. We provide services that enhance our clients' way of working, way of life, and way of investing in cutting-edge technologies, that are also cost-effective. We continuously develop our team to have the necessary skills to operate new technology and, of course, stay ahead of the trends.

Which of Sendian Group's subsidiaries do you expect to thrive in the long term?

Technology is important to us. We can build on technology because it is now driven by sustainability and green works. We are working on sustainability as our main focus. We recently signed an interesting partnership for development on smart and sustainable buildings, which we are contributing to. We are exploring partnerships with some advanced companies in Doha to achieve this. ✖

BIO

Yousuf Al-Mahmoud is a respected businessman who has driven growth and efficiency across various industries. His expertise in strategic planning and financial management has positively impacted both government and private sectors. As a member of the Qatar Businessmen Association (QBA), Al-Mahmoud exemplifies dedication and excellence in the business community.



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